

HUMAN RESOURCE MANUAL



BC Métis
FEDERATION

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SECTION 1:

POLICIES AND PROCEDURES

1.1 POLICY

The Human Resource Manual will be an integral component of BC Métis Federation and will be consistent with the Laws of Canada.

BC Métis Federation's board of directors will establish and implement appropriate policies and procedures governing the operation of the BC Métis Federation.

1.2 PROCEDURE

1.2.1 General Guidelines

1. Once the board of directors and/or staff identify a need for new and/or revised policies and procedures, the matter will be referred to the President and CEO who will prepare one or more drafts for consideration for the board of directors.
2. The Board of Directors will review policies and procedures drafts, direct the President and CEO to make the revision of such drafts as required and, when satisfied that the draft meets the requirements of the organization, recommend approval of the new and/or revised policies and procedures to the BC Métis Federation board of directors.
3. The President and CEO will distribute new and/or revised policies and procedures to employees in a timely manner.
4. Approved new and/or revised policies and procedures must be signed by BC Métis Federation board's chair and contain a revised date.
5. Within thirty (30) days following approval and sign off of new and/or revised policies and procedures by the board, the new and/or revised policies and procedures will be implemented by incorporation in the appropriate section of the BC Métis Federation Human Resource Manual.
6. The Human Resource Manual will be reviewed on a regular basis to reflect new and/or revised policies and procedures that may be identified during the annual review process or during periodic reviews throughout the year.

1.3 Organization Responsibilities

- Review policies and procedures annually to ensure organizational requirements are current and accurately reflected.

1.3.1 Individual Responsibilities

- Review the outline of material and familiarize yourself with the contents of BC Métis Federation Human Resource Manual;
- Ask questions if something is unclear.
- Submit suggestions for review or revision if required.
- Employees, volunteers and students need to read policies pertaining to Workplace Health and Safety and Professional Conduct upon commencing employment.

SECTION 2: ROLE OF THE HUMAN RESOURCE COMMITTEE

2.1 POLICY

The board of BC Métis Federation wishes to be aware and informed of human resource matters as they may impact the organization and to assist the President and CEO to the extent possible from a governance perspective. To that end the board will establish a standing Human Resource Committee to provide assistance and advice to the President and CEO and recommendations to the board as a whole in respect to human resource related issues on a continuing basis.

The board extends full responsibility to the President and CEO for implementation of boards' policy, directs and authorizes the President and CEO to develop the necessary procedures and practices to manage the human resource function efficiently and effectively.

The board will conduct themselves individually and collectively in a manner that demonstrates their respect for and support of the President and CEO's professional competence, management of the organization, and discretion in respect to operational decision-making and overall administration of BC Métis Federation.

2.2 PROCEDURE

2.2.1 General Guidelines

1. Terms of reference for the Human Resource Standing Committee.
2. The Committee will serve as an advisory support to the President and CEO in regard to Human Resource matters. The Committee will not direct the President and CEO or other staff of BC Métis Federation.
3. The Committee will report to the board and will provide the board with advice and written recommendation in respect to Human Resource policies and directions rising out of its meetings.
4. The Committee meeting agenda will include delivery of information and recommendations by the President and CEO and subsequent Committee consultation on Human Resource matters such as:
 - Proposed full-time, part-time and short-term project appointments,

- Human Resource issues such as conflict of interest, complaints and family relations,
 - Progressive performance and/or disciplinary issues that may lead to involuntary employment termination,
 - Leaves of absence including short and long term disability and return-to-work accommodations,
 - Retirements and resignations,
 - Job descriptions,
 - Training and Education plans,
 - Annual budget for pay-for-performance salary administration,
 - Workplace health and safety,
 - Proposed Human Resource programs and services.
5. The Committee will establish a schedule of regular meetings and may also meet at the call of the President.
 6. The board will appoint its representatives to serve on the Committee. The President and CEO will serve on the Committee to inform Committee members and assist in the discussion of issues without voting status.
 7. The board and the Committee extend flexibility to the President and CEO as it is acknowledged and agreed that there may be instances where the President and CEO must act first and inform the Committee and the board after the fact.

2.2.2 **Committee Chair and Committee Responsibilities**

- Develop the agenda in conjunction with the CEO.
- Ensure the people responsible for agenda items know their role.
- Ensure appropriate preparation.
- Chair meetings and facilitate discussions.
- Evaluate the meeting; seek input of Committee members for purposes of refining terms of reference and improving meeting procedures for future meetings.
- Follow-up with people assigned to do tasks.

2.2.3 **President and CEO Responsibilities**

- Assist the Chair of the Committee in the development of the agenda.
- Ensure the agenda is prepared and circulated.

- Prepare and circulate agenda with written background information in advance where possible.
- Take action where circumstances warrant; avoid unwarranted use of the latitude and flexibility extended.
- Follow up with people assigned to do tasks.

SECTION 3: EMPLOYMENT OF FAMILY MEMBERS & RELATIVES

3.1 POLICY

BC Métis Federation will implement practices to minimize any possibility of bias or conflict of interest due to family ties between members of the board and/or employees.

3.2 PROCEDURES

3.2.1 General Guidelines

- If a situation arises where adherence to these guidelines poses a significant operational problem, the hiring supervisor (or Chair of the Human Resources Committee) will consult with and secure the President and CEO's written approval and the next level of approval prior to finalizing any hiring decision.
- Where family relations exist, board members will abstain from voting or making any decisions pertaining to that family member.
- An employee's tenure of employment will not be affected if, subsequent to becoming an employee, a family member becomes a member of the board.

3.2.2 Guidelines for Family Members of the Board

- Individuals who are related to members of the board will be eligible for employment provided their appointment does not create potential for an actual or perceived conflict of interest.
- Where family relations exist, board members will abstain from voting or making any decisions pertaining to that family member.
- An employee's tenure of employment will not be affected if, subsequent to becoming an employee, a family member becomes a member of the board.

3.2.3 Guidelines for Family Members of Employees

- Individuals who are related to employees will be eligible for employment provided that no one secures employment solely because of family relationships or their association with employees.

- Hiring supervisors may hire immediate family members of present employees if it is determined that the employees will not be in a reporting or supervisory relationship to one another.

3.2.4 Supervisory Responsibilities

- Ensure that any person hired at the BC Métis Federation is not placed in a:
 - reporting or supervisory relationship with a family member/relative;
 - position of potential financial collusion with a family member/relative;
 - position with a relative that could interfere with operational requirements.
- Consult with the CEO where appropriate.

3.2.5 Employee Responsibilities

- Ensure you advise your immediate supervisor(s) of any family relations prior or subsequent to your hiring that may violate this policy or place you in a potential or actual conflict of interest.

SECTION 4: EMPLOYMENT STATUS

4.1 POLICY

BC Métis Federation defines employment status for purposes of distinguishing terms and conditions of employment and eligibility for specific employment related benefits.

4.2 PROCEDURES

4.2.1 General Guidelines

Employment status is set out in writing at the time of hire and revised as changes to employment occur throughout the employee's service with the organization.

Employment status is converted into full-time equivalents (FTE) for budget purposes. FTE count is based on actual hours worked where full-time is one point zero (1.0) FTE.

4.2.2 Guidelines Defining Employment Status

- a) **Full-time** – employee works the standard workday of seven (7) hours and the standard workweek of thirty-five (35) hours.
 - Full-time employees are paid an annual salary and entitled to all benefits including the BC Métis Federation's group insurance benefit plan.
- b) **Part-time** – employee works a pre-determined weekly schedule but less than the standard workweek of thirty-five hours.
 - Part-time employees are paid an annual salary. If the part-time employee works no less than twenty-five (25) regular hours per week, are entitled to all benefits including the BC Métis Federation's group insurance benefit plan.
- c) **Short-Term Project** – employee works to accomplish specific projects or replaces the BC Métis Federation employee who may be on a leave of absence such as pregnancy, parental, illness, and/or injury. Typically, term employment is further defined by a specific start and end date. The project assignment may require a full-time or part-time schedule of work hours.
 - Short-term project employees are paid an hourly wage and are not entitled to the BC Métis Federation's group insurance benefit plan.

- d) **Casual** – employee works as a replacement for the BC Métis Federation employee who may be absent due to a brief illness or as a seasonal staff member to provide coverage during vacation periods. Typically, a casual employee is called to work if, and only if, work is available. Hours or days of work are not guaranteed.
 - There may be no pattern in the work schedule. The casual employee may be sent home early, advised not to come to work, or experience immediate employment termination if replacement services are not needed.
 - Casual employees are paid an hourly wage and are not entitled to the BC Métis Federation’s group insurance benefit plan.
- e) **Student/Volunteer** – individual is provided a workplace assignment to gain practical experience on an unpaid basis. Typically, the work schedule consists of hours that accommodate a University, Community College, and/or High School timetable.
 - Students and volunteers, including those whose positions are funded by grants, are not employees of the organization and are not entitled to the BC Métis Federation’s group insurance benefit plan.
- f) **Contract** – individual is contracted by the BC Métis Federation on a fee for service basis to complete a project within a defined period of time for an agreed upon sum of money.
 - A contract worker is not an employee of the organization and is not entitled to the BC Métis Federation’s group insurance benefit plan.

4.2.3 Guidelines Defining Management

Generally, management responsibilities relate to supervising and/or directing organizational resources. Those resources are often but not always Human Resources. Managers are able to act independently and make decisions about those resources.

The list of management responsibilities may include (but is not limited to) duties such as: ensuring compliance with the BC Métis Federation policies; authorizing overtime, time off or leaves of absence; calling employees in to work or asking/authorizing them to work additional hours; supervising the day-to-day activities of a department; modifying processes; setting up or changing work schedules; providing or authorizing training for employees; committing or authorizing the use of company resources; or being responsible for managing a budget and directing budget resources. or...

The list of management responsibilities may include (but is not limited to) duties such as: exercising independent action, autonomy and discretion in matters of importance; staffing decisions; and supervision and direction over other employees.

It is the duties performed, rather than the titles of jobs that determine which positions are management roles.

Management positions are excluded from specific parts of the Canada Labour Code dealing with hours of work, overtime entitlements and statutory holiday pay.

4.2.4 Supervisory Responsibilities

Define the employment status of each position in relation to the definitions provided in this policy.

Consult within your line of management when considering changes to employment status.

Clarify verbally as well as in writing, the status of the employment offered to a prospective employee at the time of hire or to the BC Métis Federation employee if a change in employment status occurs.

4.2.5 Employee Responsibilities

Know how BC Métis Federation and legislation define your employment status.

SECTION 5: RECRUITMENT, INTERVIEWING AND SELECTION

5.1 POLICY

BC Métis Federation strives for fair and equitable access to employment through appropriate hiring processes. Given the nature and purpose of the organization, preference for qualified Indigenous individuals may be stated in job postings and advertisements and employment extended to qualified Indigenous individuals in accordance with the laws governing equal opportunity in employment.

5.2 PROCEDURE

5.2.1 General Guidelines

- BC Métis Federation shall not accept nepotism in the recruitment of employees.
- A criminal record check, a medical examination, and/or eligibility for bonding may be required by BC Métis Federation.

5.2.2 General Guidelines for Recruitment

1. Generally, recruitment occurs when:
 - New positions are created,
 - Vacancies occur, or
 - Employees submit resignation or retirement notices.
2. Advertisements will indicate BC Métis Federation's preference for Indigenous candidates.
3. Notice outlining details of available positions will be made as follows:
 - Internally - through the posting of notices for review by BC Métis Federation employees. Current staff and volunteers are eligible to apply.
 - Externally - advertisements may be used to seek external candidates. Media may include Indigenous publications, local newspapers. etc. Resumes on file may be considered also.

- Recruitment for any position may be conducted externally concurrent with an internal posting.
4. All notices and advertisements will include the following information:
 - Job title and description of duties,
 - Employment status,
 - Job site location,
 - Minimum education and experience requirements,
 - Any other information that will provide for greater understanding of the nature, terms and conditions of employment,
 - Deadline for application, generally ten (10) working days from the date of posting and
 - A statement thanking applicants for their interest and advising them that only individuals selected for interviews will be contacted.
 5. The prospect of employment or the continuation of employment is put at risk where:
 - Applicants knowingly submit false information. The discovery of false information subsequent to hiring may be grounds for termination.
 - There is material evidence of conduct deemed prejudicial to the purpose and working relationships of the BC Métis Federation.
 6. Employees who are interested in applying to postings or advertisements are encouraged to discuss their intent with their immediate supervisors. Early discussion is welcome and appreciated.

5.2.3 General Guidelines for Interviewing

1. Applications must be received by the deadline to be considered.
2. BC Métis Federation prefers to utilize a personnel selection committee or panel process in screening applicants and conducting interviews.
3. The hiring panel develops screening criteria on the basis of stated job qualifications. Applicants who satisfy the qualifying criteria will be considered for next steps in the hiring process.
4. Where the panel decides not to proceed with internal applicants, the hiring supervisor will meet with employee(s) in-person to discuss

- qualifying and screening criteria, and provide employee(s) with information and guidance in respect to future consideration.
5. A hiring supervisor/panel will not initiate interviews with employees without notifying the employee's immediate supervisor.
 6. The panel conducts in-person interviews with finalist candidates and the Chair confirms references provided by finalist candidates. (Refer to HR policy entitled References and Record Checking.)
 7. The hiring supervisor ensures interview records and reference checks are filed appropriately and retained for a minimum of one year.

5.2.4 General Guidelines for Selection

1. The panel determines the successful candidate from all information available and informs the President and CEO.
2. Successful candidates will be notified by letter of offer containing:
 - Salary offered at time of hire and salary range relative to the position,
 - Start date,
 - Hours of work,
 - Immediate supervisor,
 - Probation period,
 - Expectations of the job and initial performance goals,
 - Other relevant terms and conditions of employment such as the offer of employment being subject to criminal records checks and/or bonding, and
 - A timeframe for acceptance and return of the employment offer.
3. The hiring supervisor is required to notify the employee's immediate supervisor where an internal candidate is the selected candidate to discuss the employee's transition to the new role and release date.
4. Letters of offer must be returned to the BC Métis Federation bearing the signature of the prospective employee to indicate formal acceptance of the job.
5. Where an offer of employment is rejected, the panel may issue an offer of employment to another finalist candidate or may initiate a new recruitment campaign.
6. Where the panel decides not to issue an offer to internal finalists, the hiring supervisor will meet with employee(s) in-person to discuss qualifying and screening criteria, and provide employee(s) with information and guidance in respect to future consideration.

7. Within fourteen (14) calendar days of receipt of formal acceptance, candidates interviewed will be notified of the outcome of the recruitment process.

5.2.5 Personnel Selection Committee Composition and Responsibilities

Personnel Selection Committees will include at least one Indigenous individual as a member.

Available Job	Personnel Selection Committee Composition
President and CEO	President (Chair of Personnel Selection Committee) a minimum of two (2) and generally not to exceed three (3) other members of the Board.
Program Management	President and CEO, one (1) member of the board, and other BC Métis Federation personnel as invited by the President and CEO.
Program administrative, professional and technical employees	President and CEO, the relevant Program Management, and other BC Métis Federation personnel as invited by the President and CEO.

- Identify, define and communicate vacancies.
- Ensure recruitment is approved prior to initiating the process.
- Approve hiring process and plans.
- Determine whether the process will proceed internally, externally or concurrently.
- Establish the hiring panel and facilitate the work of the hiring panel in screening, interviewing and selecting finalist candidates.
- Keep informed and execute responsibilities in accordance with policies and procedures pertaining to employment.
- Review and understand the job description and position qualifications.
- Contribute to screening, interviewing and selecting finalist candidates.
- Lead the interview process and ensure personal reference checks are completed.
- Conduct reference checks.
- Facilitate the work of the hiring panel in determining the individual deemed to be the most appropriate candidate for the vacancy.

- Notify the employee's immediate supervisor where an internal candidate is the candidate selected to discuss the employee's transition to the new role and release date.
- Determine appropriate offer of employment.
- The CEO shall be responsible for approving all new employee salaries, and approving and signing the offer of employment.
- Prepare and issue the written offer of employment and follow up to secure the candidate's response to the employment offer.
- Determine when and where to offer employment to another finalist or initiate a new recruitment campaign.
- Inform all candidates interviewed of the outcome of the process.
- Help internal candidates to understand the process, criteria and outcome. Focus on coaching internal candidates in respect to preparing applications in the future.
- Ensure the process established for recruiting, interviewing and selection continues to effectively meet the needs of the organization

5.2.6 Employee Responsibilities

- Express your interest in vacancies available and seek information to determine your suitability.
- Inform your immediate supervisor of your interest in any vacancy; the sooner the discussion occurs with your supervisor the better. It is important that you know that the hiring supervisor must inform your supervisor prior to conducting an interview with you.
- Submit your written application for vacant positions available where you are interested and believe you qualify.
- Participate in interviews where you are invited to do so.
- Receive employment offers that are extended to you and determine your response.
- Seek to gain understanding where you have applied and not received an offer of employment. Remain focussed on the future and what you need to do to prepare yourself for next vacancies in the organization.

SECTION 6: EXPENSES FOR INTERVIEW OR RELOCATION

6.1 POLICY

BC Métis Federation reviews and considers interview expense and relocation moving expenses for employees who move at least 40 kilometres away from their current residence as required by the organization.

6.2 PROCEDURE

6.2.1 General Guidelines for Interview Expenses

1. The Personnel Selection Committee Chair advises the CEO of interview expense potential prior to occurrence.
2. Applicable receipts are submitted for approval by the CEO and next level of approval.

6.2.2 General Guidelines for Relocation Expenses

1. The President and CEO will determine if the selected candidate has a potential relocation assistance requirement.
2. The President and CEO contacts the potential employee and advises of areas of potential coverage and limits.
3. Confirmation of potential expenses is prepared in writing for the potential employee's review and signature.
4. Expenses are submitted by the employee for approval by the President and CEO and next level of approval.
5. Relocation expenses will be repaid if the employee leaves the organization prior to completing one year of employment with BC Métis Federation. The repayment will be calculated on a monthly basis over a continuous work period of twelve (12) months. (Example: Where an employee resigns after three and a half (3.5) months employment, the employee shall be required to pay back BC Métis Federation seventy-five (75) percent of the relocation – moving expenses paid by BC Métis Federation. Employee's completed months (3) divided by potential months of employment (12) = 25 percent of employment completed, therefore 75 percent remains to be repaid.)

6.2.3 Employee Responsibilities

- Communicate plans to move and provide progress updates to President and CEO.
- Ensure moving costs are minimized and no additional expenses are incurred without prior approval.
- Sign agreement to work for BC Métis Federation for at least 12 months after the move or failing that, repay related, pro-rated costs to the company
- Collect and submit receipts with expense form for re-imbusement.

SECTION 7: REFERENCES AND RECORD CHECKING

7.1 POLICY

BC Métis Federation offers of employment are subject to verification of information provided by applicants. Or BC Métis Federation verifies information provided by applicants as part of a sound hiring process. This requires checking of references and criminal records.

BC Métis Federation respects the personal privacy rights of individuals in responding to reference checking requests.

7.2 PROCEDURE

7.2.1 General Guidelines for Conducting Reference and Record Checks

- Employment references must be completed and documented prior to issuing offers of employment (verbal or written).
 - References for external applicants usually involve contact with at least two (2) previous employers.
1. Inform candidates of the intention to proceed with reference checks prior to conducting any checks.
 2. Suggest candidates contact their references to authorize information release. Where a written reference check is conducted, include a copy of the applicant's signed authorization to release pertinent information.
 3. Verify some or all of the job-related information supplied by applicants by telephone and occasionally, in writing.
 4. Record results of reference checks combined with candidate resume, qualifications and interview notes to determine the candidate suitable for the job opportunity.
 5. Ensure interview records and reference checks are filed appropriately and retained for a minimum of one year.
 6. Where criminal record checks are required, candidates are directed to their local police service. (Refer to HR Policy entitled Search of Criminal Record.)

7.2.2 General Guidelines for Responding to Reference Check Requests

- Under privacy legislation, information available publicly is limited. Provide only information on dates of employment, position(s) held, and confirm final wage rate.
- Where other information is requested, ensure the former or existing employee has submitted a signed written release.
- Caution must be exercised when responding to requests for information about employees (former or existing). Legal action may result, particularly where unfavourable information impedes future employment.

7.2.3 Supervisory Responsibilities

- Conduct necessary checks prior to extending employment offers (verbal or written).
- Avoid straying from the facts. Ask questions for understanding.
- Contact at least two (2) previous employers.
- Ensure you have candidate authorization for release of information you request.
- Consider reference information as one component in the overall recruitment process.
- Exercise caution when responding to requests for information about former employees.

7.2.4 Employee Responsibilities

- Avoid responding to off-the-cuff requests for information about existing and former employees.

SECTION 8:

CRIMINAL RECORD SEARCH

8.1 POLICY

BC Métis Federation protects public and private perceptions of the organization by ensuring that the personal records of board members, employees and others associated with the BC Métis Federation are free and clear of criminal conduct that may obstruct or compromise fulfilment of their duties or the organization's purposes and credibility.

8.2 PROCEDURE

8.2.1 General Guidelines

1. Individuals required to provide the BC Métis Federation with verification of the absence of criminal conduct in respect to their personal records are directed to their local police service to apply for clearance for employment or volunteer purposes. Criminal record checks and fingerprinting are provided for residents by the local police service within the city in which they reside.
2. All elected representatives are required to submit Criminal Record Searches at the beginning of their term of office.
3. Upon arrival at their local police service, individuals will be requested to:
 - Complete, sign and submit a Consent to a Criminal Record Check form,
 - Present a primary piece of identification (such as a Driver's License, Passport or Status Card),
 - Present a secondary piece of identification (such as a Care Card or Birth Certificate), and
 - Pay fees associated with processing the search.
 - Once authorized to do so, the local police service will conduct the criminal records search and will provide the results of the search to the individual making the request.
4. In turn, individuals are expected to provide the BC Métis Federation written evidence of the results of the search conducted.

