2.1 & 2.2 Human Resources

2016

POLICY & PROCEDURE MANUAL



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* 1. Human Resources – Employees

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* + 1. General

Department: Human Resources

Approved By: Planning Team

Issue Date: February 2010

Updated: June 2016

All aspects of the Gateway of Hope’s ER program will be guided by Territorial Policy as outlined in the THQ Employee Relations Manual, as well as BC Employment Standards Legislation and the applicable Worksafe BC Standards.

Local ER policy will be changed and/or established in conjunction with Territorial ER policy changes and improvements as well as requirements of Provincial Employment Standards.

All policy additions or changes will be approved as per Gateway of Hope policy and procedures approval guidelines.

The following policies will apply to employees of Gateway of Hope and Aldergrove Thrift Store.

* + 1. Employee Definitions / Job Description/ Job Evaluating-Grading

Department: Human Resources

Approved By: Planning Team

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Employment Definitions

Permanent Employment is for a period of unspecified duration. Group insurance benefits normally apply for full-time positions.

Temporary Employment is for a period of specified duration. Benefits do not apply.

Full-time Hours worked on a regular basis are at least 25 hours per week. Benefits normally apply.

Part-time Hours worked on a regular basis, are less than 25 hours and the employee is available for work on a regular, pre-determined basis. Benefits do not apply.

Students Staff (currently attending school) who are employed during the school year on a part-time basis and/or during the summer or other vacation period on either a part-time or full-time basis. Benefits do not apply unless the employment is considered permanent.

Casual/Relief Staff who work less than 25 hours and are on no pre-determined basis, who are called in or scheduled to work as the need arises and as they are available. Benefits do not apply.

Job Descriptions

A formal job description is provided for each position. The description details the purpose, requirements, supervision, responsibilities and conditions of employment. Job descriptions are subject to change from time to time.

Reference: The Salvation Army Employee Relations Policy & Procedures Manual, section 8.

All Gateway of Hope and Aldergrove Thrift Store employees will be given a copy of their position (job) description at the time of hire. These job descriptions will indicate such things as general duties, direct supervisor and will be based on Territorial Generic Job Descriptions.

Employees will be required to review and sign their job task list prior to commencing work with Gateway of Hope.

Job Evaluating

All positions at Gateway of Hope and Aldergrove Thrift Store will be established as per the Territorial job grade and pay grid system. New positions will be created and evaluated in consultation with DHQ ER to ensure that they are properly positioned within the approved Territorial job grade structure.

* + 1. Employee Handbook

Department: Human Resources

Approved By: Planning Team

Issue Date: February 2010

Updated: June 2016

All new employees of Gateway of Hope and Aldergrove Thrift Store will be provided with a copy of the Gateway of Hope Employee Handbook at the time of hire. The terms of which will be explained to the new employee by an ER Department member or their manager/director.

The handbook is intended only as an informal guide to the policies of The Salvation Army Gateway of Hope and does not constitute an employment contract. Clarification and additional information on policies can be obtained from the Gateway of Hope Policy and Procedure manuals as well as the Territorial Employee Relations Policy and Procedures Manual which is available for your review by contacting ER Department staff. Other sources have been noted throughout the handbook.

* + 1. New Employee Hiring Procedure

Department: Human Resources

Approved By: Planning Team

Issue Date: February 2010

Updated: June 2016

Hiring for New Positions

To be completed by manager/director of employee’s department in conjunction with the Manager of Business Administration.

Documents to Divisional Headquarter (DHQ) Human Resources Department

* + - * A covering letter with justification of the new proposed position signed by Executive Director.
      * A job description with Mission Statement (not signed).

Note: Once the above step has been completed and obtained the appropriate approval, follow the step 2 (two) Existing Position at below.

Hiring for Existing Positions

1. Advise the Manager of Business Administration of job opening.
2. The Manager of Business Administration will post the job internally for 3 - 7 calendar days. Then, if needed, externally, they will also fill out the online PICF (Personnel Information Change Form) for DHQ to approve.
3. The manager/director of the department will interview, in conjunction with the Manager of Business Administration (if not available then at least one other member of the management team) and decide on the appropriate candidate.
4. The Manager of Business Administration will draft a Formal Letter of Offer which will be signed by the department manager/director, Manager of Business Administration and potential employee. The offer letter will be provided to the successful candidate stating the employments position offered will be subject to:
   * DHQ approval.
   * Successful clearance of the Criminal Records Check.
   * Successful completion of the Divisional and Gateway of Hope training.
   * Acceptance and signing of the task list and mission statement.
   * Successful completion of Probationary requirements.
5. Orientation is to be conducted by the designated manager/director of new employee’s department (see policy on New Employee Orientation). The Orientation Package can be obtained from the Business Department.