5. All costs associated with the need to secure and submit Criminal Record Searches are borne by the individual.

8.2.2 Organization Responsibilities

- Direct individuals to their local police service to apply for criminal record clearance for employment or volunteer purposes.

8.2.3 Employee Responsibilities

- Authorize your local police service to conduct the criminal record search.
- Provide BC Métis Federation with the results of the search conducted.

SECTION 9: BONDING

9.1 POLICY

BC Métis Federation believes it is important that the organization's finances be handled and be perceived to be handled responsibly with competence and integrity.

BC Métis Federation may require bond coverage of staff through an insurance and/or surety company.

9.2 PROCEDURE

9.2.1 General Guidelines

1. Surety companies refuse to bond people who are assessed as unable to perform the obligations inherent in a financial role.
2. Employees who are unable to satisfy bonding requirements will not be allowed access to the BC Métis Federation funds.
3. The costs associated with the surety insurance program and the bonding process will be borne by the organization.

9.2.2 Supervisory Responsibilities

- Request that staff being considered for positions with spending authority complete the bonding form as part of the hiring process. or Ensure staff with spending authority complete bonding forms if required.

9.2.3 Employee Responsibilities

- Complete and submit the bonding form if required.

SECTION 10:

EMPLOYEE ORIENTATION

10.1 POLICY

BC Métis Federation facilitates entry to the organization with an orientation for new employees upon commencement of employment.

10.2 PROCEDURE

10.2.1 General Guidelines

- Supervisors are responsible for co-ordinating the orientation process and ensuring smooth transitions for new employees.
- The orientation will provide an overview of the organization and expectations including the following:
 - BC Métis Federation's history,
 - BC Métis Federation's vision, mission and goals,
 - Policies and procedures,
 - Organizational structure and membership
 - Lines of communication and reporting procedures,
 - BC Métis Federation's approach to probation, performance review, workplace safety and health, and
 - Completion of the BC Métis Federation's required administrative forms.
- Completion of the orientation process will be documented in employee files.

10.2.2 Supervisory Responsibilities

- Introduce the employee to co-workers.
- Provide an overview of the organization and expectations.
- Provide the new employee with a job description for reference, confirm job requirements and set probationary period expectations.
- Explain the BC Métis Federation's approach to performance review and workplace safety and health.

- Ensure the required administrative forms are completed and submitted to payroll.
- Document the orientation process and submit for employee file.

10.2.3 Employee Responsibilities

- Smooth your transition to employment and increase the likelihood of satisfaction in your job with the BC Métis Federation by participating fully and maximizing your learning during the orientation process.

SECTION 11: PROBATION

11.1 POLICY

BC Métis Federation gives newly appointed employees reasonable periods of time to establish their effectiveness and to demonstrate suitability for their positions.

BC Métis Federation requires that new employees successfully complete a period of probation before being recommended for continued employment.

11.2 PROCEDURE

11.2.1 General Guidelines for Newly Hired Employees

- All new employees serve a three (3) month probationary period unless otherwise specified in their written offer of employment.
- During the probationary period, continuous monitoring and feedback will be conducted between the employee and the employee's immediate supervisor(s).
- Employees are required to demonstrate successful completion of the probationary period through performance at work. Days absent during probation will be added to extend the period as required. Upon return to work, employees will be required to recommence the probationary period and satisfy the remaining period.
- No less than two (2) weeks prior to completion of the probationary period, the employee's immediate supervisor(s) will conduct a formal review of the employee's performance to substantiate the recommendation to:
 - Continue employment if performance is satisfactory.
 - Terminate employment prior to completion of the probationary period - if performance is unsatisfactory.

There is no requirement to retain an employee for the entire probationary period if performance or conduct is not at an acceptable level and, in the supervisor's judgement, is not likely to meet acceptable standards. During this period, employment may be terminated immediately.

Where circumstances determine the need for termination, inform the employee in writing before the last day of probation is served.

Statutory notice or pay in lieu of notice is not required if the employee has not completed three (3) consecutive months of employment.

- Extend the period of probation for an additional three (3) months - if performance is near satisfactory but not sufficiently acceptable.

This extension is provided in writing to allow the willing and nearly able employee more time to acquire the knowledge, skill and ability to meet job standards. The total probation period (initial plus extension) must not exceed six (6) months.

It is important to note that the decision to extend the probationary period obligates the organization to one (1) week statutory notice or pay in lieu of notice if the employee continues to fall short of performance expectations in the extended period. (CLC is two (2) weeks).

Prior to completion of the extended probationary period, the employee's immediate supervisor(s) will conduct a second formal review of the employee's performance to substantiate a recommendation for continued employment if performance is satisfactory or termination of employment if performance is unsatisfactory.

Where circumstances determine the need for release, written notice must be given before the employee's last day of probationary period. During an extended probationary period, a newly hired employee may be dismissed with one (1) week notice of termination or compensation. CLC is two weeks (Refer to HR Policy entitled Employment Termination - Voluntary and Involuntary.)

11.2.2 General Guidelines for Existing Employees

1. An existing employee who is promoted to a higher-level position or takes on a different position may be required to serve a probationary period in the new role.

Where this occurs, the employee must be provided with written notification outlining the length of the probation, job standards and expectations in the new position, the nature of assistance to support the employee's efforts to satisfy job standards and expectations, and the effect on employment in the event that the employee is unable to successfully complete the probationary period.

2. An existing employee may be placed on probationary status in their current role at any time if, in the opinion of line management or

supervisor, that employee is not performing assigned duties in a satisfactory manner.

Where this occurs, the employee must be provided with written notification outlining the length of the probation, the specific areas for improvement, the organization's expectations, the nature of assistance to support the employee's efforts to improve and the effect on employment in the event that improvement does not occur.

11.2.3 Supervisory Responsibilities

- Specify the employee's probationary period in the written offer of employment.
- Ensure that job standards and performance expectations are clear; discuss the performance review process upon commencement of employment.
- Monitor performance progress and provide the employee with continuous feedback during the probationary period.
- Coach development; assist and guide the employee toward satisfactory performance. Provide on-the-job training and monitor and review the employee's attention to work tasks, conduct on the job, attendance and observation of workplace rules and practices.
- Record and add days absent during probation to extend the period as required.
- Conduct a formal review of the employee's performance prior to completion of the probationary period. Recommend continued employment, extension of the period of probation for an additional three (3) months, or termination of employment based on the formal review of performance.
- Discuss the employee's performance review and your recommendation with the President and CEO.

11.2.4 Employee Responsibilities

- Clarify job standards, expectations and measures of success.
- Strive for personal excellence in job performance at all times.
- Ask questions of your supervisor at the earliest possible opportunity when you are unsure about responsibilities including aspects such as proper procedures, policies, work assignments, and methods to be followed.
- Learn and observe the workplace rules and regulations.
- Seek feedback. Make good use of all feedback and apply the coaching you receive.

- Discuss your performance progress and development needs.
- Demonstrate your personal efforts to continuously improve.
- Demonstrate motivation, enthusiasm and a positive attitude.

SECTION 12: NEW ASSIGNMENT

12.1 POLICY

BC Métis Federation works to ensure that each employee is placed in the job for which he or she is best suited and to that end, may reclassify, second or promote current employees where that is deemed to be in the best interests of the individual as well as the organization.

BC Métis Federation hopes to afford all employees every opportunity for satisfying work assignments, job challenge and advancement fitting their abilities and interests.

12.2 PROCEDURE

12.2.1 General Guidelines

- To provide high quality programs and services, the BC Métis Federation will reclassify, second or promote employees on the basis of:
 - Demonstrated performance, capacity and potential,
 - Position-specific qualifications and behavioural qualities, and
 - Organizational impact.
- Temporary assignments may be considered when recruitment initiatives are delayed or prolonged. Employees redeployed on a temporary basis occupy 'acting' status and are returned to their former positions when the position is filled through recruitment.
- Caution will be exercised to ensure that redeployment occurs only where appropriate to consider. Redeployment is not intended to obstruct or become a substitute for recruitment.
- Supervisors may initiate redeployment discussions with employees where they have secured the agreement of employees' immediate supervisor(s).
- BC Métis Federation will prepare and issue a written agreement outlining terms and conditions of the agreement and responsibilities of the respective parties to the agreement. The agreement must be agreed to prior to taking redeployment action.
- For purposes of clarity, the following definitions apply for new assignments:

- **Reclassification** – involves moving an employee from one position in the organization to another of comparable or lesser responsibility.
- **Secondment** – involves moving an employee of the BC Métis Federation to another organization, or an employee of another organization to the BC Métis Federation, for a specified period of time or a specific work assignment/project. At the end of the timeframe or assignment, the employee will return to his or her respective employer. Secondment will be considered only when not financially disadvantageous to the BC Métis Federation and consistent with the staff member’s responsibilities and the goals of the organization.
- **Promotion** – involves moving an employee to a position of increased responsibility in the organization. BC Métis Federation will demonstrate genuine efforts to promote from within, providing employees meet the requirements of the specific position.

12.2.2 Supervisory Responsibilities

- Discuss the appropriateness of redeployment action where this option may be in the best interests of individuals and the BC Métis Federation.
- Secure agreement of immediate supervisors and the President and CEO prior to initiating redeployment discussions with employees.
- Engage employees in discussion to determine their interest in new assignments or redeployment opportunities.
- Prepare the redeployment agreement outlining terms, conditions and responsibilities of the respective parties.

12.2.3 Employee Responsibilities

- Discuss your abilities, needs and career interests for satisfying and challenging work assignments informally with your supervisor and through the performance review process.
- Discuss redeployment opportunities with supervisors when approached and declare your interest.

SECTION 13:

STUDENTS AND VOLUNTEERS

13.1 POLICY

BC Métis Federation contributes to the learning and development of students and volunteers, including individuals in positions funded by grants, providing opportunities to gain work experience through practicum or work assignments where possible and to the extent that operational requirements permit.

13.2 PROCEDURE

13.2.1 General Guidelines

- Students and volunteers will be screened in accordance with the BC Métis Federation’s recruitment policies.
- Students and volunteers are not employees and as such are not entitled to any employee benefits or other entitlements through the course of their involvement with the BC Métis Federation.
- Students and volunteers are expected to abide by all policies and procedures governing the BC Métis Federation’s operation.
- BC Métis Federation will enter into a student placement agreement for individual students with the appropriate training institution or with individuals in positions funded by grants with the sponsoring organization. This agreement will outline the following information:
 - Duration of the experience,
 - Insurance liability coverage for the student,
 - Identification of the designated supervisor,
 - Expectations of the student - learning goals, and
 - Criteria for dismissal and/or failure.

13.2.2 Supervisory Responsibilities

- Assess work area organizational requirements to determine the feasibility of arranging work placements for students and/or volunteers.

- Interview prospective students and volunteers to assess the appropriateness of their placements and the benefits of their involvement with the BC Métis Federation.
- Review the placement agreement with each individual prior to commencing placement.
- Ensure students and volunteers are familiar with all applicable policies and procedures that they will be expected to follow.
- Ensure familiarity with all aspects related to workplace safety and health procedures.
- Determine the nature of the work and more specifically the tasks that students and volunteers will be responsible for and ensure these are communicated clearly.
- Provide supervision and training as necessary.
- Review performance and provide feedback as necessary.
- Maintain contact, where applicable, with the sponsoring organization/ training institution and provide required reporting or documentation.
- Follow the terms and conditions of agreements required for individuals in positions funded by grants.

13.2.3 Student/Volunteer Responsibilities

- Agree to the conditions of your placement agreement prior to commencing your placement.
- Abide by the BC Métis Federation rules and regulations.
- Conduct yourself publicly and privately in a professional manner that does not tarnish the image of the BC Métis Federation or otherwise bring disrepute to the organization.
- Respect confidentiality ensuring BC Métis Federation's business and information is used and discussed internally only for its intended purpose and not disclosing it externally or with members or member organizations.
- Fulfil task assignments to the best of your abilities.
- Seek assistance from your immediate supervisor(s) where necessary.
- Contribute to the harmony and progress of your specific work area.

SECTION 14: HOURS OF WORK

14.1 POLICY

BC Métis Federation endeavours to provide members with consistent, ready access through the hours of operation and employees with clarity in respect to their work schedules and breaks.

14.2 PROCEDURE

14.2.1 General Guidelines

- BC Métis Federation's hours of operation span the timeframe between 8:30 a.m. and 5:00 p.m., Monday through Friday.
- Within BC Métis Federation's hours of operation, the standard workday is 7.5 hours and the standard workweek is thirty-seven and a half (37.5) hours.
- The standard workday provides employees with:
 - Two paid break periods of fifteen (15) minutes, one in the morning and the other in the afternoon and
 - One unpaid meal period (lunch) of not less than thirty (30) minutes for every five (5) consecutive hours worked.
- Each employee's work schedule is established in writing through the offer of employment at the time of hiring or through notice if employment status or work schedules change.
 - Full-time staff members will establish a work schedule in accordance with hours of operation, workday and workweek standards, and meal and break periods outlined above.
 - Part-time, casual and short-term project staff members will establish a work schedule in accordance with hours of operation, workday and workweek standards, meal and break periods outlined above, and hours of work specified in their written offer of employment.

14.2.2 Supervisory Responsibilities

- Establish the employee's work schedule in writing at the time of hire and revise if the employee's employment status or work schedule changes.

- Ensure appropriate notice is provided for changes to employment status or work schedules.
- Monitor use of break and meal periods to ensure that employee routines throughout the workday reflect wellness and compliance with legislation.
- Maintain records of Attendance.

14.2.3 Employee Responsibilities

- Take your meal and breaks periods. Nourishment and time-outs are vital to personal and professional well-being.
- Conduct your personal business during your meal and breaks periods.
- Notify your supervisor in advance if you will be unable to attend your hours of work. (See Policy Attendance)

SECTION 15: OVERTIME

15.1 POLICY

BC Métis Federation strives to organize work so that job duties and assignments can be accomplished without need for overtime. On those occasions where employees will be unable to meet operational requirements within normal timeframes, overtime may be requested and must be approved before the work is performed. BC Métis Federation compensates eligible employees who work approved overtime in accordance with Provincial legislation.

BC Métis Federation Managers are excluded from specific parts of B.C.'s Employment Standards Act dealing overtime entitlements and are therefore ineligible for pay or time off in lieu in respect to overtime.

15.2 PROCEDURE

15.2.1 General Guidelines for Overtime Process

1. All employees must have supervisory approval prior to working overtime.
2. Following a day when an employee works overtime, the employees will submit a record to their supervisor indicating their:
 - start and finish time
 - time worked as regular hours.
 - time worked in between the employee's regular hours and 8 hours/day
 - time worked beyond 8 hours/day.
3. Supervisors will submit overtime records to payroll weekly.

15.2.2 General Guidelines for Calculating Overtime Rates

- Overtime rates are established Provincially at a multiple of:
 - One and one half (x 1 ½) the employee's regular wage for time worked over eight (8) hours a day,
 - Double (x 2) the employee's regular wage for time worked over twelve (12) hours a day, and

- One and one half (x 1 ½) the employee’s regular wage for time worked over 40 hours a week. When calculating weekly overtime, count only the first eight (8) hours worked by an employee in each day, no matter how long the employee works on any day of the week (reference the example).

Given the Provincial regulations above and the BC Métis Federation’s standard workday of seven and a half (7.5) hours, the first half hour (30 minutes) approved and worked will be compensated at the employee’s regular wage.

<i>Example Work Week</i>	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Hours employee worked	-	8	13	8	9	8	5	51
Hours paid regular rate	-	8	8	8	8	8	-	40
Hours paid overtime rate x 1 ½	-	-	4	-	1	-	-	5
Hours paid double time rate x 2	-	-	1	-	-	-	-	1
Weekly overtime rate x 1 ½	-	-	-	-	-	-	5	5

15.2.3 General Guidelines for Compensating Employees for Overtime

- Overtime calculations are based on the employee’s wage at the time overtime hours were worked.
- BC Métis Federation encourages the payment of overtime in the form of time off in lieu and has established a time bank for those purposes. This practice is set out to a prospective employee in writing in the offer of employment.
- On written request, an employee may bank overtime pay to a maximum of one workweek or thirty-seven and one half (37.5) hours; individual requests to exceed this maximum require authorization by the employee’s immediate supervisor and the next level of management.

- Scheduling of time off in lieu requires agreement of both employer and employee. Consideration will be given to operational requirements and the dates requested by the employee in writing.
- Overtime credited to the time bank must be paid out within six (6) months of when it was earned.
- If mutually convenient date(s) for time off in lieu cannot be established or the employee submits a written request for payment of all or part of the banked overtime, monetary payment will be issued through payroll on the employee's next payday.
- On written request, an employee's individual time bank may be closed. The employer will issue monetary payment for all time held in the bank through payroll on the employee's next payday.
- Where the employee does not wish to bank overtime, monetary payment will be issued through the payroll process in accordance with B.C. Employment Standards.
- When the employee's sick leave credits have been exhausted, banked overtime may be paid to the employee upon written request.
- When employment terminates and upon written request of the employee, outstanding overtime pay may be issued at the BC Métis Federation's discretion as time off in lieu prior to the employment termination date or as monetary payment in the employee's final cheque.

15.2.4 Supervisory Responsibilities

- Plan the workload so that the need for overtime is minimized.
- Attend to operational practices to ensure that overtime is approved and that the employee does not directly or indirectly incur overtime.
- Consult with the next line supervisor where operational requirements cannot be met within normal timeframes and overtime may be required.
- Discuss the manner of payment (time off in lieu or monetary) with the employee when overtime is approved and secure the employee's written request for overtime banking where appropriate.
- Record overtime hours worked.
- Advise the Finance Controller of approved overtime arrangements.
- Ensure time off is scheduled, taken by the employee within six (6) months and recorded.
- Vary their own work hours to accommodate evening and weekend work. Managers are exempt from overtime pay and expected to work as required to fulfil their responsibilities.

15.2.5 Employee Responsibilities

- Discuss job duties and related issues with immediate supervisor(s) to ensure appropriateness of workload and to keep the need for overtime to a minimum.
- Advise immediate supervisor(s) on those occasions where it is anticipated that operational requirements will not be met within normal timeframes and overtime may be required.
- Avoid working beyond the standard workday or workweek without approval
- Record and submit your overtime records promptly.

SECTION 16: CALL BACK TO WORK

16.1 POLICY

BC Métis Federation strives to organize work so that job duties and assignments can be accomplished without need to call an employee back to work. On those occasions when employees are called back to work they will be compensated.

BC Métis Federation Managers are excluded from call back entitlements and are therefore ineligible for pay or time off in lieu in respect to a work call back.

16.2 PROCEDURES

16.2.1 General Guidelines

- Employees may be called back to work by their supervisors or a manager authorized to call employees back for a specific work project or purpose.
- Reporting for work includes:
 - being called back to work after the employee has left the workplace following the completion of regularly scheduled hours, or
 - being called in outside regularly scheduled hours (for example, during days off, vacations and holidays).
- An employee must first be called in to work and then must actually report to work to be compensated.
- Compensation will be calculated in accordance with:
 - minimum daily pay provisions as indicated in provincial legislation.
 - overtime requirements. (Refer to HR policy entitled – Overtime.)
 - holiday requirements. (Refer to HR policy entitled – Holidays.)
- Reasonable expenses incurred when calling an employee back to work will be covered.

16.2.2 Supervisory Responsibilities

- Plan the workload so the need to call an employee back to work is minimized.

- Discuss the work requirement, compensation rate and anticipated expenses in discussion with the employee and approve overtime if required.
- Record overtime hours worked if required.
- Advise the Manager Finance of approved call back to work arrangements.
- Vary their own work hours to accommodate evening and weekend work. Managers are exempt from work call back entitlements and expected to work as required to fulfil their responsibilities.

16.2.3 Employee Responsibilities

- Advise your supervisor of any expenses that may require reimbursement prior to incurring the expense.

SECTION 17: ATTENDANCE

17.1 POLICY

BC Métis Federation recognizes that consistent attendance is essential for successful day-to-day operations and that unwarranted absences and tardiness place an extra burden on remaining staff and affect the efficient operation of the BC Métis Federation.

BC Métis Federation expects that all employees ensure regular attendance at work, including arriving and leaving on time.

17.2 PROCEDURE

17.2.1 General Guidelines

- Attendance records will be maintained by supervisors.
- Employees who arrive late or leave early without approval for personal leave will have their wages deducted in accordance with the time taken. They may be allowed to make up an equivalent amount of time within the workweek with their supervisor's permission. Records will be kept of time away and time made up.
- Absenteeism and tardiness may be subject to progressive discipline.

17.2.2 Supervisory Responsibilities

- Ensure employees are:
 - Informed about their hours of work, and the length of lunch and coffee breaks.
 - Informed about expectations regarding regular, punctual attendance.
 - Informed about and understand that consistent attendance and punctuality are integral parts of their performance standards and that uncertain or irregular attendance disrupts productivity.
- Track and manage employee attendance and punctuality.
- Record all absences, the length of absence, the date of notification and the reason for the absence for each employee. Retain your records.
- Monitor the development of consistent absenteeism or tardiness closely and consult with the next level of management on disciplinary action that may be warranted.

17.2.3 Employee Responsibilities

- Be at work on time and on a regular basis.
- Provide notice to the immediate supervisor(s) prior to the beginning of the workday, when unable to come to work. If unavailable, contact the next level of management.
- Provide an explanation of the circumstances surrounding lateness or absence, and an indication of when employee can be expected to return to work.
- Check in every day by telephone, with the immediate supervisor(s), to confirm the continued absence during the period of time employee will be away.
- Arrange to do personal business such as medical and other appointments during employee's time off.
- Provide details to the supervisor, of reason for departure and time of expected return in circumstances where an employee has to leave the place of work during regular work hours.

SECTION 18: TRAVEL TIME

18.1 POLICY

BC Métis Federation recognizes employees required to travel on BC Métis Federation business need to manage their travel time using a reasonable, practical approach.

Travel time in accordance with provincial and federal legislation is the time spent by an employee who, while acting on instructions from an employer is providing service to the employer when traveling to and from a work place. In some cases, this includes bringing other employees to the work place. Time spent traveling during the work day is work for which wages must be paid.

In general reporting to a different place to work is not paid travel time, except if the place is far away from the normal workplace.

Travel time does not necessarily have to be paid at the employee's regular wage rate, however the employee is to receive at least minimum wage.

Employees are not entitled wages for commuting to and from work. Typically, travel time does not include lunch or similar breaks or rest time.

18.2 PROCEDURE

18.2.1 General Guidelines

- Employees are not entitled to wages for commuting to and from work or for travel which is similar to the employee's daily commute yet results in the employee being at a different location for work.
- Employees who travel during their regularly scheduled work time are not entitled to any further compensation.
- Employees who travel for the purpose of BC Métis Federation business outside of their regularly scheduled work time may be eligible for compensation.
- Employees would not be eligible for travel time compensation for:
 - the purpose of their own development – training or education which will result in a benefit to the employee. (For example: participating in communication skills training or service excellence workshop)

- Employees may be eligible for travel time compensation if they travel to:
 - attend BC Métis Federation meetings, which may or may not have a training component. (For example: Attending an BC Métis Federation planning session held at in another city) represent BC Métis Federation at an event. (For example: Working at a tourism trade show in another city)
- If an employee drives other employees to a different work destination which is far away from the regular workplace the employee would be eligible for compensation.
- Employees required to work during travel time would be eligible for compensation. If during travel employees use the time as work time, instead of rest or personal time, they would be eligible for compensation. (For example: Preparing an BC Métis Federation presentation while travelling by ferry, train or air)
- BC Métis Federation requires that employees review the travel time and consider the purpose, distance, requirement to work during travel time and whether or not they will have time off during the regularly scheduled work time at the destination point to determine if there is a need for travel time compensation.
- Employees are to offset travel time with time off from their regularly scheduled work time either at the destination, or before or after the trip.
 - *For example:* An employee drives in the evening to another city, outside the regularly scheduled work time, yet is not required to begin work until the afternoon the following day at the destination point. The employee is not required to work in the morning at the destination, so no travel time compensation would be required.
 - *For example:* An employee drives in the evening to another city, outside the regularly scheduled work time and is required to work in the morning the following day at the destination point. Then the employee drives back in the afternoon. The employee may leave early from work on the initial travel day to compensate, in advance for the evening travel time, or return to work later on the work day following the trip to compensate after travel).
- Employees are to manage their travel time effectively and offset travel time, if appropriate, with time off immediately before or after a trip. If this is not possible, time taken to offset travel time must be taken the week of the trip or the first full week upon return from travel.

- Travel time compensation will not be banked, carried forward or paid at the employee's regular rate of pay so it is important that employees offset travel time within the prescribed time frame.
- Employees need to adjust their schedules when offsetting travel time and let their supervisor know if they will be leaving early or returning late to the workplace accordingly.
- Management are expected to manage their time in accordance with their objectives and are compensated for measurable responsibility. Being self-directed and relatively autonomous, managers are not eligible for the time bank program or any supplementary compensation as a result of overtime or additional hours either in the form of time off in lieu or cash.

18.2.2 Supervisory Responsibilities

- Discuss travel plans and the impact on work schedules with employees prior to a trip.
- Consult within the line of management to ensure reasonable, practical approaches are consistently supported.

18.2.3 Employee Responsibilities

- Manage travel arrangements and consider travel time in a reasonable, practical manner.
- Ensure travel time requiring compensation is offset within the timeframes.

SECTION 19: FLEXIBLE WORK ARRANGEMENTS

19.1 POLICY

BC Métis Federation remains open to the possibility of work arrangements that differ from the traditional workday and workweek in response to changing employer/employee needs. Employees may wish to request work schedules to meet their needs; BC Métis Federation may wish to initiate work schedules that better respond to industry needs.

Flexible work agreements combine personal circumstance, personal preference and the business context to define mutually beneficial work schedules that attract, retain and motivate high-performing and experienced employees; reduce absenteeism; help employees manage responsibilities outside of work; and increase job satisfaction, energy, creativity, and personal stress coping mechanisms.

19.2 PROCEDURE

1. Management will consider flexible work arrangements where operational needs are satisfied and employee performance and service to the clients is maintained or improved.
2. Duties, expectations, and deadlines will be outlined clearly by the supervisor and agreed upon by both the supervisor and the employee.
3. The BC Métis Federation core working hours are set at 10:30 am to 3:30 pm with a lunch period of at least thirty (30) and not more than sixty (60) minutes during that timeframe.
4. Management will review the effectiveness of flexible work arrangements to assess the BC Métis Federation's satisfaction in respect to operational needs, employee performance and industry demands.
5. Management reserves the right to suspend flexible work arrangements at any time. Suspension may be temporary or indefinite.

19.3 General Guidelines

19.3.1 Supervisory Responsibilities

- Identify flexible positions or arrangements you may want to pursue or consider employee requests objectively. A mixture of options may offer best solutions for individuals and the organization.
- Consider factors such as the need for:
 - Initial start-up costs,
 - Additional administrative duties/time,
 - Attendance at meetings and training courses,
 - Management of workloads that need to be established and rebalanced from time to time,
 - Responsiveness in meeting customer demands,
 - Performance monitoring by output and feedback rather than traditional attendance,
 - Thoughtfulness about the impact of the employee's absence on your work team or the organization, and
 - Thoughtfulness about the impact on other terms and conditions of employment (such as requests for leave).
- Ensure the success of approved flexible work arrangements through culture, clear communication, teamwork and reciprocal support.

19.3.2 Employee Responsibilities

- Put forward a reasonable request for consideration by management.
- Be open to requests management may make of you.
- Ensure the success of approved flexible work arrangements through culture, clear communication, teamwork and reciprocal support.

SECTION 20: PERFORMANCE

20.1 POLICY

BC Métis Federation's ability to execute goals effectively and to achieve extraordinary value for its members, relates directly to the effectiveness of its efforts to manage performance across the workforce.

BC Métis Federation's approach to performance management provides employees with relevant feedback and coaching in respect to their performance, facilitates determination of individual and/or group development plans, and helps employees identify their personal career goals.

20.2 PROCEDURE

20.2.1 General Guidelines

- BC Métis Federation aims to build and sustain a high-performance culture through ongoing discussion and feedback about goals, objectives and results.
- BC Métis Federation's approach is guided by the following four components in a cycle of performance management:
 1. **Goal and Objective Setting** – employees and their immediate supervisor clarify expectations and job standards and then set targets based on the organization's strategic directions, initiatives, priorities and the employee's role. Discussion ensures alignment with strategy to produce relevant results and leads to the identification of specific measurements to show progress over time. Once confirmed, clear goals and objectives serve to guide employee efforts toward achievement of desired outcomes.
 2. **Focusing Performance** – employees and their immediate supervisor discuss progress informally. Typically, performance problems arise when an employee lacks the knowledge, skill, ability and/or experience to satisfy job standards. Supervisors provide feedback and ongoing coaching to guide performance. Regular and predictable discussion helps each employee understand strengths and developmental needs and provides the employee with the opportunity to enhance performance through continuous improvement or corrective action.
 3. **Performance Review** – employees and their immediate supervisor review progress over a period of time and examine the results

achieved within that timeframe. Performance review is a shared responsibility - immediate supervisor and employee participate in the process. Discussion ensures that employee self-assessment and immediate supervisor assessment are combined.

4. Use the BC Métis Federation Performance Review Format to capture and comment on specific achievements and behaviours. Often a variety of sources, including the next level of management, provide input. BC Métis Federation's approach to performance management aligns with its approach to total compensation, in particular salary and wage administration.
5. Review Periods may vary depending upon circumstance. It is expected that performance reviews and assessments will be completed:
 - Prior to completion of any probationary period,
 - Prior to any job transfer,
 - At least annually in respect to job performance, and
 - Immediately where performance is deemed unsatisfactory.
6. **Developmental Planning** – employees and their immediate supervisor focus on the employee's career goals and future development needs. Dialogue occurs around knowledge, skills and abilities as well as development opportunities such as special assignments, training and/or education to build individual capability and capacity. The performance management cycle comes full circle when professional development, career goals, performance goals and objectives are finalized, establishing the parameters for the next review period.

20.2.2 Guidelines – Performance Review Documentation

- The performance review will be documented for each review period by supervisors. It includes:
 - identification information:
 - employee name and job title
 - supervisor name and job title
 - review period
 - date and signatures
 - of employee and supervisor indicating goals set for the upcoming review period
 - of the employee and supervisor indicating the goals set for the upcoming review period; the next level of management

- of the supervisor and the next level of management indicating agreement regarding the performance review and assessment for the completed review period.
- Of the employee indicating they have had a discussion and read the review.
- goals
- objectives – 3-5 specific things to be accomplished
- job requirements – expectations and/or standards of performance within key areas of responsibility
- review and assessment
- comment on performance of objectives and job requirements
- assessment and rating of performance of objectives and job requirements, by supervisor
- comment on overall performance for the review period and rate, by supervisor
- development plan
- recommendation for training, education or experience to grow and develop the employee’s capabilities
- priority and purpose of the recommendation

20.2.3 Guidelines – Performance Review Rating

- **Unsatisfactory** – Performance does not meet expectations. Objectives/job requirements are not achieved. Requires continuous direction. Improvement is required to perform at an acceptable level.
- **Developmental** – Performance is beginning to meet expectations. Objectives which reflect required learning and most job requirements are achieved. Requires more than occasional direction in order to learn and fulfill job requirements. Individual is on a learning curve and will continue to develop over time.
- **Fully Satisfactory** – Performance meets expectations. All objectives/job requirements are achieved or surpassed in some areas. Requires occasional direction. Competent in all areas of the job. This is the expected level of performance.
- **Outstanding** – Performance exceeds expectations. Achievements are clearly in excess of objectives/job requirements. Seeks and/or requires minimal direction. Assumes additional projects/responsibilities. Quality of results is consistently superior.

20.2.4 Supervisory Responsibilities

- Work with BC Métis Federation’s process, format, frequency and timeframe for reviewing performance.
- Ensure that specific performance objectives are set with each employee and that standards and expectations are clear.
- Ensure that goals and objectives align with the BC Métis Federation’s strategic directions, initiatives, priorities and the employee’s role.
- Ensure that professional certification and license requirements are renewed and valid in accordance with the rules and regulations provided by their governing bodies.
- Monitor and measure progress; record examples of employee performance on an ongoing basis.
- Provide regular performance feedback to the employee and coach development.
- Take corrective action upon discovery of any performance related issues; assist and guide the employee toward improvement.
- Conduct formal performance reviews with employees:
 - Prior to completion of any probationary period,
 - Prior to any job transfer,
 - At least annually in respect to job performance, and
 - Immediately where performance is deemed unsatisfactory.
- Discuss performance assessments within the line of management; secure second level review and sign-off.
- Submit performance assessment to the President and CEO who compiles a report of overall results for BC Métis Federation’s President.
- Finalize the assessment, provide the employee with a copy and submit a copy for entry to the employee’s file.
- Consult within the line of management when dealing with employees who are experiencing performance difficulties.
- Ensure the performance review in the case of unsatisfactory performance details specific performance deficiencies, outlines action plans for correction, stipulates standards to be achieved, and establishes the timeframe within which improvement must be achieved.
- Align formal performance assessment to compensation related decisions such as pay-for-performance, career progression and BC Métis Federation’s forms of reward and recognition.

20.2.5 Employee Responsibilities

- Set goals and objectives cooperatively; clarify expectations and measures of success.
- Strive for personal excellence in job performance at all times.
- Seek and ask for feedback. Apply the coaching you receive.
- Participate in the performance review process through self-assessment and discussion.
- Discuss your professional development needs and career interests.
- Commit fully to any BC Métis Federation-sponsored training and/or education undertaken and apply newly learned skills on the job.
- Demonstrate your personal efforts to continuously improve.

SECTION 21: PROGRESSIVE PERFORMANCE INTERVENTION

21.1 POLICY

BC Métis Federation expects that employees will deliver their personal best performance at work each day and will meet job standards and work expectations consistently.

Performance improvement plans will be developed and implemented where there are instances that employees are not meeting job standards and work expectations.

NOTE: When corrective action is being considered, management must first identify the matter as performance or discipline. Clarity is required before deciding on an appropriate course of action. This policy deals with matters of performance; for matters of discipline refer to HR Policy entitled Progressive Discipline.

21.2 PROCEDURE

21.2.1 General Guidelines

1. Performance problems occur when employees lack the knowledge, skill and/or ability to do the work to the standard expected although wanting to do good work. Issues requiring performance coaching often relate to time, quality or quantity of work assignments and interactions with others.
2. When employees experience performance difficulties, the steps taken to improve performance will be both corrective and progressive.

Corrective steps involve early intervention and identification of resources to assist employees with specific performance improvements quickly. Interventions focus on providing employees with opportunities to acquire necessary knowledge and skills, and coaching employees to apply new learning to their work.

Progressive steps involve steadfast efforts to ensure employee accountability for progress and improvement in respect to identified performance difficulties. Interventions reflect the seriousness of continued performance deficiency, urgency in respect to the need for sustained improvement and the timeframe for change.

3. Employees will receive job descriptions and be informed of work standards and expectations.
4. Supervisors are required to bring specific incidents of unacceptable performance to the employee's attention promptly.
5. Wherever possible, unacceptable performance will be handled by informal discussion and counselling between the supervisor and the employee. Counselling may be recommended where personal problems are a factor in the employee's conduct. (Refer to HR Policy entitled Employee Assistance.)
6. Discussions regarding the need for performance improvement will be conducted in a location and manner that respects the privacy and dignity of the employee.
7. Discussions regarding the need for performance improvement will be documented.
8. The performance improvement process includes the following progressive interventions:
 - Issuing letters of direction,
 - Developing specific objectives and timeframes for change,
 - Providing ongoing feedback and conducting periodic performance reviews
 - Providing training,
 - Introducing a probation period (not to exceed sixty (60) days),
 - Transferring to work assignments where employees can experience success,
 - Demotion to a position of lesser authority, or
 - Dismissal. (Refer to the Appendix for sample letters dealing with performance).
9. Supervisors are expected to keep their supervisors apprised of situations where performance difficulties have been identified and the actions proposed to rectify performance.
10. Supervisors are expected to consult with management prior to issuing letters of direction, sending employees to training, transferring, demoting or terminating employment.
11. Consult with the President and CEO when consideration is being given to transfer, demotion or employment termination. These interventions must be reviewed and approved in advance by the President and CEO.
12. Employment termination is the ultimate action taken when, in spite of all efforts to assist employees with their performance

improvements, the employee has not been able to meet job standards and work expectations.

21.2.2 Guidelines - Documentation

1. Documentation will include the date, a brief description of the performance difficulty, expectations and timeframe for sustained change, commitment to reasonable monitoring and coaching, the date of next review and the employee's reaction.
2. Letters of direction will be issued in writing identifying the specific performance difficulty, the changes necessary, the timeframe for sustained change and the consequences where standards and expectations are not met. The employee's signature will be requested to acknowledge receipt of a letter of direction. A copy will be placed in the employee's file.
3. Documentation will remain in employee's file until the employee's performance improves and improvement is sustained over time.

21.2.3 Supervisory Responsibilities

- Establish clear, reasonable and understandable job standards and work expectations, communicate them to employees, and monitor performance routinely.
- Take corrective action promptly when warranted.
- Coaching and/or referral to community based resources that provide counselling and personal problem-solving assistance where employee reveals personal problems.
- Consult within the line of management when employees are experiencing performance difficulties and particularly when employees appear to be struggling with improvements required.
- Focus on the goal of correcting the performance and retaining the employee; demonstrate determination and commitment to coach employees toward success in their jobs.
- Document.

21.2.4 Employee Responsibilities

- Deliver your personal best performance consistently and address performance issues promptly.

SECTION 22:

PROGRESSIVE DISCIPLINE

22.1 POLICY

BC Métis Federation expects that employees will comply with the policies and/or work rules of the organization. Non-compliance is considered unacceptable conduct. Where policies and/or work rules are violated, the employee(s) involved may be subject to disciplinary action. Discipline will be issued only where the organization determines legitimate and sufficient reason supported by facts (just cause). Discipline will be corrective, progressive and consistently applied throughout the organization.

NOTE: When corrective action is being considered, management must first identify the matter as discipline or performance. Clarity is required before deciding on an appropriate course of action. This policy deals with matters of discipline; for matters of performance refer to HR Policy entitled Progressive Performance Intervention.

22.2 PROCEDURE

22.2.1 General Guidelines

1. When a breach of conduct occurs, discipline issued will be both corrective and progressive.
Corrective - apply the least amount of disciplinary action necessary to influence employee conduct and secure compliance with policies and/or work rules.
Progressive - apply increasingly more significant disciplinary action when violations are repeated.
2. Employees will keep themselves informed of the BC Métis Federation's policies, procedures and work rules and are expected to conduct themselves in a manner that is consistent with them.
3. Supervisors are required to bring specific incidents of unacceptable conduct to the employee's attention promptly.
4. Wherever possible, unacceptable conduct will be handled by informal discussion and counselling between the supervisor and the employee. Counselling may be recommended where personal problems are

a factor in the employee's conduct. (Refer to HR Policy entitled Employee Assistance.)

Where appropriate and necessary, unacceptable conduct will result in disciplinary action.

Refer to Defining Unacceptable Conduct in this policy where examples of misconduct and gross misconduct are provided to assist interpretation of the content contained in this policy.

5. The degrees of formal disciplinary action available, listed in increasing intensity, are:
 - **First stage** – verbal reprimand,
 - **Second stage** – written reprimand,
 - **Third stage** – suspension with or without pay, or
 - **Fourth stage** – dismissal.

6. The degrees of discipline are progressive and applied to give employees the opportunity to correct unacceptable behaviours. The degree applied must be appropriate to the seriousness of the offence. Any degree may be repeated or bypassed at the discretion of management.

Less significant degrees are often bypassed in cases of gross misconduct that may warrant suspension or dismissal on first offence.

7. Supervisors are:
 - Authorized to issue first and second stage discipline (verbal and/or written reprimands).
 - Expected to recommend third stage discipline and consult with management prior to issuing suspension. Suspension must be reviewed and approved in advance by next level management.
 - Expected to recommend fourth stage discipline and consult with the President and CEO prior to issuing dismissal. Dismissal must be reviewed and approved in advance by the President and CEO.

8. No action will be taken until all relevant facts regarding alleged violations have been reviewed. The employee's history and circumstance will be considered in determining the appropriateness of disciplinary action including but not limited to the employee's work record, length of service, premeditation or emotional impulse, expressed remorse, and resulting economic hardship.

9. Discussions of a disciplinary nature will be conducted in a location and manner that respects the privacy and dignity of the employee.

10. Discussions of a disciplinary nature will be documented.
11. On occasion, there may be need to conduct an investigation into allegations of misconduct during which time it may be necessary to remove the employee from the workplace.

If possible, the employee will be redeployed to an alternate position pending the outcome of the investigation. Where this is not possible, the employee may be placed on an investigative leave of absence with or without pay.

The employee who is placed on an investigative leave of absence with pay and subsequently cleared of wrongdoing will be reinstated to active employment.

The employee who is placed on an investigative leave of absence without pay and subsequently cleared of wrongdoing will be reinstated to active employment and fully compensated for all wages withheld during the investigative leave of absence.

12. Employment termination is the ultimate form of discipline applied when, in spite of all efforts to counsel and correct conduct, the employee continues to engage in the offending behaviours.

22.2.2 Guidelines – Documentation

1. Documentation will include the date, a brief description of the incident, expectations and timeframe for sustained change, reasonable monitoring, the date of next review and the employee's verbatim response.
2. Other than verbal reprimands, formal disciplinary measures will be issued in writing identifying the specific degree of discipline issued, the action necessary for resolution, the timeframe for sustained change and the consequences of further misconduct. The employee's signature will be requested to acknowledge receipt of the written discipline. A copy will be placed in the employee's file.
3. Records of disciplinary action will remain in employee files until the time limit of the warning has expired, behaviours have been corrected and the correction has been sustained over time.

22.2.3 Defining Unacceptable Conduct

To assist in using this policy, conduct has been deemed unacceptable as misconduct or gross misconduct. It is important to acknowledge that the list is not intended to be all-inclusive; other types of conduct not specifically listed may also be deemed unacceptable.

22.2.4 Misconduct

Generally, behaviours that will result in progressive discipline include misconduct or violations of work rules or policies including:

1. Failure to report to work as scheduled without proper notice and without valid reason.
2. Neglect of job duties.
3. Abuse of work time such as use of unauthorized and unexplained absences during the workday, being less than alert or sleeping on the job, conducting extended personal telephone calls during work hours.
4. Insubordination; refusing to comply with a senior staff member's reasonable work directions.
5. Wilful violation or disregard of the BC Métis Federation policies and work rules.
6. Unauthorized use or misuse of any BC Métis Federation property or records.
7. Angry outbursts involving use of obscene or abusive language; being disrespectful.
8. Being in an unfit condition to perform the duties of the job.
9. Use of another person's computer user ID and password; providing another person with one's own user ID and password.
10. Unauthorized access to confidential or privileged information.
11. Suggesting gifts or favours for any services provided by the BC Métis Federation.
12. Disorderly conduct while on duty or while off duty but on the BC Métis Federation premises.