All documents included in the orientation package are to be completed at the time of the orientation process and be forwarded to the Business Department for processing.

The hiring manager/director will then introduce the new employee to Human Resource personnel to complete the necessary payroll and benefit documentation.

* + 1. Interviews & References

Department: Human Resources

Approved By: Planning Team

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When interviewing for Gateway of Hope and Aldergrove Thrift Store employment positions, the interview team will consist of a minimum of two directors and/or managers. Interview questions are to be written beforehand and standardized for each position. There should be unanimous approval by hiring team before an offer to hire is extended.

For management level positions there should be a minimum of two interviews prior to hiring. The first interview should be directed at exploring the employment skills and experience of the candidates in relation to the position be offered. The second interview should be directed at determining the candidates fit with the mission and vision of Gateway of Hope and TSA.

Prior to offering a candidate employment with the Gateway of Hope, reference checks will be conducted for all applicants, including former Salvation Army Employees or Officers. Reference checks should include, as a minimum, 2 professional references to be contacted by phone at least one of which was a recent, longer term former employer.

* + 1. Recruitment & Selection

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

Recruitment and selection processes for Gateway of Hope and Aldergrove Thrift Store will be posted internally and advertised externally until filled as follows:

* + - * Email to all Gateway of Hope employees
      * Gateway of Hope website
      * Electronic distribution via DHQ
      * External web and hardcopy publications

Credentials, skills, experience, ability, the individual’s suitability and the needs of the department will be the deciding factors when determining the successful candidate.

Selection will also be based on the following priorities:

* + - * Internal Gateway of Hope applicants
      * Internal TSA applicants
      * Outside applicants

Once the successful candidate is selected, a verbal offer will initially be made via telephone call and if accepted, the hiring manager/director will arrange for an appointment for the candidate to come in to receive orientation and to sign a formal Letter of Offer.

* + 1. New Employee Orientation

Department: Human Resources

Approved By: Planning Team

Issue Date: February 2010

Updated: June 2016

The following guidelines and procedures are applicable to new hires. Relevant steps should also be followed when an existing employee changes job classification.

The following procedures reflect minimum expectations and must be completed prior to commencement of work or on-the job training.

With the supervision of the hiring department’s manager/director, an orientation package must be completed by all new hires which will include:

* + - Computer Access & Usage Policy
    - Privacy Information Protection Act (PIPA) Statement
    - Policy & Procedure on Abuse
    - Confidentiality Statement
    - Personnel Policy on Employment-Related Harassment
    - Code of Conduct & Ethics Policy
    - Violence in Workplace Policy
    - Respect in the Workplace Policy
    - Employee Handbook
    - Applicable Policy and Procedures for the employee’s department of hire All forms are to be returned to the Business Department.

All new employees must receive, on their first day of paid work, a Gateway of Hope tour and be introduced to all available directors, managers and the Executive Director.

The hiring manager/director must set up an appointment with someone in the Business Department for the new employees to complete the payroll and the group benefit documentation.

It is the hiring manager’s responsibility to explain Gateway of Hope evaluation process to the new employee and to reach agreement with the new employee as to the goals to be achieved during the evaluation process.

New employees should be provided with the departmental copy of Gateway of Hope Policy and Procedures and provided adequate time to read all policies and procedures that directly apply to the position for which they were hired. It should not be presumed that existing employees who have a job classification change know the relevant procedures.

The hiring manager will provide the new employee or an existing employee who has changed job classification with a copy of the position task list.

* + 1. Probationary Period for New Employees (Divisional Policy)

Department: Human Resources

Approved By: Planning Team

Issue Date: September 2009

Updated: June 2016

The following is a summary of the issues associated with the application of the probationary period for newly hired employees. Some of these general principles apply to all employees.