22.2.5 Gross Misconduct

Generally, behaviours that will result in more significant progressive discipline such as suspension or immediate termination on the first offence include:

1. Violence, fighting or using physical force.
2. Threatening or making threatening actions.
3. Possession or use of firearms, weapons or explosives on the BC Métis Federation property.
4. Fraud, collusion with other employees or other misappropriation of the BC Métis Federation funds or property; falsifying records, statements or financial documents.

5. Absence for three (3) consecutive workdays without notification to the BC Métis Federation and/or without acceptable reason.
6. Malicious damage to or destruction of the BC Métis Federation property.
7. Harassment, discrimination or bullying of another employee or client.
8. Alcohol or drug abuse on duty; caution is necessary with alcohol or drug related illnesses.
9. Soliciting, procuring, or engaging in immoral acts on the premises; bribery.
10. Outside employment during normally scheduled BC Métis Federation work hours.
11. Speaking out against the BC Métis Federation.
12. Wilful misrepresentation of information on an employment application.

22.2.6 Supervisory Responsibilities

- Establish clear, reasonable and understandable work rules for employees, communicate those rules to employees, and apply work rules consistently.
- Avoid taking action before all relevant facts have been reviewed.
- Consult with line management when disciplinary problems occur in the workplace.
- Focus on the goal of correcting the behaviour and retaining the employee; demonstrate steadfast patience and stamina when exercising progressive discipline.
- Consider alternatives to discipline when appropriate such as coaching and/or referral to community based resources that provide counselling and personal problem-solving assistance.
- Take corrective action without delay when warranted.
- Document.

22.2.7 Employee Responsibilities

- Comply with the policies and work rules and correct unacceptable conduct promptly.

SECTION 23:

EMPLOYEE DEVELOPMENT – TRAINING AND EDUCATION

23.1 POLICY

BC Métis Federation sponsors a number of opportunities for employees to gain new knowledge and develop their skills through training and continuing education. Developmental opportunities are purposeful in enabling employees to be fully functional in their present positions, preparing them for advancement and greater responsibilities in the future and meeting current as well as future organizational needs. Each of these purposes enhances the productivity and viability of BC Métis Federation as an organization serving the members.

BC Métis Federation recognizes that professional development is a shared responsibility, being of mutual interest to the employee as well as the organization. Developmental opportunities are purposeful in raising one's own knowledge and skills, personal performance, responsibility, total compensation and potential career choices. Each of these purposes enhances the individual's ability to maximize personal potential.

23.2 PROCEDURE

23.2.1 General Guidelines

1. Generally, employees are eligible if they have completed their probationary period and been recommended for continued employment. Management may waive this requirement.
2. Authorization must be obtained from immediate supervisor to ensure funding is available for training and continuing education. Ideally, development will be planned and itemized in the budget in anticipation of the needs and interests of both employees and BC Métis Federation. Expenditures over the approved budget require the Treasurer's prior authorization.
3. When BC Métis Federation makes a financial investment in employee development, it is expected that employees will invest, too.

Employees are expected to invest the time required to participate, the mental attention to acquire new knowledge and skills and the determination to apply new learning on-the-job. Employees are

not eligible for compensatory time or overtime as a result of their attendance at professional development activities.

23.2.2 Guidelines - Training - Internal and External Professional Development Opportunities

1. The primary responsibility for training and for coordinating training-related arrangements rests with the immediate supervisor.
2. Training needs will be diagnosed, prioritized and assessed alongside individual employee performance and motivation, and preferred learning style and structure, to determine the appropriate investment.
3. Typically, training needs are identified through business planning, formal performance review and informal coaching discussions, or the introduction of new programs, services or workplace procedures.
4. BC Métis Federation will pay costs, including travel expenses, associated with training that is recommended and approved by the organization.

23.2.3 Guidelines - Education - Continuing Education attending University/Community College/School)

1. The primary responsibility for schooling rests with the employee.
2. Support may be provided for separate courses and/or complete programs of study offered by recognized training institutions (such as schools, colleges or universities). A program of study involves a number of courses leading to a certificate, diploma or degree.
3. To enable employees to attend school outside of or during regular work hours, for courses and/or programs that are considered to be of benefit to them in carrying out job duties, the BC Métis Federation may:
 - Provide employees with financial assistance,
 - Authorize paid or unpaid leave during the workday,
 - Authorize compensatory time, and/or
 - Adjust employee work schedules.
4. Decision-making occurs on a course-by-course basis and is dependent upon funding availability and operational requirements.
5. An employee may be reimbursed up to one hundred percent (100%) of costs incurred upon proof of successful course completion. Eligible costs include tuition, required books and learning materials.

6. Eligible costs exclude funding for late payment fees, cancellation penalties, program change charges, re-examination fees or course repeats, delivery or courier costs, and travel expenses.
7. Immediate supervisor will consider prior approval where an employee may not be able to pursue further education without financial support in advance.
8. Employees will indicate their request for financial support in writing and acknowledge their responsibility to repay BC Métis Federation, by payroll deduction if necessary if the employee:
 - does not submit proof of successful completion
 - leaves the organization within one (1) year after completing course with financial support

23.2.4 Guidelines – Setting Priorities

The following grid is provided to assist supervisors and employees in establishing organizational priorities for personal and professional development:

Priority 1	Definition	Mandatory – need to meet job standards and expectations (especially minimums)
	Purpose	To address knowledge or skill gaps to meet performance standards and expectations
	Outcomes	Review of performance will confirm satisfactory job performance
Priority 2	Definition	Cost of doing business – need to implement change to maintain organization
	Purpose	To update knowledge and skills because of change(s) in the workplace; may be specific to certain jobs or organization-wide
	Outcomes	Review of performance will confirm employee ability to adopt and adapt to change(s) required
Priority 3	Definition	Discretionary – guided by current assignments and personal development goals
	Purpose	To enhance knowledge and skills because of personal desires to perform at higher levels of proficiency
	Outcomes	Review of performance will confirm enhanced employee capability and higher level performance
Priority 4	Definition	Selective and Non Discretionary – required for special assignments (project related)
	Purpose	To gain leading edge knowledge or skills because of new directions or special BC Métis Federation initiatives
	Outcomes	Review of performance will confirm acquisition of competencies new to the organization

Supervisory Responsibilities

- Demonstrate leadership in developing your team members. Work with employees to identify opportunities to enhance growth and skill development and improve job performance.
- Consider employee requests for training and/or continuing education in light of budgets, anticipated workload, seasonal demands, training priorities, other employee training requests, your assessment of employee work performance and need for knowledge/skill development to improve work performance.
- Consult with the line of management about BC Métis Federation support.
- Provide employees opportunities to apply new acquired knowledge and skills in the workplace.
- Ensure that a certificate of completion and/or copy of the employee's final mark statement have been entered into the employee's file.
- Process reimbursement for eligible expenses when proof of successful course completion is provided.

23.2.5 Employee Responsibilities

- Determine your developmental needs. Become more aware of the type of professional growth to pursue. Consider the:
 - Knowledge/skills you need to develop, to enable you to perform your current job duties and assignments, and your next job duties and assignments.
 - Influence of future organizational directions on knowledge/skills you need to develop.
 - Formal and informal feedback received from others including but not limited to your immediate supervisor.
 - Methods by which you learn best (watching and working alongside others; courses through formal schooling; workshops/seminars; self-study such as reading, viewing videos, computer based training; suggestions from coaches/colleagues; trial and error).
- Discuss your developmental needs and interests with your immediate supervisor as well as your desire for financial support.
- Provide your immediate supervisor with course outlines and fees to support your written requests.
- Facilitate reimbursement by providing your immediate supervisor with proof of successful course completion and receipts for all costs incurred.

- Validate the investment made in your professional development by applying new learning on the job to demonstrate the value of increased capacity.
- Provide a written summary to your supervisor outlining how you have applied specific training or education to the job within one, or three, or six months following a session, as appropriate.

SECTION 24: RETRAINING

24.1 POLICY

Where possible, BC Métis Federation will provide retraining to an employee who has demonstrated satisfactory performance on-the-job and who has proven to be both willing and able to learn new work roles and skills that result from a medical, job or technological change.

24.2 PROCEDURE

24.2.1 General Guidelines

1. Employee retraining falls into one of the three following categories:
 - a) **Medical** – An employee may need to be retrained because of the effects of a previously unknown medical condition on the employee’s ability to perform in the current role. The employee may need to acquire new skills to enable performance in the current role or a new assignment.
 - b) **Redeployment** – An employee may need to be retrained because of a corporate business decision to restructure or reorganize. Depending on the availability of job vacancies, the employee may be redeployed to another job requiring new work skills.
 - c) **Technology** – An employee may need to be retrained because of the knowledge and skill needed to work with newly implemented technology.
2. The nature of the retraining support offered will be determined on a case-by-case basis and will depend on the circumstances.
3. Where the employee does not acquire the knowledge and/or skills through efforts to retrain and no suitable job alternative can be found, employment will terminate and the BC Métis Federation will assist the employee with employment transition.

24.2.2 Supervisory Responsibilities

- Understand and assess the need for retraining.
- Implement work specific individualized retraining plans.
- Monitor progress, provide feedback and coach employees throughout the retraining period.

- Assess the success of retraining efforts.

24.2.3 Employee Responsibilities

- Demonstrate willingness within new opportunities and challenges.
- Acquire know-how through retraining and work to build skills.

SECTION 25: MEMBERSHIPS

25.1 POLICY

BC Métis Federation exercises discretion based on the organization's needs, interests and budgetary constraints in determining whether or not financial support will be provided to employees for memberships to professional and other organizations.

25.2 PROCEDURE

25.2.1 General Guidelines

1. Membership in Professional Organizations - BC Métis Federation will not pay annual or other fees for an employee's membership in a professional organization. Employees who are required to maintain membership to be employed in their chosen field are responsible for any and all associated costs.
2. Membership/Subscription in Other Organizations - Supervisors will review and determine the appropriateness of registration, membership or subscription to organizations, newsletters or other resources deemed to be in the best interests of the BC Métis Federation.

25.2.2 Supervisory Responsibilities

- Consult with the line of management regarding the appropriateness of the BC Métis Federation financial support for memberships/subscriptions.
- Consider membership/subscription commitments and expectations in the annual budget preparation.
- Inform employees, individually and/or collectively, about the outcome of membership/subscription discussions and the BC Métis Federation's rationale in providing financial support.

25.2.3 Employee Responsibilities

- Submit requests for financial support for memberships/subscriptions to your immediate supervisor(s) in writing.
- Accept responsibility for membership/subscription fees associated with your professional/career choices.

SECTION 26: PROGRAM/PROJECT DEVELOPMENT

26.1 POLICY

BC Métis Federation provides programs and services that reflect current trends. Research, careful planning and thorough review of all program/project development initiatives ensures consistency with the mission, directions and goals of the organization and implementation of best practice initiatives.

26.2 PROCEDURE

26.2.1 General Guidelines

1. The President and CEO will coordinate the development of an annual business plan identifying activities planned for each department for the upcoming fiscal year.
2. The business plan and associated budget are subject to review and approval by the board. On occasion, emerging priorities may provoke amendment to the business plan during the year of operation.
3. Staff is expected to stay abreast of current literature and conduct research in their respective program areas.
4. Staff is expected to bring forward ideas for program/project development during the business planning process.
5. Approval is required before development begins.
6. Generally, approval depends on identification of funding from specific source(s) such as Government grant, private or public sector investment and personal donation(s) assured by way of letter of intent or signed contractual commitment to cover all related costs.

26.2.2 Supervisory Responsibilities

- Read and research, particularly in respect to your program area.
- Participate in the business planning process and bring forward program/project ideas.
- Seek funding to support program/project proposals.
- Proceed with program/project development only when approved.

26.2.3 Employee Responsibilities

- Read and research, particularly in respect to your program area.
- Put forward program/project ideas

SECTION 27: JOB DESCRIPTIONS

27.1 POLICY

BC Métis Federation will ensure that up-to-date job descriptions are developed and maintained for all ongoing and long-term positions (long-term nature being six (6) months or more).

27.2 PROCEDURE

1. The President and CEO of BC Métis Federation has overriding responsibility for ensuring that job descriptions are developed for the organization and retained on file.
2. Generally, job documentation is initiated for specific situations such as:
 - Creating a new job,
 - Re-organizing existing jobs, or
 - Changing the current job.
3. The format for job description includes the position summary, listing of duties and responsibilities, knowledge requirements (educational and experience), accountabilities, reporting relationships and/or influence, contacts involved and working conditions.
4. The job description is a foundation for:
 - Advertising a position that becomes available,
 - Evaluating candidates for that position,
 - Evaluating a job to determine appropriate salary level,
 - Reviewing job performance,
 - Creating training plans for job incumbents, and
 - Reorganizing or redesigning existing jobs due to restructuring or retraining.
5. Employees are provided copies of the job description for their respective positions.
6. Job descriptions are reviewed and updated annually along with the performance review process.
7. Generally, job descriptions will be developed by the employee (where possible) and the employee's immediate supervisor(s). Job

descriptions will be finalized through review and signature within the line of management.

27.2.1 Supervisory Responsibilities

- Ensure that accurate, up-to-date job descriptions are prepared for all jobs in your work units. Wherever possible, job descriptions are to be developed through consultation with the job's incumbent(s).
- Ensure that appropriate signatures appear on final copies of job descriptions.
- Ensure that all employees receive copies of their respective job descriptions.

27.2.2 Employee Responsibilities

- Participate in the job description writing process.
- Provide your immediate supervisor(s) with the necessary information to ensure your current position duties and responsibilities are represented accurately and that substantive changes are captured annually.

SECTION 28: JOB EVALUATION

28.1 POLICY

BC Métis Federation is committed to a compensation program founded in equity between and among the organization's jobs and fairness in its pay practices based on the principle that the wage for a job is based on the value of the job, not the person who performs it.

This goal is addressed through a formal gender-neutral job evaluation process that establishes the worth or value of every job in the organization and appropriate salary ranges for all positions.

28.2 PROCEDURE

28.2.1 General Guidelines

1. BC Métis Federation's job evaluation process has seven (7) steps for determining the relative worth of jobs.
2. Generally, job evaluation occurs when a new job is created, existing jobs are reorganized or job responsibilities change substantially.
3. The following summary describes the process.

A) Step 1 - Job Analysis

Job analysis begins with the work assigned a particular job. Duties may be carried out frequently, year-round day after day, or less frequently during certain seasons and not others. The goal of job analysis is to identify the major duties performed in a job over the course of the year.

B) Step 2 - Job Profiling

The information written in job descriptions becomes the basis for job evaluation. Where there is difficulty understanding any information, the immediate supervisor(s) and/or job incumbent may be asked to provide further clarification. Note: individual performance has no place in the job evaluation process.

C) Step 3 - Job Evaluation

Jobs are evaluated utilizing BC Métis Federation's Job Evaluation System, which assesses the components of the job relative to six (6) factors:

- Job Difficulty
- Accountability
- Job Knowledge
- Supervisory Responsibilities
- Contacts
- Working Conditions

D) Step 4 - Point Rating

A total number of points is determined for each job that establishes the basis for value comparisons.

E) Step 5 - Job Level

Jobs are grouped into clusters of relative point values or job levels. Levels reflect differences in skill, effort, responsibility and working conditions between the jobs in an organization.

F) Step 6 - Wage Rates

Each job level is assigned a wage rate range. Ranges have minimums and maximum dollar values that are reviewed annually to ensure pay practices remain valid and competitive relative to the marketplace.

Wages paid for jobs are expected to fall within the job's assigned wage rate ranges.

G) Step 7 - Compensation Plan

The job evaluation process creates a logical equitable wage structure for the organization. Equity creates the foundation for a compensation plan and the value of each job is tied to the resulting plan.

28.2.2 Supervisory Responsibilities

- Prepare job descriptions collaboratively with job incumbents.
- Request evaluation of newly created job or re-evaluation of an existing job that has been reorganized or has experienced substantial change.

- Consult the next line manager where there are questions about the job evaluation process or the results of particular positions.

28.2.3 Employee Responsibilities

- Work with your supervisor to describe your job.
- Raise questions to understand the process and the results in respect to your job.

SECTION 29:

SALARY ADMINISTRATION

29.1 POLICY

BC Métis Federation’s approach embraces a pay for performance philosophy and strives to ensure there is a direct relationship between employee pay and performance in relation to achievement of the organization’s goals.

The organization reviews its pay structure and considers pay increases for all employees each year to enable the organization to attract, recruit and retain talent. Budgetary considerations and relevant marketplace comparisons may result in adjustments to BC Métis Federation’s pay structure and/or employee pay.

While employees are eligible for pay adjustments within salary ranges assigned their positions, increases are not automatic or guaranteed. Where increases are approved, pay adjustments reflect the value of each employee’s contribution at work.

29.2 PROCEDURE

29.2.1 General Guidelines

1. Generally, employee pay will not exceed the salary range assigned to their respective job.
2. Salary ranges will be divided into three (3) equal segments for purposes of administering the BC Métis Federation’s pay for performance approach to salary administration. (Refer to the Model for Pay for Performance Salary Administration at the end of this policy.)
3. Consideration of annual pay adjustments will be based on formal performance evaluations.
4. Occasionally, conditions may necessitate establishment of a rate of pay above the salary range maximum for a particular job. Prior to proceeding, President and CEO approval is required.
5. Annually the board, President and CEO and Finance Controller will:
 - Review the BC Métis Federation salary structure and consider the need for salary range adjustments, and
 - Establish an overall budget for pay adjustments.

6. The Executive Committee of the Board of Directors exercises full discretion in setting the salary, allowances and salary range for the job of CEO.

29.2.2 General Guidelines: New Hire

1. Normally, newly hired employees are assigned entry-level rates of pay at the minimum or within the lower third of the salary range for their jobs.
2. Previous experience or market supply/demand for candidates who possess the knowledge, skill and ability being sought may result in higher rates of pay at the time of hire. Every effort will be made to assign the most appropriate rate of pay given circumstances at the time of hire.
3. Pay adjustments may or may not be recommended upon successful completion of probationary periods. Proposed adjustments require supporting performance documentation. Favourable overall performance ratings are required.

29.2.3 General Guidelines: Promoted Employee

1. Pay adjustments may be recommended when employees are promoted to jobs of increased responsibility.
2. Entry qualifications for jobs are identified in approved job descriptions. BC Métis Federation may decide to invest in employee development where employees lack some entry qualifications, however demonstrate the capacity and potential worthy of advancement within the organization. Where BC Métis Federation decides this approach is appropriate, detailed personal development plans will be created to allow employees to acquire the qualifications subject to specific conditions.

Where this occurs, consideration in relation to adjustments in pay will reflect the development plan.

29.2.4 General Guidelines: Performance Related Pay Adjustments

1. **Unsatisfactory** – where overall performance does not meet expectations no pay adjustment will be granted. Supervisors will ensure that appropriate steps are taken to address and improve unacceptable performance.
2. **Developmental** – where overall performance is beginning to meet expectations a pay adjustment may be granted to move employees' pay within the lower third of salary ranges. Supervisors will work with

employees on learning curves to ensure development and improved performance. Generally, adjustment amounts will be equal to the budget allocated for pay increases. Adjustment amounts may be given in increments.

3. **Fully Satisfactory** – where overall performance meets expectations, pay adjustments will be granted to move employees’ pay toward or within the middle third of salary ranges. Supervisors will coach employees to continue to build and enhance their performance. Generally, adjustment amounts will be equal to the budget allocated for pay increases.
4. **Superior** – where overall performance exceeds expectations often and consistently, pay adjustments will be granted to move the employees’ pay toward or within the top third of salary ranges. Employees tend to be self-directed and use feedback received from supervisors to increase their capacity to contribute and further develop their potential. Generally, adjustment amounts will be greater than the budget allocated for pay increases.

(Refer to HR policy entitled Progressive Performance Intervention.)

29.2.5 Guidelines Where Pay Exceeds Salary Range or Performance Segment

1. Employees’ pay may be frozen where the rate of pay exceeds the salary range assigned respective jobs. In these instances, employees may be eligible for performance recognition through lump sum payments. The lump sum will be the dollar equivalent of the percentage pay adjustment the employee would have received otherwise.
2. Employees will be informed where rates of pay exceed salary ranges and where the process of lump sum payments will be implemented. Employees will be informed that the process of lump sum payments will be repeated in subsequent years until the employee pay aligns with salary ranges assigned their jobs.
3. Each instance will be examined on a case-by-case basis and will depend on various factors including the extent to which the current rate of pay exceeds the job’s salary range as well as overall employee performance.

29.2.6 Model for Pay for Performance Salary Administration

The following model is provided to assist supervisors and employees with understanding and implementation of the pay for performance salary administration process.

Salary Range	Performance Rating	Details
Minimum <i>(lower third)</i>	Developmental	<ul style="list-style-type: none"> • Pay at point of entry • Developmental part of the range • Individual is on a learning curve and will continue to develop over time • Expect fully satisfactory performers to move through lower third in 3 to 5 years
Midpoint <i>(middle third)</i>	Fully Satisfactory	<ul style="list-style-type: none"> • Pay appropriate for fully satisfactory performers following developmental timeframe • Individual has progressed through normal learning • Expect pay movement of fully satisfactory performers to progress within middle third but not to exceed top of middle third
Maximum <i>(top third)</i>	Outstanding	<ul style="list-style-type: none"> • Pay appropriate for exceptional performers • Individual exceeds expectations • Expect pay movement of outstanding performers to progress into top third toward range maximum

**Movement toward Maximum salary is a function of:
PERFORMANCE + TIME IN JOB + AFFORDABILITY**

29.2.7 Supervisory Responsibilities

- Review the BC Métis Federation salary structure and consider the need for pay adjustments.
- Establish overall budget for pay adjustments.
- Recommend annual pay adjustments in accordance with employees' overall formal performance evaluations.
- Align recommendations with budget guidelines for pay adjustments.
- Avoid discussing pay increases with employees until decisions are finalized. Once finalized, inform individual employees of their pay adjustments.
- Follow through where pay adjustments are to be considered at the successful completion of probationary periods.
- Establish starting pay within an appropriate salary range when offering employment to prospective new hires.
- Recommend appropriate pay adjustments when employees are promoted to jobs of increased responsibility.
- Consider the need for detailed personal development plans and corresponding developmental pay rates under certain circumstances.
- Implement appropriate strategies to realign pay where pay rates exceed assigned job's salary range.

29.2.8 Employee Responsibilities

- Understand the pay for performance approach to salary administration.
- Influence adjustments to your pay by continuously improving your performance.

SECTION 30: BENEFITS

30.1 POLICY

BC Métis Federation provides eligible employees with group benefits coverage to assist them in maintaining healthy lifestyles and to support them during those unfortunate times when they experience personal or family illness, injury, disability or death.

30.2 PROCEDURE

30.2.1 General Guidelines

1. Employees who hold ongoing employment in full-time and part-time capacities are eligible for coverage under the BC Métis Federation's Group Benefits Policies.
2. Coverage may commence after three (3) calendar months of continuous employment. Employees must be actively at work for coverage to take effect.
3. Costs are paid either by the organization, the employee or shared by both.
4. Types of coverage provided within BC Métis Federation's group benefits are:
 - Employee Basic Life Insurance
 - Dependent Basic Life Insurance
 - Optional Life Insurance
 - Employee Accidental Death, Dismemberment and Specific Loss
 - Short Term Disability (STD) Benefits
 - Long Term Disability (LTD) Benefits
 - Healthcare including prescription, global medical assistance, in-Canada ambulance and hospital coverage, vision care and a number of additional healthcare expenses
 - Dental care including dental accident, basic, major and orthodontic coverage
 - Survivor Benefits
 - Life Insurance
 - Health Insurance
 - Dental Coverage

5. Group Policies issued by the plan provider are the governing master documents if there are any discrepancies between the overview information in this policy statement or the summary benefits booklet any material from the provider of the plan that describes the principal features of the BC Métis Federation's group benefits.
6. Coverage terminates on the earliest of when:
 - Employment ends,
 - Employees are no longer eligible,
 - Employees stop paying the required premiums, or
 - The policy terminates.
7. Dependent coverage ends on the earlier of the date the employee's insurance terminates or the date the dependent no longer qualifies.
8. Employees whose coverage terminates may be entitled to extension of benefits under the plan. BC Métis Federation will provide employees with the details.
9. Within the terms and definitions of this plan, "dependent" means the employee's:
 - Spouse, legal or common-law.
 - Unmarried children under age twenty-one (21), provided they are full-time students or working no more than 30 hours a week.
 - Unmarried children under age twenty-five (25), provided they are full-time students.
 - Children who are incapable of supporting themselves because of physical or mental disorder without age limit if the disorder begins before they turn twenty-one (21), or while they are students under age twenty-four (24), and the disorder has been continuous since that time.
10. Children under fifteen (15) days of age are not insured under this plan for dependent life insurance.
11. Benefits are subject to coordination if the employee or a dependent are entitled to benefits for the same expenses under another group plan or as both an employee and dependent under this plan or as a dependent of both parents under this plan. Benefits will be coordinated so that the total benefits from all plans will not exceed expenses. Claims for dependent children are submitted to the plan of the parent who has the earlier birthday in the calendar year. If you are separated or divorced, the plan that will pay benefits for the children will be determined in the following order:

- Plan of the parent with custody of the child,
- Plan of the spouse of the parent with custody of the child,
- Plan of the parent without custody of the child,
- Plan of the spouse of the parent without custody of the child.

30.2.2 Supervisory Responsibilities

- Ensure newly hired eligible employees receive all information and registration materials related to the BC Métis Federation's group benefits plan.

30.2.3 Employee Responsibilities

- Ensure you have read and understand the plan mechanics and coverage so that you can make an informed decision when registering.
- Complete and submit your registration in a timely manner.
- Advise the Finance Controller if there is a change in your personal status (such as change in beneficiary, marital status, dependent status beginning or ending).

SECTION 31: RETIREMENT

31.1 POLICY

BC Métis Federation recognizes the importance of retirement planning throughout one's working years as personal situations and economic environments change. BC Métis Federation encourages employees to actively take ownership for their financial future and educate themselves about financial planning, saving and investments.

31.2 PROCEDURE

31.2.1 General Guidelines

- BC Métis Federation does not discriminate against any employee on the basis of age and as such does not have a mandatory age limit for the retirement of its employees.
- The normal retirement age of sixty-five (65) is consistent with general business practice and the normal eligibility date for pension benefits from Canada Pension Plan (CPP) and Old Age Security (OAS) benefits.
- However, employees upon reaching the age sixty-five (65) will continue working for BC Métis Federation provided they:
 - they desire to continue with their employment with BC Métis Federation
 - are fit and able to do so
 - meet the job requirements and performance expectations
 - continue to abide by the policies of the organization

31.2.2 Supervisory Responsibilities

- Encourage employees to take responsibility for their financial future and avoid recommending saving or investment decisions to employees.
- Process retirement notifications upon receipt.
- Advise others within the line of management of potential retirement and transition plans of employees.
- Determine appropriate way to handle departmental workload, after employee departure, on an interim and an ongoing basis. Seek assistance from the retiring employee and others as required for the transition.

- Work with the Finance Controller to determine financial liability and to calculate the employee's entitlements in issuing final wages.
- Identify property belonging to the organization that may be in the employee's possession and ensure it is retrieved.
- Terminate access (benefits coverage, building, computer, telephone, files, etc.) on the last day of employment.
- Determine the appropriateness of conducting an exit interview.

31.2.3 Employee Responsibilities

- Inform yourself about financial planning, saving and investment. Keep in mind that you are solely responsible for your investment decisions.
- Elect your retirement date and advise BC Métis Federation. The courtesy of as much advance notice as possible is appreciated.
- Submit written notice of your intention to retire to your immediate supervisor.
- Work with your supervisor to ensure a smooth transition preparing for your departure from BC Métis Federation and the future handling of your work responsibilities.
- If desired, seek out options available to you where your benefits are affected by the ending of your employment.
- Request outstanding vacation entitlements and days off in lieu of overtime to be taken before the effective termination date or paid to you in your final wages.
- Return property belonging to the organization.
- Participate in exit interviews when invited to do so.
- Verify the accuracy of your final wages, including vacation pay, statutory and organizational holiday pay and overtime.

SECTION 32: CONTINUOUS SERVICE

32.1 POLICY

BC Métis Federation values the commitment of employees to the purposes of the organization throughout their employment service.

32.2 PROCEDURE

32.2.1 General Guidelines

1. BC Métis Federation service accumulates from the first day that the employee last became employed by the organization.
2. The employee's anniversary date is the date upon which the employee last commenced employment with the organization.
3. Employment service is continuous through a number of authorized leaves of absence with or without pay including:
 - Accident or sick leave (not exceeding twelve (12) months)
 - Bereavement leave
 - Compassionate care leave
 - Family responsibility leave
 - Jury or witness duty
 - Pregnancy leave
 - Parental and adoptive leave
 - Paternity leave
 - Personal leave
 - (excluding extended leaves)
 - Public and community service (excluding extended leave if elected)
4. BC Métis Federation will connect and continue employment service where employees, who have been subjected to lay-off and recall, are re-hired within thirteen (13) weeks of their dates of lay-off.

32.2.2 Supervisory Responsibilities

- Ensure employment service is accurate and that there is no interruption as a result of specific authorized leaves of absence outlined above.
- Connect employment service where employees are re-hired within thirteen (13) weeks of layoff.

32.2.3 Employee Responsibilities

- Verify that your employment service is accurate.

SECTION 33: EMPLOYEE ASSISTANCE

33.1 POLICY

BC Métis Federation will provide assistance to employees in attending to their personal and/or work related problems that may affect their ability to perform effectively in their work environment.

33.2 PROCEDURE

33.2.1 General Guidelines

1. In discussions about performance deficiencies, an employee may disclose personal and/or work related problems and express an interest in external assistance.
2. BC Métis Federation recognizes that employees may need help dealing with a broad range of personal and work-related matters that affect on-the-job performance such as:
 - Family and parenting matters
 - Personal and emotional difficulties
 - Alcohol or drug dependence
 - Financial and legal matters
 - Marital or relationship matters
 - Stress and anxiety
 - Long term and critical illness
 - Death and dying

Employees will be treated with dignity, care and concern.

3. BC Métis Federation will refer the employee to the appropriate counselling agency wherever possible.
4. When an employee has agreed to external counselling and taken the necessary steps to bring the situation under control, the President and CEO may extend the sick leave policy in consultation with the counselling agency if treatment requires time off the job.
5. If the employee fails to take the necessary steps, which may include external counselling and/or rehabilitation to address the personal issues that are interfering with the employee's on-the-job

performance, disciplinary action up to and including termination of employment may result.

6. Subsequent on-the-job performance will be measured against the standards of performance and conduct expected by the organization.

33.2.2 Supervisory Responsibilities

- Consult within the line of management when an employee discloses personal and/or work related problems and expresses an interest in or requests external assistance so that the employee can be referred to the most appropriate counselling agency.
- Treat personal disclosures with the utmost respect, privacy and confidentiality.
- Communicate your care, concern and support for the individual.
- Coach and monitor employee performance in accordance with expected standards of performance and conduct.
- Consult within the line of management where on-the-job performance has not improved and the employee fails to take the necessary steps to address the personal issues that are interfering with the employee's performance.

33.2.3 Employee Responsibilities

- Take steps to bring personal and/or work related situations under control. These kinds of problems affect one's ability to perform effectively at work and ultimately put employment at risk.

SECTION 34: VACATION

34.1 POLICY

BC Métis Federation recognizes the importance of rest and recreation to personal well-being and performance on the job and provides employees with periods of vacation leave for these purposes.

34.2 PROCEDURE

34.2.1 Guidelines – Full and Part-time Employees

A) Entitlement

1. Full and part-time employees earn paid vacation leave guided by their length of service.

Length of Service	Vacation Leave Eligibility	Vacation Pay Equivalent
at 1 year	15 vacation days	6% of total wages earned *
at 3 years	20 vacation days	8% of total wages earned *
at 7 years	25 vacation days	10% of total wages earned *

** excludes overtime pay*

2. Employees are expected to use earned vacation days in the vacation year following the time period in which they were earned.
BC Métis Federation utilizes a common anniversary date for vacation; the vacation year begins on April 1st and ends on March 31st.
3. When an employee is hired, vacation leave is prorated based on actual time worked prior to BC Métis Federation’s next vacation year and rounded upward to the nearest half day.

B) Scheduling

1. Vacation leave will be approved and scheduled in a way that takes operational requirements and the needs of employees into consideration.

Immediate supervisor(s) will advise employees of their vacation eligibility for the next vacation year by the end of January each year.

Employees submit written requests for vacation leave to their immediate supervisor(s) for the next vacation year by the end of February. Provide a letter requesting leave. Once received, supervisors will consult to determine if the requested dates can be accommodated and will notify employees of their decisions to approve or deny requests by the end of March. Where denied, employees will be given the opportunity to submit alternative dates.

When submitting vacation requests, employees are advised to postpone finalizing vacation arrangements pending approval.

2. As a general practice, uninterrupted vacation leave will be scheduled in one-week blocks to a maximum of three consecutive weeks. Vacation requests that exceed a three-week block will be considered on an individual basis.
3. Where Provincial legislation is satisfied and business or personal reasons prevent the employee from using all earned vacation leave, a written carry forward request of up to fifteen (15) unused vacation days may be submitted to the employee's immediate supervisor(s) by February. In the next vacation year, days carried forward must be used before newly earned vacation days.

C) Vacation and leaves

1. Earned vacation days are not reduced when:
 - A statutory or company designated holiday occurs during the employee's vacation leave;
 - An employee is hospitalized under the care of a medical doctor during the employee's vacation leave, supplies medical documentation and has sick leave credits; or
 - An employee experiences the death of a family member and qualifies for bereavement leave during the employee's vacation leave.

2. Vacation accrues during periods of leave approved with pay such as paid sick leave, paid bereavement leave, leave due to injury at work paid under The Workers Compensation Act, and jury duty.
3. Vacation does not accrue during periods of leave approved without pay such as unpaid sick leave (disability), pregnancy/parental/family leave or unpaid leave for personal reasons.
4. In calculating vacation entitlement, BC Métis Federation honours Provincial legislation by recognizing periods of absence for leaves such as pregnancy, parental, family and bereavement as continuous service. If vacation entitlement is based on paid weeks of vacation, then both vacation time and pay remain intact. If vacation pay is based on a percentage of earnings, then vacation time remains intact, but vacation pay may reflect reduced earnings.
5. When the employee's sick leave credits have been exhausted, vacation entitlement may be prorated based on actual time worked during that vacation year and paid to the employee upon written request.
6. When employment with BC Métis Federation terminates, vacation entitlement is prorated based on actual time worked during that vacation year and issued in accordance with statutory requirements. Upon written request of the employee, outstanding vacation entitlements may be issued at the BC Métis Federation's discretion as vacation time prior to the employment termination date rather than vacation pay. Where employment terminates within the first year, payment is calculated at six percent (6%) of total wages earned during the period of employment.

34.2.2 Guidelines - Casual/Short Term Employees

1. Employees working on a casual/short term basis become eligible to earn vacation pay after five (5) calendar days of employment.
2. Vacation pay is calculated at six percent (6%) of the employee's total wages earned and issued when employment terminates. The calculation excludes pay for overtime worked.
3. On rare occasions where casual/short term employment extends to twelve consecutive months, vacation time will be scheduled and vacation pay issued at least seven (7) days prior to the employee's vacation start date. (Refer to the Provincial Government's Employment Standards Act for specific details).

34.2.3 Supervisory Responsibilities

- Explain vacation eligibility at time of hire and ensure newly hired employees are informed of the specific number of vacation days they will be able to schedule in the next vacation year.
- Provide employees with their vacation eligibility by the end of January each year to support employees in preparing their request for the next vacation year.
- Receive and consider employee vacation leave requests.
- Work to schedule vacation in a manner that takes operational requirements and employee preferences into consideration.
- Notify the employee about approved/denied vacation leave requests by the end of March. Where denied, invite the employee to submit alternative dates.
- Keep a record of all vacation days taken by employees and follow up to ensure that employees use their earned vacation in the pertinent vacation year.
- Review employee requests to carry over unused earned vacation, approve/deny requests, and notify employees and the Manager Financer. Consider British Columbia's Employment Standards Act to ensure legislation has been satisfied.
- Authorize payment for unused earned vacation where employment terminates or the employee's sick leave credits have been exhausted.

34.2.4 Employee Responsibilities

- Take time off for vacation. Rest and recreation are vital to personal and professional well-being.
- Provide written request to BC Métis Federation management outlining your vacation request by the end of February and work with your supervisor to schedule your vacation leave.
- Provide your supervisor with medical documentation if you are hospitalized during your vacation and have sick leave credits to restore your vacation entitlement.
- Notify your supervisor if you experience a family death during your vacation to restore your vacation entitlement in accordance with the granting of bereavement leave.
- Submit your carry forward request for unused earned vacation to your supervisor in writing by the end of February.

SECTION 35: HOLIDAYS

35.1 POLICY

To allow eligible employees to celebrate their culture and heritage, BC Métis Federation recognizes all Federal and Provincial statutory holidays and, in addition, provides a number of organization holidays.

35.2 PROCEDURE

35.2.1 General Guidelines – Statutory Holiday

1. Statutory Holiday Eligibility

- a) An employee who has been employed by BC Métis Federation for thirty (30) calendar days before the statutory holiday and has worked or earned wages for fifteen (15) of the thirty (30) calendar days preceding the holiday is entitled to a working day off with pay.

2. Statutory Holiday Pay

- a) An eligible employee who is given a day off on a statutory holiday or a day off instead of the statutory holiday (a substitute day) will be paid an average day's pay determined as follows:

Wages earned within preceding thirty (30) days ÷ days worked within that thirty (30) day period.

In this calculation, wages earned includes vacation pay and excludes overtime pay.

- b) The entitlement for a substitute day at an average day's pay applies whether or not the statutory holiday falls on the eligible employee's regularly scheduled day off or a vacation day.
- c) An ineligible employee is not entitled to statutory holiday pay.

3. Work on Statutory Holidays

- a) An eligible employee who is required to work on the statutory holiday must be paid an average day's pay outlined above plus a premium for working on the statutory holiday.

The premium is determined as follows:

- One and one-half (x 1½) the employee's regular wage for the first twelve (12) hours worked;

- Double (x 2) the employee's regular wage for any time worked beyond twelve (12) hours.
- b) An ineligible employee or a manager who is required to work will be paid as if it were a regular workday for any hours worked on the statutory holiday.

35.2.2 Guidelines - Organization Holiday

1. Corporate Holiday Eligibility

- a) An employee who has been employed by BC Métis Federation and worked or earned wages for the thirty (30) calendar days preceding the corporate holiday is entitled to a working day off with pay.
- b) A casual or short term project employee becomes ineligible for a working day off with pay if the employee is absent on the day immediately prior to and the day following the corporate holiday

2. Corporate Holiday Pay

- a) An employee who is given a day off on a corporate holiday or a day off instead (a substitute day) will be paid an average day's pay determined as follows:
 - (i) Wages earned within preceding thirty (30) days ÷ days worked within that thirty (30) day period.

In this calculation, wages earned includes vacation pay and excludes overtime pay.

- b) The entitlement for a substitute day at an average day's pay applies whether or not the corporate holiday falls on the eligible employee's regularly scheduled day off or a vacation day.
- c) An ineligible employee is not entitled to corporate holiday pay.

3. Work on Organization Holidays

- a) An eligible employee who is required to work on the corporate holiday will receive equivalent time off in lieu (a substitute day) at the average day's pay outlined above for all hours worked on the corporate holiday.
- b) An ineligible employee or a manager who is required to work will be paid as if it were a regular workday for any hours worked on the corporate holiday.

35.2.3 Guidelines – Scheduling Substitute (Statutory and Organization Holidays)

1. In most cases, the substitute day is the first working day following the statutory or corporate holiday.
2. Where this is not possible, the employee and immediate supervisor(s) will discuss and schedule the substitute day at a time mutually convenient to the employee and BC Métis Federation.

If the employee does not work a regular schedule, BC Métis Federation will set the substitute day.

It is reasonable to expect the substitute day to be scheduled and taken prior to the employee's next vacation or within six (6) months of the date of the holiday.

3. If employment terminates before the substitute day has been taken, monetary payment will be issued in the employee's final pay.
4. An ineligible employee is not entitled to a substitute day.

35.2.4 Supervisory Responsibilities

- Document employee eligibility regarding statutory and corporate holidays and all related decision-making. Retain your records.
- Advise the Finance Controller about employee eligibility regarding statutory and organization holiday pay and where employees will be required to work to ensure proper compensation.
- Work with eligible employees to determine mutually convenient substitute dates.
- Ensure substitute dates are scheduled and taken. Document and retain your records.
- Enjoy a working day off with pay for statutory and corporate holidays or, if work is required of you, plan for time off in lieu. Managers are not eligible for overtime or premium payments where they work on statutory or corporate holidays.

35.2.5 Employee Responsibilities

- Know eligibility criteria regarding Statutory and Organization Holidays.
- Work with your immediate supervisor(s) to schedule mutually convenient substitute dates.

Please note – the following are designated as paid general holidays:

- New Year's Day
- Thanksgiving Day
- Boxing Day
- Easter Monday
- Remembrance Day
- Victoria Day
- Christmas Day
- British Columbia Day
- National Indigenous Day
- Family Day

SECTION 36: PREGNANCY LEAVE

36.1 POLICY

BC Métis Federation provides pregnant employees up to seventeen (17) consecutive weeks of unpaid leave in accordance with B.C.'s Employment Standards Act. This leave may be extended by a further six (6) weeks if she is unable to return to work for reasons related to the birth or termination of the pregnancy.

36.2 PROCEDURE

36.2.1 General Guidelines

1. Employees become eligible for pregnancy leave at the time of hire.
2. Employees who commence pregnancy leave during their probationary period shall be required to complete the probationary period upon return from leave.
3. A pregnant employee may take up to seventeen (17) consecutive weeks of unpaid leave related to the birth of a child or the termination of a pregnancy.

The pregnancy leave may begin as early as eleven (11) weeks before the expected birth date and therefore end no earlier than six (6) weeks after the birth date, unless the employee requests a shorter period.

An employee wishing to take pregnancy leave must submit a written request to her immediate supervisor(s) at least four (4) weeks before the day on which the employee wishes to begin her leave. A letter is required to the BC Métis Federation supervisor.

BC Métis Federation may require a doctor's certificate to substantiate an employee's request for pregnancy leave.

4. Pregnancy leave may be extended a further six (6) consecutive weeks if the employee is unable to return to work for reasons relating to the birth or termination of the pregnancy.

An employee needing to extend her pregnancy leave must notify her immediate supervisor(s) in writing indicating the new end date of the leave and return to work date.

If the pregnancy is terminated, the employee miscarries, or the child is stillborn or dies within days of birth the employee has a choice

of leave up to six (6) consecutive weeks and the extension up to an additional six (6) consecutive weeks.