1. The probationary period applies to all new employees: It is standard practice that each new employee successfully completes a probationary period prior to receiving confirmation of regular employment. The usual length of the probationary period is three (3) consecutive months and six (6) months in the case of management and professional staff.
2. Purpose: The purpose of the probationary period is to assess the new employee's overall performance in the job and for the Gateway of Hope to determine whether the employee is suitable for regular employment. Upon successful completion of the probationary period, the employee is then confirmed as a regular employee.
3. Notification upon hiring: At the time of hiring, the new employee should be given a letter confirming the offer of employment. The letter should include a clear statement describing the terms of the probationary period and the employee's status as a probationary employee.

All new employees are required to complete a probationary period, including former employees of the Gateway of Hope or of other Salvation Army ministries.

1. Application: During the probationary period, the new employee's job performance should be carefully monitored and an on-going assessment made as to whether the employee's performance meets the standards expected by the Gateway of Hope for the particular job.
2. Prior Meeting and Written Documentation: Prior to the end of the second month of employment, (or earlier if appropriate), a meeting should be arranged between the employee and the employee's manager/director for the purpose of reviewing the employee's performance up to that time. This step is applicable to all probationary employees irrespective of the employee's level of job performance.

If the new employee's work performance is not meeting Gateway of Hope standards, or if the new employee is exhibiting behaviours which are unsuitable to the work environment, the employee should be alerted to the problems at the above noted meeting. At the same time, the employee should be provided with written documentation which clearly documents the matters discussed at the meeting and should contain the following information:

* + A clear description of the problems associated with the employee's work performance.
  + A description of the action (or remedial behaviour) required by the employee in order to meet the required standards.
  + A specified time period for the employee to remedy the problems and for the Gateway of Hope Ministries to continue its assessment of the situation. The time period should be of sufficient duration to allow the employee reasonable time to correct the problems, but must not exceed the time remaining in the probationary period.

1. Other communication: The process in point #5 does not preclude other discussions or coaching sessions with the employee in an effort to improve or complement job performance. Such discussions can be effective in assisting new employees in adapting to a new job and new organization. However, where it appears for any reason that the employee is unlikely to successfully complete the probationary period, the meeting and written documentation outlined in point #5 must be initiated.
2. Termination of Employment: Following the meeting and the issuance of the written documentation outlined in point # 5, if an employee's performance continues to fall short of the job requirements and/or Gateway of Hope standards; the Gateway of Hope should initiate the termination process as described in point # 8.
3. Prior discussion and approval from Divisional Head Quarters: Please contact the DHQ Employee Relations Department to review the situation prior to notifying an employee of their failure to successfully complete their probationary period. Notification of dismissal should only take place following discussion with and approval from DHQ. Where DHQ approval is confirmed, the employee should be notified that they have failed to successfully complete their probationary period and are dismissed from their employment. A sample dismissal letter is attached.

It is important to complete the entire process prior to the end of the employee's probationary period. Where the foregoing procedure is followed, notice or pay in lieu of notice is not required.

* + 1. Hour of Work - General

Department: Human Resources

Approved By: Planning Team

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Updated: June 2016

Work Week: The general work week for regular employees shall not exceed eight (8) hours per day or forty

(40) hours per week.

Work Day: The regular work day shall consist of 7 to 8 consecutive hours with a scheduled starting time and an unpaid lunch period of one half hour, unless otherwise established within the department. The schedule varies to accommodate certain departmental staff who must be available for duty during common meal times. There are two available coffee breaks during each shift which will not exceed 15 minutes each.

The Hours of Work shall be according to the posted shift/work schedules. The employer shall post the employee’s work schedule at least seven (7) calendar days in advance on the Employees’ Notice Board area.

It is the employee’s responsibility to notify their manager/director (or designate) as soon as possible prior to the commencement of their work shift of any anticipated absence from duty due to illness. Employees must also notify the employer prior to their return to work. Failure to notify will result in disciplinary action taken.

* + 1. General Provisions – Pay & Deductions

Department: Human Resources

Approved By: Planning Team

Issue Date: February 2010

Updated: June 2016

Pay Periods

Pay periods are every two weeks. Pay will be distributed the week following the assigned two weeks of work. As per national policy, The Salvation Army Gateway of Hope will not pay out advance wages to employees.