BC Métis Federation may require a doctor's certificate to substantiate the extension notice.

5. An employee who wishes to return to work earlier than originally requested, or within 6 weeks after the birth has occurred, must submit a written request to her immediate supervisor at least one (1) week before her proposed return date.

BC Métis Federation may require a doctor's certificate stating the employee is able to return to work.

6. BC Métis Federation employment service is continuous through the period of pregnancy leave.
7. The employee is entitled to all increases in wages and benefits that she would have received if she had not been on pregnancy leave.
8. BC Métis Federation will continue the employer's share of costs in relation to benefit plans where the employee chooses to continue with her share of the costs.
9. When the pregnancy leave ends, the employee will either:
 - a) Return to her former or a comparable position, or
 - b) Choose to begin parental leave immediately following pregnancy leave (Refer to HR Policy entitled Parental and Adoptive Leave.)
10. BC Métis Federation will not terminate an employee, or change a condition of employment, because of pregnancy leave without the employee's written consent.

36.2.2 Supervisory Responsibilities

- Receive the employee's written request for pregnancy leave, notice to extend pregnancy leave, or notice to return to work and any supporting medical certificates.
- Ensure all documents are placed in the employee's file.
- Maintain contact with the employee throughout the period of pregnancy leave.
- Plan for and discuss the employee's return to work with her.
- Keep payroll informed of anticipated start and finish dates of the leave.

36.2.3 Employee Responsibilities

- Complete the BC Métis Federation leave is writing and submit along with supporting medical certificates and any further notices in a timely manner.
- If you wish to continue your employee benefits while on leave, request continuation in writing and submit payment for your portion of the costs as instructed.
- Maintain contact with your immediate supervisor(s) throughout your pregnancy leave.
- Plan for and discuss your return to work with your immediate supervisor(s).

SECTION 37:

PARENTAL AND ADOPTIVE LEAVE

37.1 POLICY

BC Métis Federation provides employees up to thirty-seven (37) consecutive weeks of unpaid parental leave for birth and adoptive parents in accordance with B.C.'s Employment Standards Act. This leave may be extended by a further five (5) weeks if the child requires an additional period of parental care.

37.2 PROCEDURE

37.2.1 General Guidelines

1. Employees become eligible for parental leave at the time of hire.
2. Employees who commence parental leave during their probationary period shall be required to complete the probationary period upon return from leave.
3. A birth mother who has taken pregnancy leave is entitled to take up to thirty-five (35) consecutive weeks of unpaid leave. She must begin her parental leave immediately following her pregnancy leave, unless she and BC Métis Federation agree otherwise.

A birth mother who has not taken pregnancy leave is entitled to take up to thirty-seven (37) weeks of unpaid leave.

A birth father is entitled to take up to thirty-seven (37) consecutive weeks of unpaid leave. He must begin the leave within one year of the child's birth date.

An adopting parent is entitled to take up to thirty-seven (37) consecutive weeks of unpaid leave. An adopting parent must begin the leave within one year of the child's placement with the parent.

4. Employees wishing to take parental leave must submit written request to their immediate supervisor(s) at least four (4) weeks before the day on which the employee wishes to begin parental leave. BC Métis Federation waives this requirement for adoptive parents.
BC Métis Federation may require a doctor's certificate to substantiate this request.

5. Parental leave may be extended a further five (5) consecutive weeks if the child requires additional parental care.
Employees needing to extend parental leave must notify their immediate supervisor(s) in writing.
BC Métis Federation may require a doctor's certificate to substantiate this notice.
6. BC Métis Federation employment service is continuous through the period of parental and adoptive leave.
7. The employee is entitled to all increases in wages and benefits that would have been received had the employee not been on parental leave.
8. BC Métis Federation will continue the employer's share of costs in relation to benefit plans where the employee chooses to continue with his or her share of the costs.
9. When the parental leave ends, the employee will return to his or her former or a comparable position.
10. BC Métis Federation will not terminate an employee, or change a condition of employment, because of parental leave without the employee's written consent.

37.2.2 Supervisory Responsibilities

- Receive the employee's written request for parental leave, notice to extend parental leave, or notice to return to work and any supporting medical certificates.
- Ensure all documents are placed in the employee's file.
- Maintain contact with the employee throughout the period of parental leave.
- Plan for and discuss the employee's return to work with him or her.

Keep payroll informed of anticipated start and finish dates of the leave.

37.2.3 Employee Responsibilities

- Submit request in writing to BC Métis Federation supervisor along with supporting medical certificates and any further notices in a timely manner.
- If you wish to continue your employee benefits while on leave, request continuation in writing and submit payment for your portion of the costs as instructed.

- Maintain contact with your immediate supervisor(s) throughout your parental leave.
- Plan for and discuss your return to work with your immediate supervisor(s).

SECTION 38: PATERNITY LEAVE

38.1 POLICY

BC Métis Federation provides up to two (2) days paternity leave with or without pay for employees who wish to participate in the birth of their child and their child's discharge from hospital.

38.2 PROCEDURE

38.2.1 General Guidelines

1. Employees become eligible for paternity leave at the time of hire.
2. Employees are expected to submit a written request for paternity leave to their immediate supervisor(s) in anticipation of the birth of their child.

BC Métis Federation may require a doctor's certificate to substantiate the request.

3. Approval of a request for paternity leave provides the employee with paid or unpaid absence from work on the day of the child's birth and on the day of the child's discharge from hospital.
4. The leave will be:
 - Paid if the employee has accumulated sick leave credits and wishes to apply credits to the day(s) of absence, or
 - Unpaid if the employee does not have accumulated sick leave credits or does not wish to apply credits to the day(s) of absence.

5. BC Métis Federation employment service is continuous through paternity leave.

38.2.2 Supervisory Responsibilities

- Receive the employee's written request for paternity leave and any supporting medical certificates.
- Ensure all documents are placed in the employee's file and appropriate records are adjusted.

38.2.3 Employee Responsibilities

- Submit written request to BC Métis Federation for paternity leave along with supporting medical certificate in a timely manner.

SECTION 39: SICK LEAVE

39.1 POLICY

BC Métis Federation provides a limited paid sick leave benefit to full and part-time employees who may be unable to work and perform regular duties due to illness or injury.

39.2 PROCEDURE

39.2.1 General Guidelines

- Sick leave credits will be granted to full and part-time employees at the rate of one and a half (1.5) days per month of service with BC Métis Federation and will be allowed to accumulate to a maximum of eighteen (18) days. The grant for part-time employees will be calculated based on actual hours worked.
- Casual/short-term employees are not eligible for any paid sick leave benefit.
- Employees are expected to notify their immediate supervisor(s) of any illness or injury related absence at the onset of the first day of absence. Failure to do so will be regarded as cause for disciplinary action.
- Absence due to illness or injury of three (3) days or more must be supported by a medical certificate upon the employee's return to work. The medical certificate must detail the reason for the absence and declare the employee fit to return to work.
- Sick leave credits will not be granted or allowed to accumulate where a full or part-time employee:
 - Has exhausted all sick leave credits and continues to be absent on sick leave,
 - Is experiencing a period of long-term disability, or
 - Is absent on a period of approved leave of absence without pay.
- Unused sick leave credits have no surrender value; unused sick leave credits are not payable in time off in lieu or in cash at any time.
- Employees who may have exhausted their sick leave credits or who are not eligible for any paid sick leave benefit through BC Métis Federation may be entitled to sickness or disability benefits through Federal or Provincial support programs.

39.2.2 Supervisory Responsibilities

- Maintain regular contact with the employee who is absent due to illness or injury throughout the duration of the absence.
- Document all employee absences due to illness or injury. Maintain your records.
- Advise the Finance Controller of all absences where the application of an employee's paid sick leave credits will avoid loss of pay due to illness or injury.
- Ensure the employee, who has been absent due to illness or injury for three (3) or more days, provides you with a medical certificate that details the reason for the absence and declares the employee fit to return to work before allowing the employee to do so.

39.2.3 Employee Responsibilities

- Call in to your supervisor to report absence due to illness or injury at the onset of the first day of absence, ideally prior to the start of your workday.
- Inform your supervisor regularly of your condition and the prognosis for your return to work.
- Complete the BC Métis Federation Request for Leave form upon your return to work along with a medical certificate, if required.
- Contact Federal or Provincial support programs if you are unable to return to work due to illness or injury and have exhausted your sick leave credits or you are not eligible for any paid sick leave benefit through the BC Métis Federation.

SECTION 40: WORKPLACE INJURY AND WORKERS COMPENSATION

40.1 POLICY

BC Métis Federation values the income, counselling and rehabilitative support the Workers Compensation Board (WCB) provides employees who suffer injury on the job or occupational disease.

BC Métis Federation works with WCB and the employee's physician to develop a return-to-work plan to facilitate employee re-entry based on the philosophy that employees can safely perform productive transitional work during their recovery process.

40.2 PROCEDURE

40.2.1 General Guidelines

1. Injuries that occur on the job will be investigated and reported appropriately with copies kept at BC Métis Federation of submitted documents.
2. Corrective action plans will be developed to prevent the reoccurrence of injurious incidents.
3. Employees injured on the job receive payment directly from the WCB.
4. The employer, in coordination with WCB, will make arrangements for injured employees to perform modified duties when employees are deemed medically able to return to work. It is expected that injured employees will make themselves available for modified duties when they are deemed medically able to return to work.

40.2.2 Supervisory Responsibilities

- Inform the President and CEO when an employee is injured in the performance of job duties.
- Coordinate a return-to-work plan with WCB, the employee and the employee's physician.
- Facilitate and support the transition by identifying transitional work tasks.
- Work with the physician, who determines the employee's physical capabilities, to develop a reasonable return to work plan and timeline.

40.2.3 Employee Responsibilities

- Inform your immediate supervisor(s) if you are injured in the performance of your job duties, even if the injury is not serious and you do not need to miss time from work.
- If injured at work, seek medical attention if required. If injured at work and you need transportation from work to a hospital or doctor's office, BC Métis Federation will cover the cost of transportation, taxi or ambulance, to the immediate, initial treatment.
- If you miss work due to an injury at work, contact BC Métis Federation first then, WorkSafeBC.
- Participate in a return to work program when you are deemed medically able to do so. It is in your own best interests to make yourself available for re-entry. BC Métis Federation and WCB will work with you to determine the most appropriate plan for your re-entry.
- Follow the safety rules at work and ask for help if you do not know how to do something safely.

SECTION 41:

PROFESSIONAL CONDUCT

41.1 POLICY

BC Métis Federation strives to be an organization characterized as professional through the conduct of its employees, volunteers, supervisors, members of the board, and all those who provide leadership to or within the organization.

Individuals are encouraged to demonstrate their own high standard of excellence and expected to take responsibility in the following areas.

Professional Conduct – where individuals demonstrate they value their relationship with BC Métis Federation, conduct themselves with integrity and fulfill their duties to the best of their ability supportive of BC Métis Federation’s interests.

Confidentiality – where individuals respect confidentiality and discuss organization and member information only when appropriate and authorized.

Respectful Workplace – in which dignity, self-respect, respect for others and respect for the workplace are demonstrated values.

Conflict of Interest – where individuals ensure they do not use their positions to promote personal interests with the objective of personal gain for themselves or others. Individuals are expected to provide their commitment to BC Métis Federation’s interests without compromise.

Public Relations – where a positive and professional image is presented to the community at all times.

Business Dress and Image – during business hours or representing BC Métis Federation, individuals are role models presenting an individual professional image which reflects their role, and dress appropriate to the nature of work, location and environment.

External Activities – outside employment, political or other affiliation, or external activities that constitute a conflict of interest, occupies the employee during normally scheduled time with BC Métis Federation, adversely affects the health or detracts from an employee’s ability to perform job duties will not be condoned by BC Métis Federation.

41.2 PROCEDURE

41.2.1 General Guidelines – Professional Conduct

BC Métis Federation expects employees, volunteers, students, supervisors and members of the board to exemplify ethical principles and values and give both loyalty and commitment to BC Métis Federation and:

- Ensure the needs and interests of members are primary.
- Achieve the organization’s goals within the overall framework of BC Métis Federation’s vision, mission, philosophy, policies and compliance with pertinent legislation/regulation.
- Execute and perform duties in accordance with the law and faithfully, diligently and impartially to the best of ability, without fear of, favour toward any other person.
- Promote and uphold the integrity and dignity of BC Métis Federation, its reputation, governance, structure, programs, services and staff, whether on or off duty.
- Demonstrate operational effectiveness, efficiency and fiscal responsibility. Recognize the public trust inherent in receiving and expending corporate funds.
- Preserve public confidence and trust in BC Métis Federation. Avoid conflict of interest in respect to perceived or real personal gain as a result of association with BC Métis Federation, its contacts or the community served.
- Network with other industry related organizations, agencies and service groups to enhance the overall impact of BC Métis Federation’s efforts.
- Be honest, conscientious, prompt, courteous, temperate and focused in fulfilling position responsibilities.
- Be respectful, encouraging and constructive in building and maintaining relationships where all can listen, learn and collaborate. Communicate openly. Resolve conflicts amicably.
- Initiate change for improvement. Provide constructive comment and/or suggestion through appropriate channels to ensure workplace harmony.
- Accept responsibility for the personal and professional growth and development of self and others through assessment, feedback, research, schooling and training.

41.2.2 General Guidelines – Confidentiality

- All individuals are expected to respect confidentiality and to:
 - ensure all information conveyed at BC Métis Federation and contained in files is private, confidential and remains the property of BC Métis Federation.
 - ensure no one divulges or make use of confidential information, correspondence, accounts, contacts, or business of BC Métis Federation or its members or of any knowledge gained during active association or thereafter, except in the proper course of duty or with prior approval in writing from the President and CEO.
 - take reasonable precautions to prevent materials in their possession or control that may contain or refer to confidential information from being discovered, used or copied by third parties.
 - respect individual rights to privacy and protection of personal information and are required to ensure they avoid release of personal information concerning any one to a third party without the individual's consent in writing, except as required by law to do so.
 - discuss their uncertainties about expectations or processes in respect to confidentiality with the President and CEO.

41.2.3 General Guidelines – Respectful Workplace

- BC Métis Federation believes that workplace respect is everyone's responsibility and that every individual is entitled to respectful treatment at work.
- BC Métis Federation takes action to prevent and eliminate disruptive workplace conflict and disrespectful behaviour.
- BC Métis Federation wishes to promote respect for self, respect for others and respect for the workplace:
 - People - civility is key to harmonious relations. Interactions need to be courteous, accepting of the various roles and responsibilities within the organization, and free from misuse of rank or positional power. Avoid jokes or negative remarks that demean the abilities, skills or attributes of yourself and others and rude, ill-mannered behaviour.
 - Time - effective and efficient use of work time is key to productivity. Delays and missed deadlines compromise everyone's success; interdependent people need to know when delays are anticipated so that they can adjust accordingly. Lengthy social interactions consume time; people need to build relationships

without compromising accomplishment of short and long-term goals. Avoid misuse of your own and others' time.

- Property – responsibility is demonstrated through care of property, regardless of ownership. People need to trust that belongings they lend will be treated with care and returned in a timely manner and that individuals will accept responsibility for shared space by cleaning up after themselves. Avoid taking advantage of others - do your share to maintain the environment.
- Opinions - views of the world differ. People need to trust that they can reveal their perspectives without disapproval. There is no one right way; people become more open to consensus building when they feel that they have been heard and understood. Validate all viewpoints. Avoid constant criticism, negative and derogatory words, hostile, bullying or generally toxic behaviour.

41.2.4 General Guidelines – Conflict of Interest

Individuals are not to use their association with BC Métis Federation to advance personal, commercial or financial gain, or for the benefit of family, friends or colleagues. To do so would constitute a conflict of interest.

For further clarity, employees, volunteers, students, supervisors and board members:

- are expected to arrange their private affairs so that no possible conflict of interest exists.
- will not receive personal advantage or benefit as a result of access to information that is obtained in the course of duty and that is not publicly available. However, individuals are not prevented from using information that is available to the public in the management of their personal and private affairs.
- will refrain from use of organizational property for any purposes other than those approved by the President and CEO.
- will refrain from preferential treatment for family members or organizations in which they or their families hold interest.
- will refrain from behaviours that may place them under obligation to persons or organizations seeking to gain privileged consideration for self-centred purposes.
- will refrain from using their positions to obtain employment within BC Métis Federation or access to services offered by BC Métis Federation for family members.

- will refrain from being influenced by the prospect of appointment or employment elsewhere in fulfilling the responsibilities of their positions.
 - will refrain from accepting fees, gifts or other tangibles offered which could be viewed as payment or reward for services rendered.
1. Upon recognizing the potential for conflict of interest, board members and staff members are required to disclose the potential for conflict at the earliest opportunity in writing to President and CEO or an employee's immediate supervisor, and withdraw from situations or discussions that would place the individual in conflict relative to the responsibilities of his or her role.
 - Withdrawal means that the individual involved will exit during discussions and subsequent voting or decision-making.
 - In writing means the individual will identify the nature of the potential conflict and the situation.
 2. Where disclosure has not occurred and the organization becomes aware of financial, commercial or business transactions or external activities that may constitute conflict of interest, the matter will be reported to the Executive Committee or President and CEO for investigation. Full disclosure will be requested and required.
 3. The board or a delegated Committee of the board will investigate any conflict of interest situation brought forward immediately and, depending on the outcome of the investigation, will deal with it appropriately. Where a conflict of interest does arise between private interest and BC Métis Federation responsibilities, the conflict will be resolved in favour of BC Métis Federation.
 4. Board members and staff members involved in alleged conflict of interest situations may request or be requested to take leave of absence until the matter is resolved. The decision about whether this leave will be with or without remuneration rests with the President and CEO.
 5. Following the investigation, the organization will:
 - Be satisfied that the conflict of interest does not affect performance or service;
 - Instruct the individual to divest himself or herself of the financial investments;
 - Instruct the individual to transfer the financial interests to a blind trust;

- Remove the individual from the responsibilities causing the conflict of interest; or
- Accept the individual's resignation.

41.2.5 General Guidelines – Public Relations

- The need to uphold a favourable public and professional image will be a conscious pervasive effort by all people associated with the efforts and purposes of the organization.
 - Within this context, the definition of all people includes employees, students, volunteers, contract workers and consultants acting on behalf of the organization who are expected to conduct themselves, both publicly and in private, in a manner that does not tarnish the image of or otherwise bring disrepute to BC Métis Federation.
- The President of the board is the designated spokesperson on all BC Métis Federation matters.
- Statements to the media will be deferred to the President (or designate). Employees are to avoid releasing information to news media, contacting news media, or participating in press conferences.
- Where the organization receives a written request for release of public information, the President and CEO will direct its preparation and release on behalf of the Board of Directors and will advise the board Executive Committee prior to release.
- It is recognized that employees attending meetings, conferences or other community functions serve as organizational ambassadors in promoting the organization and upholding its image.
- Staff members are expected to demonstrate high standards of personal and professional conduct with visitors and members of the public at large. Demonstrated behaviour will include evidence of good judgement, diplomacy, tact, courtesy, kindness and empathy.
- It is expected that operational issues or concerns will be discussed, resolved and contained within the organization.

41.2.6 General Guidelines – Business Dress and Image

- BC Métis Federation expects employees to project and promote a favourable and professional image. Employees are expected to dress appropriately for their particular work setting and business meetings and engagements within and outside the organization.

- BC Métis Federation expects employees to consider their choice of clothing in preparing themselves for work each day.
- Employees are encouraged to ask themselves:
 - What work setting will you experience today?
 - Will you remain within your workplace or be required to travel to another location?
 - What special activities, meetings or events will you participate in today, or be performing (such as attending a conference or training seminar, meeting with Government Representatives, hosting an organizational celebration)?
- Attire needs to be clean, tidy and appropriate for the work day's events and activities as well as the work situation and environment.
- An employee who is considered to be dressed inappropriately will be sent home to change into more appropriate clothing. Time lost to change one's clothing may be with or without pay.
- Disciplinary action may result if an employee continues to arrive at work inappropriately attired after having been coached and advised about appropriate business dress.

41.2.7 General Guidelines – External Activities

- No employee will be allowed to engage in business transactions/ external activities or have direct or indirect financial interests that are incompatible with the purposes of BC Métis Federation or with the discharge of job duties, or that could tend to impair independence of judgement or action in the performance of official duties as an employee of BC Métis Federation.
- Employees, who may have secondary employment and are unsure of whether this may constitute a conflict of interest with employment at BC Métis Federation, are urged to outline and present the situation in writing to their immediate supervisor(s) for review and advice.
- Written documentation of BC Métis Federation's opinion and advice will be entered into the employee's file.
- Employment with BC Métis Federation cannot continue where a conflict of interest exists. The employee will be required to take steps to eliminate the conflict of interest or resign from BC Métis Federation.
- Employees who may have secondary employment that is adversely affecting their health or otherwise detracting from performance of job duties will be coached in respect to the perceived compromise to performance and career.

41.2.8 Organization Responsibilities

A) Professional Conduct and Confidentiality

- Hold others responsible for professional conduct and confidentiality.

B) Conflict of Interest

- Preserve public confidence and trust in the integrity of the organization.
- Investigate any conflict of interest situation, request disclosure where appropriate and take action in accordance with the outcome.
- Recommend leaves of absence when investigating conflicts of interest where appropriate.
- Resolve conflicts of interest in favour of BC Métis Federation.
- Supervisory Responsibilities

C) Respectful Workplace

- Be pro-active. Demonstrate respect in the workplace - be a role model for others.
- Discuss respect in the workplace in meetings. Dialogue builds understanding.
- Recognize, confront and initiate corrective action when behaviours are inconsistent with the goals and purposes of a respectful workplace.
- Be consistent yet brief in dealing with inappropriate behaviours.
- Watch for and prevent subtle retaliation.

D) Public Relations

- Refer written requests received for release of public information to the CEO.

E) Business Dress and Image

- Inform newly hired employees about BC Métis Federation's business dress code as part of the overall orientation process.

- Recommend acceptable types of clothing for the type of event or work to be performed where there appears to be doubt about appropriate choices.
- Handle instances where employees appear to be exercising poor judgement in their clothing choices without delay. Clarify the policy and expectations where an employee appears to be experiencing difficulty understanding BC Métis Federation's business dress code. Send the employee home to change into more appropriate clothing. Determine whether time lost to complete the change of clothing and return to work, occurs with or without pay.
- Initiate disciplinary action where an employee continues to disregard the policy and expectations.

F) External Activities

- Receive the employee's written request for advice in respect to possible conflict of interest.
- Consult with the President and CEO to review the matter and determine BC Métis Federation's stance.
- Advise the employee in writing of BC Métis Federation's opinion; place a copy in the employee's file.

Provide employees with appropriate performance coaching and feedback. Bring matters to employees' attention that may be underlying factors in performance deficiencies.

41.2.9 Individual Responsibilities

- Contribute to and promote respect in the workplace through your own behaviours.
- See yourself as a person worthy of respect.
- Speak up if you feel situations are becoming difficult or embarrassing for yourself or others.
- Report behaviours that are inconsistent with the goals and purposes of a respectful workplace.
- Work to flex your perspectives rather than condemn others for simply being themselves.
- Learn to share your views and raise honest disagreement without criticizing others.
- Apologize when your own behaviour slips.

- Bring instances where individual behaviour is not well-aligned or clear non-compliance exists to the attention of individual(s) involved if appropriate, immediately.
- Honour BC Métis Federation’s principles and values.
- Conduct yourself in a positive and professional manner at all times and ensure confidentiality.
- Avoid any compromise to your employment with BC Métis Federation.
- Avoid potential conflicts of interest including:
 - Favouring board members, staff, family members and/or consultants in applying for and/or receiving the services of BC Métis Federation.
 - Payment or other consideration from another provider of services or organization for referral of applicants or clients to their services.
 - Payment or other consideration to another provider of services or organization for referral of applicants or clients for BC Métis Federation’s services.
 - Referral of BC Métis Federation members, applicants, clients and their families to private practices where board members or staff members are engaged or affiliated.
- Disclose any potential conflict of interest at the earliest opportunity in writing to express your desire to remain free of any conflict of interest in respect to your role.
- Request leaves of absence during investigation of conflict of interest cases where appropriate.
- Take appropriate action where it is determined that personal interests may be in conflict with the organization’s purposes
- Respect BC Métis Federation’s protocols for media interaction.
- Contain discussion of operational issues or concerns to the organization.
- Make choices about your attire each day based on your role and the nature of the work you will perform, and the location and environment in which you will be performing your work.
- Outline and present uncertain situations regarding secondary employment in writing to your supervisor or the President and CEO for review and advice in respect to possible conflict of interest.
- Know that disciplinary action up to and including suspension of duties and/or authorities or termination of employment are potential consequences for non-compliance with BC Métis Federation policies, failure to uphold significant ethical practice and ensure confidentiality.

SECTION 42: DISCRIMINATION AND HARASSMENT

42.1 POLICY

BC Métis Federation is committed to a healthy environment, free of discrimination and/or harassment.

BC Métis Federation endorses the spirit, intent and principles of Canada's Charter of Rights and Freedoms in stating that,

“Every individual is equal before and under the law and has the right to the equal protection and equal benefit of the law without discrimination and, in particular, without discrimination based on race, national or ethnic origin, colour, religion, sex, age or mental or physical disability.”

...and British Columbia's Human Rights Code in respect to employment or membership.

“must not refuse to employ/exclude any person from membership or refuse to continue to employ a person/expel or suspend any member... because of the race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex, sexual orientation or age of that person or because that person has been convicted of a criminal or summary conviction offence that is unrelated to the employment or to the intended employment of that person.”

Furthermore, legislation provides the following protection:

A person must not evict, discharge, suspend, expel, intimidate, coerce, impose any pecuniary or other penalty on, deny a right or benefit to or otherwise discriminate against a person because that person complains or is named in a complaint, gives evidence or otherwise assists in a complaint or other proceeding under this Code.

To this end, this policy sets out to prevent discrimination and/or harassment and to deal quickly and effectively with any incident

42.2 PROCEDURE

Respect for Human Rights

- BC Métis Federation will not directly or indirectly impede or discourage anyone from making a complaint to the Human Rights Commission.
- BC Métis Federation recognizes that determination of the validity of any complaint is beyond its jurisdiction. No disciplinary, corrective, or remedial action will be taken by BC Métis Federation pending the outcome, except as necessary to ensure ongoing functions are being performed.
- BC Métis Federation will comply with any final decisions made pursuant to the Human Rights Code.
- BC Métis Federation will ensure, to the greatest degree possible, that there will be no retaliation or adverse implications to anyone who makes a complaint.

42.2.1 General Guidelines – Discrimination and Harassment

- Discrimination - is treatment toward a group or an individual as a member of a group that usually creates disadvantage. The Canadian Human Rights Act and B.C.'s Human Rights Code identify and prohibit discrimination based on specific grounds.
- Harassment - is a form of discrimination based on specific identifiable prohibited grounds. Harassment is abusive and unwelcome conduct or comment that is demeaning and offensive. Behaviours may be verbal or physical, deliberate or spontaneous; behaviours need not be intentional to be considered harassment. Harassment may be a single incident or a series of incidents.
- Sexual harassment - is a form of discrimination and harassment based on gender and conduct of a sexual nature. Sexual harassment is unwelcome and unwanted behaviour such as unwelcome sexual advances, requests for sexual favours and verbal or physical conduct of a sexual nature. It includes conduct such as pinching, patting, rubbing, leering, dirty jokes, pictures or pornographic materials, comments, suggestions, innuendos and requests or demands of a sexual nature. Sexual harassment is perceived to place either explicit or implicit condition on employment in relation to recruitment and selection or during the period of employment in relation to training, wages, promotion or various perquisites.
- Discrimination and/or harassment will not be tolerated regardless of status, service or level within the organization. These behaviours undermine workplace wellness and productivity by creating offensive, intimidating and hostile work environments.

42.2.2 General Guidelines - Reporting Discrimination and Harassment

1. It is preferable that any person(s) experiencing discrimination or harassment tell the offending individual(s) that their behaviour is unwanted and unwelcome; tell the individual(s) to STOP.
2. If, after confronting the offending individual(s) and indicating that the behaviour must stop, discrimination and/or harassment continues, injured parties are directed to report concerns or complaints to their immediate supervisor(s).

Where an immediate supervisor(s) is alleged responsible for the discrimination or harassment, injured parties are directed to report concerns or complaints to the next level of management.

Where the CEO is alleged responsible for the discrimination or harassment, injured parties are directed to report concerns or complaints to the Vice President of the Board of Directors.

Where a member of the Board of Directors is alleged responsible for the discrimination or harassment, injured parties are directed to report concerns or complaints to the CEO.

3. While a record of events is not required it is important to recognize that recorded incidents (dates, times, locations, possible witnesses, what happened and the complainant's response) strengthen complainant cases and help with remembering details.
4. Supervisors will take immediate and appropriate action to deal with incidents of discrimination and/or harassment. Supervisors are expected to take action whether concerns or complaints have been brought to their attention or observed directly.
5. Concerns and complaints will be taken seriously. Individuals will be assisted through the process. Concerns and complaints will not be disregarded nor will individuals be told to deal with matters of discrimination or harassment by themselves.

42.2.3 General Guidelines - Investigating Discrimination and Harassment

1. The need for confidentiality in dealing with personal matters will be respected. Allegations will be kept private and confidential.
2. Allegations will be investigated immediately and necessary steps taken to resolve the matter.
3. The alleged offender will be informed of the complaint.

4. Both complainant and alleged offender will be interviewed separately. Each will be informed of their right to support or representation during the interview, the support or representative to be an individual of their own choosing.
5. Other individuals who may be able to provide relevant information will be interviewed.
6. Information gathered through the process of investigation will be held in confidence.
7. BC Métis Federation may engage external third party services to conduct an independent, impartial investigation depending on the nature and seriousness of the complaint.
8. A report will be drafted, reviewed, finalized and submitted by the investigator. The report will:
 - Chronicle the events and the working relationship,
 - Describe the allegation,
 - Recount each individual's version,
 - Summarize the findings,
 - Culminate in an overall view based on credibility supported by specific examples,
 - Employ appropriate standards of proof given anticipated workplace consequences, and
 - State the concluding opinion and recommendations.

42.2.4 General Guidelines - Consequences of Discrimination and Harassment

1. Where the investigation reveals evidence to support the complaint, the offender will be disciplined appropriately. Depending on the nature and seriousness of offensive behaviour, disciplinary action may include suspension or dismissal with the first offence.
2. The investigation report will be filed in a separate and secure confidential investigations file, whether or not the investigation reveals evidence to support the complaint.
3. Nothing in this policy prohibits individuals from contacting British Columbia's Human Rights Commission to file complaints of discrimination and/or harassment.
4. Nothing in this policy prohibits individuals from contacting a local British Columbia's police service to file complaints of discrimination and/or harassment, and where circumstances warrant, formal charges.

42.2.5 Organization or Supervisory Responsibilities

- Receive concerns or complaints related to discrimination and/or harassment.
- Assist individuals who allege discrimination and/or harassment and who have no written record by recording their allegation verbatim (date, times, locations, possible witnesses, what happened and the complainant's response).
- Take immediate and appropriate action to investigate and deal with incidents reported or observed directly.
- Treat concerns and complaints seriously.
- Consult with the President and CEO (or designate) to confirm the protocol and determine the need for third party services to investigate the allegation.
- Support people through the process. This is not a time to take sides. It will be difficult for everyone involved.
- Receive and file the report with the President and CEO (or designate).
- Consult with the President and CEO (or designate) to determine the disciplinary action warranted where the investigation determines the allegation has substance and merit.
- Keep matters of discrimination and/or harassment private and confidential.
- Ensure no person is impeded or discouraged from making a complaint to the Human Rights Commission.

42.2.6 Employee Responsibilities

- Make your disapproval and/or discomfort with discriminatory or harassing behaviours known to the offending individual directly and without delay. Say STOP.
- Record incidents (date, times, locations, possible witnesses, what happened and your response) to strengthen your case and help you to remember details.
- Advise your supervisor (or the next level of management) of incidents, concerns or complaints related to discrimination and/or harassment where:
 - The behaviour continues after confronting the individual, or
 - You have experienced unwanted and unwelcome behaviour, or have witnessed such behaviour, but for personal reasons have been unable to confront the individual.

- Participate in investigation interviews to tell your version of incident(s). Determine your need for support or representation during the interviews.
- Decide whether you wish to pursue further action.
- Keep matters of discrimination and/or harassment private and confidential.

SECTION 43: ACCOMMODATION

43.1 POLICY

BC Métis Federation's endorses the spirit and intent of human rights legislation pertaining to employment accommodation and respects the dignity and privacy of an individual seeking accommodation. The employee or applicant for employment has the responsibility to initiate requests for accommodation and to suggest possible alternatives for consideration.

"Accommodation" refers to the removal of workplace barriers that can negatively affect an individual or a particular group within Canadian society. It provides individual adjustments in the workplace that responds to the need of a specific employee or job applicant. Needs that must be accommodated result from such factors that include, but are not limited to, disability (physical or psychological), family status, ethnic or cultural origin and religious beliefs.

The goal of accommodation is to attempt to achieve, fairness in the workplace and avoid discrimination on prohibited grounds without causing undue hardship to the organization. Undue hardship may include unsupportable costs, substantial disruption of operations, major disruptions of collective agreements and health and safety considerations.

43.2 PROCEDURE

43.2.1 General Guidelines

1. Employees and potential employees may make requests for accommodation.
2. Employees will make requests in writing.
3. BC Métis Federation considers requests for accommodation from employees and applicants for employment who provide reason(s) for the request and secure additional relevant information as required to assist in the consideration of the request.
4. Each request will be considered and assessed on an individual basis; there is no 'one-size' fits all solution to accommodation and no organization is required to accommodate to the point of undue hardship.

43.2.2 Organization Responsibilities

- Listen to, consider and determine if BC Métis Federation will facilitate the process of accommodation once a request has been made handling each request with respect and confidentiality.
- Ensure accommodation requests by employees are provided in writing.
- Determine if the request could fall within existing policy provisions at BC Métis Federation.
- Confirm and secure additional relevant information necessary to assess the accommodation requirements. This may include a medical assessment that identifies abilities or restrictions related to the request, or information that speaks to specific religious requirements. Seek information or assistance from others in clarification of the specific area protected by Human Rights if required.
- Reply to requests in a reasonable time period and keep records of all actions taken.

43.2.3 Employee Responsibilities

- Employees request accommodation by identifying in writing
 - which of the protected human rights grounds the accommodation relates to
 - a description of the request and reasons for it
 - possible alternatives and solutions to the request
 - a prediction of the potential impact of the request on the employee's job, workplace, other employees and BC Métis Federation
- Be prepared to discuss requests and provide information to assist others in considering the request.
- Potential Employee Responsibilities
- Potential employees requiring accommodation to attend the interview are to make their requests verbally to the interviewer or person arranging the interview.

SECTION 44:

CONCERNS AND COMPLAINTS

44.1 POLICY

BC Métis Federation recognizes that, on occasion, concerns and/or complaints may rise from members of the public, members of the organization or between staff. BC Métis Federation commits to treating concerns and/or complaints seriously and in a manner that is sensitive to its importance as well as the rights of the individual(s) involved.

The facts, issues and circumstances pertaining to concerns and/or complaints are unique to each and every case. Therefore, this policy sets out principles for dealing with expressed concerns and/or complaints rather than a detailed process.

BC Métis Federation must exercise a degree of caution and due diligence to ensure that mechanisms for handling concerns and complaints do not become vehicles for frivolous or vexatious objections or interpersonal conflicts.

44.2 PROCEDURE

44.2.1 General Guidelines - Handling Concerns

A concern is an expression of unease with a particular condition or situation. It carries with it the expectation that alternatives will be considered and that change for the better may occur. It does not carry with it any expectation of disciplinary action.

A concern will be dealt with in a fair, reasonable, expeditious, forthright, and open manner. Typically, the people involved are able to arrive at appropriate resolution through discussion. They begin by exploring the matter. As understanding of the situation increases, they find themselves able to acknowledge one another's perspectives and deal with the concern. Discussion leads them to find mutually satisfying ways to accommodate one another's needs and interests and bring closure to the matter.

44.2.2 Process Principles for Handling Concerns

1. It is almost always preferable that resolution takes place by the people most directly involved.

2. Information will be shared with all people involved to inform their discussion.
3. The parties meet to discuss the matter in the hope that amicable resolution will be found.
4. The discussion is focussed on the topic area, facts surrounding the topic and the impact or potential impact.
5. A situation dealt with as a concern will not lead to disciplinary action.
6. Where a concern becomes a complaint, the protocol for following complaints will be followed.

44.2.3 General Guidelines - Handling Complaints

A complaint is an expression of dissatisfaction with a particular condition or situation. It carries with it the expectation that, if founded, corrective steps will be taken. It may also carry the expectation that the specific individual(s) named in the complaint may face disciplinary action.

A complaint will be dealt with in a fair, reasonable, expeditious and forthright manner. The staff member in question will be informed of the complaint at the first opportunity, is generally entitled to all correspondence relating to the complaint (exceptions may be correspondence directed to third parties or correspondence involving privacy issues), and is entitled to seek professional representation.

44.2.4 Process Principles for Handling Complaints

1. The complainant will be required to put the matter in writing.
2. Upon receipt, the employee's immediate supervisor(s) will inform the staff member about the specific nature of the complaint or concern submitted.
3. The staff member in question will be given an opportunity for explanation and written response.
4. It is almost always preferable that resolution takes place by the people most directly involved.
5. The protocol for resolving complaints is as follows:
 - Complainant meets with the staff member,
 - Complainant meets with the staff member and immediate supervisor(s),
 - Complainant meets with the staff member, immediate supervisor(s) and President and CEO,

- Complainant meets with a delegated committee of the board, immediate supervisor(s) and President and CEO.
 - Complainant meets with the board in the presence of the staff member, immediate supervisor(s) and President and CEO.
6. If a complaint cannot be resolved directly or if the complainant is unwilling to resolve it that way, the complaint will be referred to the staff member's immediate supervisor(s).
 7. The President and CEO and/or board will not give formal consideration to the complaint or issue disciplinary action based on the complaint until the complaint has been explored in accordance with the process principles outlined herein.
 8. When the matter goes before the board, the
 - staff member will be notified in writing of the decision of the board as well as any action that will be taken, including disciplinary action, and the documentation that will be placed in the employee's file. The staff member will be provided with copies of all documentation. (Refer to HR Policy entitled Progressive Discipline).
 - Complainant will be notified in writing of the findings of the investigation, final decision and where appropriate, actions taken in general terms.

Nothing in this policy limits the recourse available to employees through British Columbia's Employment Standards Branch, particularly when the concern or complaint falls under the Provincial Employment Standards Act.

SECTION 45: PRIVACY

45.1 POLICY

BC Métis Federation respects the spirit and intent of the Personal Information Protection Act (PIPA) in respect to the collection, use and disclosure of personal information. BC Métis Federation recognizes the need to attend to the rights of individuals to protect their personal information as well as the needs of the organization in collecting, using and/or disclosing personal information for reasonable and appropriate purposes.

45.2 PROCEDURE

45.2.1 General Guidelines

1. Personal information will be collected by fair and lawful means and limited to the extent necessary, reasonable and appropriate to fulfil the identified purposes.
2. Individuals will be informed (verbally or in writing) before or at the time of collection about why the personal information is needed and how it will be used, secured and disclosed.
3. Individuals will be informed where personal information already collected is to be used for purpose(s) not previously identified.
4. Individuals will be asked to consent to collection, use and/or disclosure of personal information in a manner that is clear and easily understandable. The form of consent used will be reasonable and appropriate under the circumstances.
5. Where individuals wish to withdraw consent, the consequences of withdrawing consent will be explained.
6. Individuals will be permitted to withdraw consent provided that this action does not frustrate the performance of the BC Métis Federation's legal obligations.
7. Personal information will be collected directly from the individual it is about unless legislation or the individual authorizes the collection of personal information from another source.
8. Personal information will be retained only as long as necessary to fulfil the purpose(s) for which it was collected.

9. Personal information used to make a decision about an individual will be retained for at least one (1) year to ensure the individual is provided reasonable access.
10. Personal information will be destroyed, erased or rendered anonymous as soon as it no longer serves the purpose(s) for which it was collected or is no longer necessary for legal or business purposes.
11. Reasonable efforts will be made to ensure that collected personal information is accurate, complete and up-to-date.
12. BC Métis Federation will protect personal information in its custody and control against loss or theft regardless of the format in which it is held (such as paper, electronic, audio, video). Arrangements will include physical measures (such as locking filing cabinets), technical tools (such as passwords, firewalls, encryption), and organizational controls (such as “need-to-know” access).
13. Individuals have a right to access their own personal information and may do so by submitting a written request to their immediate supervisor.
14. BC Métis Federation will take concerns or complaints about its personal information practices seriously. (Refer to HR policy entitled Concerns and Complaints.)

45.2.2 Organization Responsibilities

- Inform individuals (verbally or in writing) before or at the time of collection about why the personal information is needed and how it will be used, secured and disclosed.
- Inform individuals where personal information already collected is to be used for purpose(s) not previously identified.
- Ask for consent in a manner that is clear, understandable, reasonable and appropriate under the circumstances.
- Explain the consequences of withdrawing consent to individuals.
- Collect personal information directly from the individuals it is about unless legislation or the individual authorizes collection from other source(s).
- Retain personal information only as long as necessary and for at least one (1) year to ensure individuals are provided reasonable access.
- Destroy, erase or render personal information anonymous as soon as it no longer serves the purpose(s) for which it was collected or is no longer necessary for legal or business purposes.
- Ensure personal information on file is accurate, complete and up-to-date.

- Protect personal information against loss or theft.
- Provide individuals with supervised access to their own personal information upon receipt of written requests.
- See to concerns or complaints about the BC Métis Federation's personal information practices with respect.

45.2.3 Individual Responsibilities

- Provide or withdraw your consent provided that this does not frustrate the BC Métis Federation's legal obligations.
- Update your personal information on file to ensure it is accurate, complete and current.
- Submit requests for access to your personal information in writing to immediate supervisor.
- Verify information requested is provided in accordance with BC Métis Federation's responsibility and appropriate protocol. If uncertain about fulfilling responsibilities within this policy, check within the line of management and/or with the Finance Controller.

SECTION 46:

EMPLOYEE INFORMATION

46.1 POLICY

BC Métis Federation complies with Provincial legislation in the creation and maintenance of confidential employee files. Prior to any request for personal information, employees will be informed about the nature of the information being requested, the purpose the information is intended to serve, the manner by which the information will be retained and secured, and the organization's intent for access and distribution.

Employee files are the property of the BC Métis Federation, not the employee. BC Métis Federation will ensure that information contained in employee files is accurate, current, relevant and secure. Safekeeping of all employee files (active and inactive) rests with the Finance Controller.

46.2 PROCEDURE

46.2.1 General Guidelines

1. Employee files will be retained on site and secure at all times.
2. Employee files are not to be removed from their designated secure site.
3. The President and CEO and Finance Controller have unrestricted access to all employee files.
4. Supervisors may access files of employees under their supervision on a need to know basis.
5. The board may not access employee files, except in the case of the chair as the immediate supervisor to the President and CEO.
6. Employees may access their own individual employee files by submitting their request in writing to their immediate supervisor. Upon receipt, appropriate arrangements will be made to allow access to the respective employee record.
7. Employees may review their files in the presence of their immediate supervisor.

Documents are not to be removed. Employees may request a photocopy of all file contents.

Employees may enter additional information and/or may request correction of information for purposes of correcting its accuracy, completeness and currency.

8. Information contained in employee files falls into two (2) general categories:

A) General Human Resources records

- Application for employment/resume,
- Letter offering employment/agreement,
- Personal information (such as emergency contacts),
- Applications for benefits coverage and any benefits or beneficiary change forms,
- Education/training records, Request for leave forms and supporting documentation (as appropriate and such as medical certificates, notice of death for bereavement purposes, court orders for jury/witness duty),
- Performance reviews and employment recommendations following probationary periods,
- Notice of layoff/recall contact/return to work,
- Letter of resignation or retirement,
- Notice of employment termination and accompanying release where appropriate,
- Severance forms,
- Employment history with BC Métis Federation.

B) Payroll records

- Income tax forms,
- Pay action forms,
- Vacation and Holiday information,
- Overtime.

1. Access to medical information and/or disclosure to an external third party must be approved in writing by the employee, unless law or court order requires release.
2. Additionally, the BC Métis Federation recognizes that immediate supervisor document observations and record notations in their personal workplace records. Workplace records are secondary to official employee files.

3. The following applies to requests from outside sources such as banks or other employers for reference information on current or previous employees. BC Métis Federation representatives will:
- Ensure the individual requesting the information is authorized to do so,
 - Provide information limited to employment dates, positions held, job titles, work locations,
 - Refer only in general terms to requests for salary information by confirming figures first supplied by the caller,
 - Answer questions about an employee's performance and reasons for leaving factually and objectively,
 - Refer reference checks on employees where employment has been involuntarily terminated to the appropriate supervisor.

46.2.2 Supervisory Responsibilities

- Keep workplace records secure and private to ensure the confidentiality of the information.
- Forward original documents for entry to employee files to update information.

46.2.3 Employee Responsibilities

- Report relevant personal information changes promptly to ensure integrity of information on file.
- Submit your request to review your employee file in writing. Add or challenge content where appropriate.
- Provide written authorization for release to third parties only where you wish to consent.

SECTION 47: PAYROLL PROCESSING

47.1 POLICY

BC Métis Federation issues pay bi-weekly by direct deposit. Direct deposit is compulsory.

Deductions from pay are made in accordance with Federal payment of wages legislation and compliance with all statutory benefit programs and withholding requirements.

Employees are issued a pay statement detailing regular earnings for the period, payroll deductions and the net amount deposited to the employee's designated account.

47.2 PROCEDURE

47.2.1 General Guidelines

1. Full-time and part-time staff are paid an annual salary. Short Term Project and Casual staff are paid an hourly wage for hours worked.
2. Employees may select up to two accounts for direct payroll deposit with their bank, credit union, trust company or other Financial Institution that accepts direct deposits.
3. Employees are provided written wage statements for each pay period.
4. BC Métis Federation is not obligated to make deductions other than those required by law or authorized by the employees.
5. Pay withholding requirements will be explained to employees early in their orientation process. This will include information related to:
 - **Income Tax Deductions** – Upon hiring, employees complete Canada Revenue Agency (CRA) form TD1, to determine individual Claim Codes. This carries over each year, unless employees change Claim Codes. Taxes are automatically deducted and remitted on behalf of employees to CRA.
 - **Canada Pension Plan Contributions** – Employees are required to contribute a percentage of gross employment earnings up to an annual maximum to their Canada Pension Plan accounts. BC Métis Federation matches employee contributions and remits both on behalf of employees to CRA, Canada Pension Plan.
 - **Employment Insurance Plan Contributions** – Employees are required to contribute a percentage of gross employment earnings

up to an annual maximum to Employment Insurance accounts. BC Métis Federation also contributes a percentage based on employee work status and remits both on behalf of employees to CRA, Employment Insurance.

6. **Court Ordered Deductions** – When BC Métis Federation receives court orders demanding payroll deduction from employees, documents will be forwarded to the Payroll Department. The Finance Controller will notify employees of wage garnishment or family support payment deductions. BC Métis Federation will comply with all applicable legislation and legally prescribed limits. Payroll will make and remit deductions accordingly.
7. **Other Deductions** – Premiums for self-insured benefits such as long-term disability coverage will be deducted once eligibility requirements have been satisfied. Pension contributions and retirement savings contributions will be deducted as outlined by the respective plans.

Employee authorization is required prior to initiating discretionary deductions.

Employee contributions to employee benefit or other plans will be deducted once eligibility requirements have been satisfied. Premium payments will be deducted as outlined by the respective plans and amounts will be subject to change with notification. Employee authorization is required prior to initiating discretionary deductions.

8. Payroll Requirements at Employment Termination

When employment ends, BC Métis Federation is required to issue all final wages, including any outstanding wages such as annual vacation pay, statutory and organization holiday pay, overtime and/or banked time to the employee within:

- Six (6) calendar days after the employee's last day of work, if the employment termination was voluntary such as in the case of resignation, retirement or death.
- Two (2) calendar days or forty-eight (48) hours after the employee's last day of work if the employment termination was involuntary such as in the case of dismissal.

When the employee cannot be located, BC Métis Federation is required to issue wages in full to British Columbia's Director of Employment Standards within sixty (60) calendar days.

Payroll records will be secure and retained for no less than two (2) years.

47.2.2 Supervisory Responsibilities

- Submit the approved annual salary or hourly wage for newly hired employees to the Finance Controller.
- Submit changes that affect employees' pay or deductions to payroll.
- Forward approved time sheets and forms to the finance in a timely manner for processing by the Finance Controller.
- Forward court orders to payroll immediately upon receipt.

47.2.3 Employee Responsibilities

- Notify Payroll immediately if you perceive any errors in pay. Staff will investigate the situation and work to correct any errors in your pay.
- Complete all employee information forms such as TD1, benefits enrollment and beneficiary forms at the time of hire or as personal changes occur and submit completed forms to the Finance Controller.
- Provide the Finance Controller with your banking information to enable direct deposit of your pay to your desired account.
- Provide advance notice to the Finance Controller if there is any change to your personal banking information. Be aware that this change may take as many as fourteen (14) banking days to process.
- Submit your time sheets and forms to your immediate supervisor in a timely manner. Following review and approval of your submission, your supervisor forwards the information to finance for processing.
- Pose questions concerning pay, deduction errors or omissions to your supervisor or the Finance Controller.
- Pose questions concerning statutory or court orders to the appropriate Federal or Provincial department charged with program administration.

SECTION 48: STATUTORY ORDERS

48.1 POLICY

BC Métis Federation is obligated to make deductions when required by law. BC Métis Federation will comply with all applicable legislation and legally prescribed limits in respect to statutory orders.

48.2 PROCEDURE

48.2.1 General Guidelines

When BC Métis Federation receives court orders demanding payroll deduction, documents will be forwarded to the Finance Controller.

The Finance Controller will notify individuals of wage garnishment or family support payment deductions.

BC Métis Federation will comply with all applicable legislation and legally prescribed limits.

Payroll will make and remit deductions accordingly.

48.2.2 Supervisory Responsibilities

- Forward court orders to Payroll immediately upon receipt.

48.2.3 Employee Responsibilities

- Pose questions concerning statutory orders to the appropriate Federal or Provincial department charged with program administration.

SECTION 49: TRACKING WORK TIME

49.1 POLICY

BC Métis Federation requires time and/or work attendance reporting by all employees using one of two forms:

- BC Métis Federation time sheet for employees who are assigned to non-management positions, and
- BC Métis Federation monthly time submission for employees who are assigned to management positions.

49.2 PROCEDURE

49.2.1 General Guidelines – Non-Management Positions

- Employees assigned to non-management positions are required to complete and submit bi-weekly time sheets. Once submitted, employee time sheets will be verified and approved by immediate supervisor(s) and then forwarded to payroll.
- Payroll calculates hourly wages according to time recorded on approved bi-weekly time sheets.
- Time sheets must show:
 - The daily number of hours worked,
 - Late arrivals and early departures unless arrangements have been made to make up lost time,
 - Addition to or application of bank time, and
 - Approved additional hours worked at straight time, overtime or double-time rates.
- The Finance Controller will publish scheduled payroll transmission dates. Time sheets received prior to the published transmission date will be processed.
- Late entries or modifications will be accommodated to the extent possible. Where this proves to be impossible, individual adjustments will be made in the next pay period.
- Time sheets are retained on file by the Finance Controller.

49.2.2 General Guidelines: Monthly Attendance Reports for Management

- Employees assigned to management positions are required to complete and submit monthly attendance reports to their immediate supervisor(s) to account for time worked.
- Monthly attendance reports capture dates and attendance practices in accordance with the following attendance codes:
 - **A** *at work full day*
 - **H** *holiday stat/corp*
 - **O** *off, not work day*
 - **T** *training*
 - **D** *daytravel (work)*
 - **I** *ill or injured*
 - **P** *at work part day (indicate the date and your attendance for the remaining part of the workday)*
 - **V** *vacation*
 - **F** *flex time in lieu*
 - **L** *approved leave*
 - **S** *school*
 - **W** *working at home*

49.2.3 Supervisory Responsibilities

- Determine whether or not individual employees will be allowed to make up time in relation to late arrivals and early departures.
- Verify and approve submitted time sheets.
- Receive and review monthly attendance reports. The Finance Controller will make any required adjustments where warranted.

49.2.4 Employee Responsibilities

- Complete and submit time sheets or a monthly attendance reports to account for time worked.
- Propose make up time in relation to late arrivals and early departures.
- Direct assignment of overtime hours or additional hours at regular rates to your time bank for payment as time off in lieu or cash through the Financial Controller.

SECTION 50: EMPLOYMENT TERMINATION – VOLUNTARY

50.1 POLICY

BC Métis Federation ensures that employment termination is handled in a professional manner.

BC Métis Federation safeguards its interests from subsequent legal recourse through consistent practice and compliance with legislation.

BC Métis Federation appreciates the courtesy of advance notice when employees intend to resign their employment.

50.2 PROCEDURE

50.2.1 General Guidelines - Voluntary Termination (Resignation by Employee)

1. Employees are not required to give notice to the employer. Employees who abandon their jobs will be deemed to have resigned.
2. The courtesy of advance notice of up to one (1) calendar month is respectfully requested. Employees are asked to submit resignations in writing indicating the effective date of resignation, the anticipated last day of work and preferably stating the reasons for the resignation and the effective date to their immediate supervisor(s).
3. BC Métis Federation will determine financial liabilities for repayment and request any property belonging to the organization for return on or before the last day of employment (such as keys, access cards for facilities or parking, credit or telephone calling cards, computers, cellular telephones or other personal electronic devices).
4. Outstanding vacation entitlements and days off in lieu of overtime may be taken before the effective termination date or will be paid out to the employee with the final cheque.
5. Final wages, including any outstanding wages such as annual vacation pay, statutory and corporate holiday pay, overtime and/or banked time, will be paid to the employee within six (6) calendar days after the employee's last day of work.
6. BC Métis Federation benefits coverage ceases on the day following the last day of employment.

7. Exit interviews will be conducted following resignations to gather information that can be used to further understand and improve workplace practice and culture.
8. When it is deemed in the best interests of BC Métis Federation, resigning employees may be required to leave the premise immediately. For example, employees who perform work of a sensitive or confidential nature. Where resigning employees are required to do so, payment in lieu of notice will be issued.

50.2.2 Supervisory Responsibilities

- Advise the board chair, or President and CEO, of resignations.
- Assess the need to require the employee's immediate departure.
- Identify property belonging to the organization that may be in the employee's possession and ensure it is retrieved.
- Work with the Finance Controller to determine financial liability and to calculate the employee's entitlements in issuing final wages.
- Terminate access (benefits coverage, building, computer, telephone, files, etc.) on the last day of employment.
- Determine the appropriateness of conducting an exit interview.
- Avoid continuation of employment after the notice period ends.
- Determine appropriate way to handle departmental workload, after employee departure, on an interim and an ongoing basis.

50.2.3 Employee Responsibilities

- Submit your resignation in writing to your immediate supervisor(s); extend the courtesy of one (1) calendar month's advance notice to your employer.
- Request outstanding vacation entitlements and days off in lieu of overtime be taken before the effective termination date or paid to you in your final wages.
- Return property belonging to the organization.
- Participate in exit interviews when invited to do so.
- Verify the accuracy of your final wages, including vacation pay, statutory and corporate holiday pay and overtime.

SECTION 51: EMPLOYMENT TERMINATION – INVOLUNTARY

51.1 POLICY

BC Métis Federation ensures that employment termination is handled in a professional manner that is fair, just and dignified.

BC Métis Federation safeguards its interests from subsequent legal recourse through consistent practice and compliance with legislation.

BC Métis Federation provides appropriate notice when employment termination becomes necessary.

This policy applies to termination of individuals, not large groups.

51.2 PROCEDURE

51.2.1 General Guidelines – Involuntary Termination

1. Documentation will be maintained regarding any employment termination and will record actions leading to termination and actions taken by the immediate supervisor(s) to avoid termination.
2. Employees may be asked to leave immediately and paid wages in lieu as outlined above.
3. Final wages, including any outstanding wages such as annual vacation pay, statutory and corporate holiday pay, overtime and/or banked time, will be paid to the employee within two (2) calendar days or forty-eight (48) hours after the employee's last day of work.
4. BC Métis Federation benefits coverage ceases on the day following the last day of employment.
5. When employees are terminated, exit interviews may be conducted to gather information that can be used to further understand and improve workplace practice and culture.
6. Generally involuntary employment terminations fall into one of the following categories:
 - Layoff,
 - Discharge for unsatisfactory performance,
 - Discharge for excessive non-culpable absenteeism, or
 - Discharge for disciplinary reasons.

51.2.2 Guidelines - Involuntary Termination – Layoff

1. A layoff other than a temporary layoff is considered a termination.
2. Notice of termination or pay compensation is:
 - Not required if the layoff is temporary. The period of layoff will be less than thirteen (13) weeks in any period of twenty (20) consecutive weeks.
 - Required if the layoff exceeds thirteen (13) weeks in any period of twenty (20) consecutive weeks and therefore, becomes a termination.

The last day worked becomes the employment termination date and the basis for the employee's entitlement to compensation for length of service.

3. When programs and/or positions are phased out or the staffing complement is reduced, the President and CEO will inform staff through a general staff meeting.

Staff, specifically affected by this decision, are notified in writing a minimum of two weeks prior to the date of layoff. Notice includes the reason for layoff and, where available, identifies employment opportunities within the organization.
4. Where a position becomes available within the organization within thirteen (13) weeks of the layoff, those laid off are given first consideration based on their qualifications, experience, past performance and overall suitability for the position available.
5. A description of the vacancy will be issued to individuals laid off by means of letter or telephone.
6. BC Métis Federation will connect and continue employment service where employees, who have been subjected to lay-off and recall, are re-hired within thirteen (13) weeks of their dates of lay-off.
7. The names of individuals who refuse a recall opportunity will be removed from the layoff list; no further recall will occur.

51.2.3 Guidelines - Involuntary Termination - Discharge for Unsatisfactory Performance

1. The decision to terminate employment is based on an inability to perform position duties supported by documentation of a pattern of unsatisfactory work performance.

2. Written notice will be given according to B.C.'s Employment Standards Act.
3. Notice of employment termination will be issued to the employee in writing by the President and CEO (or the chair if the employee being terminated is the President and CEO) and will include the reason for termination and effective date. A statement of release will be attached.
4. Employees who are terminated for unsatisfactory performance may be eligible for compensation based on their length of service.
5. Notice or compensation is not required if the employee was dismissed for just cause.

51.2.4 Guidelines - Involuntary Termination – Excessive Non-Culpable (Innocent) Absenteeism

1. BC Métis Federation hires and relies on employees to enable design, development and delivery of programs and services. The organization is dependent upon regular and reliable attendance to plan and execute its operations.
2. The decision to terminate employment is based on excessive absenteeism where it can be concluded reasonably that there is no likelihood of the employee's regular and reliable attendance in the future.
3. Written notice will be given according to B.C.'s Employment Standards Act.
4. Notice of employment termination will be issued to the employee in writing by the President and CEO (or the Vice President if the employee being terminated is the President and CEO) and will include the reason for termination and effective date. A statement of release will be attached.
5. Employees who are terminated for excessive non-culpable (innocent) absenteeism will be eligible for compensation based on their length of service.

51.2.5 Guidelines - Involuntary Termination – Discharge for Disciplinary Reasons

1. The decision to terminate employment is based on an act of gross misconduct or the failure of previous progressive discipline to correct unacceptable behaviour.

2. Notice of employment termination will be issued to the employee in writing by the President and CEO (or the chair if the employee being terminated is the President and CEO) and will include the reason for termination and effective date.
3. Notice or compensation is not required if the employee was dismissed for just cause.

51.2.6 General Guidelines – Notice of Termination or Compensation

1. Notice or compensation is not required if the employee:
 - Has not completed 3 consecutive months of employment,
 - Quit or retired,
 - Was dismissed for just cause,
 - Worked on-call doing temporary assignments that he or she could accept or reject,
 - Was employed for a definite term,
 - Was hired for specific work to be completed in twelve (12) months or less,
 - Was impossible to perform the work because of some unforeseeable event or circumstance (other than bankruptcy, receivership or insolvency), or
 - Refused reasonable alternative employment.
 - Where the definite term or specific work is extended for at least three months past its scheduled completion date, notice and compensation is required.
2. Where required, notice of termination or pay compensation will be determined using the following formula:
 - After three (3) consecutive months of employment - one (1) week's notice or pay.
 - After twelve (12) consecutive months of employment - two (2) weeks' notice or pay.
 - After three (3) consecutive years of employment - three (3) weeks' notice or pay plus one (1) week's notice or pay for each additional year of employment to a maximum of eight (8) weeks.

1 week's pay = Employee's total wages (excluding overtime), earned in the last eight (8) weeks in which employee worked normal or average hours divided by 8.

3. Compensation is not required where advance working notice is provided in writing and the period of advance notice is equal to the number of weeks of compensation the employee would be eligible for based on length of service.
4. Employees may be given a combination of written notice and compensation equal to the number of weeks' pay for which the employee is eligible.
5. Notice cannot be issued where the employee is on vacation, leave, temporary layoff, or unavailable for work due to medical reasons.
6. The notice has no effect if employment continues after the notice period ends.
7. Once written notice has been given, no condition of employment will be altered, including wages, without the employee's written consent.
8. Employees who refuse to work through the advance working notice period will be deemed to have quit and will forfeit compensation for time not worked.

51.2.7 Supervisory Responsibilities

- Advise the President and CEO of resignations.
- Consult with the President and CEO when consideration is being given to phasing out programs, services and/or positions, or reductions in the overall staffing complement.
- Recommend employment termination and provide supporting documentation.
- Assess the need to require the employee's immediate departure.
- Identify property belonging to the organization that may be in the employee's possession and ensure it is retrieved.
- Work with the Finance Controller to determine financial liability and to calculate the employee's entitlements in issuing final wages.
- Terminate access (benefits coverage, building, computer, telephone, files, etc.) on the last day of employment.
- Determine the appropriateness of conducting an exit interview.
- Provide advance working notice where possible.
- Identify whether or not notice must be postponed due to the employee's vacation, leave, temporary layoff, or absence due to medical reasons.
- Avoid continuation of employment after the notice period ends.
- Advise management of refusals to work through advance working notice periods.

- Advise management of opportunities for recall and provide a description of the employment available.
- Determine appropriate way to handle departmental workload, after employee departure, on an interim and an ongoing basis.

51.2.8 Employee Responsibilities

- Request outstanding vacation entitlements and days off in lieu of overtime be taken before the effective termination date or paid to you in your final wages.
- Return property belonging to the organization.
- Participate in exit interviews when invited to do so.
- Verify the accuracy of your final wages, including vacation pay, statutory and corporate holiday pay and overtime.
- Respond to recall opportunities.
- Seek professional advice to review notice of employment termination and determine your willingness to sign the statement of release.
- Understand that a refusal to work through an advance working notice period will be deemed a resignation and you will forfeit compensation for time not worked.
- Consider your right to appeal employment termination and determine your course of action.

SECTION 52: EXIT INTERVIEWS

52.1 POLICY

Employees who cease employment are provided opportunities to voice perspectives on their BC Métis Federation employment experience through exit interviews. Information gained through this process is of value to the organization in designing or modifying existing practices or policies.

52.2 PROCEDURE

52.2.1 General Guidelines

1. The employee's supervisor will notify management when an employee is leaving.
2. Upon receipt of this notice, a designated representative will contact the employee to arrange an exit interview before or after the employee's date of departure.
3. Arrangements will be made directly with the employee regarding the time and place of the interview. Depending on the circumstances, the exit interview may be conducted in person, by telephone, or by mail.
4. Exit interview findings are reported generally to the organization. The organization retains all supporting documentation in a central secure exit interview file.
5. On occasion, departing employees are asked to provide express permission to communicate views to the particular work area's management.

52.2.2 Supervisory Responsibilities

- Make arrangements to conduct exit interviews promptly with employees where employment terminates.
- Explain the purpose and benefits of exit interviews to the organization and remaining staff to encourage the participation of exiting employee participation.

52.2.3 Employee Responsibilities

- Agree to assist the organization with its goal of continually improving working conditions for employees by participating in the exit interview process.