Payroll Deductions

1. Income Tax: A TD1 form is required for all employees and must be completed by the employee. A deduction will be made based on information submitted on this form.
2. Canada Pension Plan: This deduction is made according to the Canada Pension Plan Act and applies to all employees between the ages of 18 and 70 years. An employee receiving a Canada Pension Benefit an employee is not required to pay CPP and this information must be submitted in writing to the payroll department.
3. Employment Insurance: These deductions are on a percentage basis and are according to the appropriate law.
4. RRSP: All permanent part-time or full-time employees are eligible for RRSP benefits at the completion of the 3 month or 455 hour probationary period. Employees can also elect to voluntarily contribute via payroll deduction. This is also reversed and given as a benefit on each cheque. The portion of the RRSP benefit paid by The Salvation Army portion must be declared as insurable income. The employer paid RRSP contribution cannot be withdrawn during the employment period.

Upon termination of employment, The Salvation Army Gateway of Hope shall pay within seven days all moneys and benefits due to the employee. If an employee quits, The Salvation Army Gateway of Hope shall pay all money due to the employee on or before the pay day in the week following the departure.

Please also refer to and be guided by Territorial Operating Policy 3112 – Pay Equity.

* + 1. Employee Record of Hours

Department: Human Resources

Approved By: Planning Team

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Updated: June 2016

All hourly employees (including directors and managers) are to record their daily work hours on the official Gateway of Hope time sheet or input them appropriately into our web-based employee information tracking system. These are to be signed by both the employee and the manager/director and submitted to the Business Department.

If an employee is late for a shift, or leaves work early, he/she will be deducted to the nearest fifteen (15) minutes and adjusted accordingly.

Under no circumstances are employees allowed to have another person record their time, nor are employees permitted to record another employee’s time.

In the event that adjustments need to be made to the employees time recorded work due to the employee forgetting to fill the time sheet in properly, employees are directed to contact their manager/director. The manager/director must inform the Business Department in writing within twenty-four (24) hours. Failure to properly inform the Business Department will result in the employee not being paid appropriately.

Note: A manual cheque will not be issued for hours not submitted. All corrective adjustment requests must be authorized by the manager/director prior to being submitted to the Business Department. All pay adjustments will be processed in the next pay period.

* + 1. Overtime

Department: Human Resources

Approved By: Planning Team

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Overtime hours are governed by Salvation Army Policy, Provincial Labour Legislation.

With the exception of overtime required due to an unexpected critical incident, all overtime must be pre- authorized in advance prior to being incurred by the employee.

Examples of critical incidents that would incur overtime include:

* + - * Emergency facility repairs (burst pipes)
      * Emergency Residential incidents
      * Failure of relief Staff to report to work or report to work on time Please also refer to and be guided by Territorial Operating Policy 3115.
    1. Employee Benefits

Department: Human Resources

Approved By: Planning Team

Issue Date: September 2009

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The Salvation Army Pension Plan (RRSP)

All employees become eligible for the Plan at completion of the three (3) month probationary period. Further information is available in a booklet and a statement is provided each year. The Salvation Army will make the total contribution to the plan.

The Salvation Army Employee Medical Benefit

* + - * Provincial Medical/MSP
      * Life Insurance
      * Accidental Death and Dismemberment
      * Supplementary Health Expenses
      * Dental/Vision
      * Long Term Disability Insurance

Employees may be entitled to medical benefits after completion of the three (3) month probationary period. Employees must work twenty-five (25) or more hours per week to be eligible for medical benefits.

Permanent employees regularly working at least thirty (30) hours per week, whose attained age does not exceed sixty five (65) years when added to the duration of the elimination period, are eligible for Long Term Disability benefits.

Permanent employees are accepted on the Plan for coverage following three months of continuous, active employment. An employee may be excused from participating from a portion of the plan if he/she has coverage elsewhere or from his/her spouse.

The premium is paid partially by The Salvation Army and the employee.

Please also refer to and be guided by Territorial Operating Policy 3110 – Provincial Health Plan and 3114 Extended Health Benefits.

* + 1. Vacations

Department: Human Resources

Approved By: Planning Team

Issue Date: February 2010

Updated: June 2016

Please also refer to and be guided by Territorial Operating Policy 3109.

Determining Vacations

A vacation notice will be given out to every employee by March 1st of each calendar year and must be completed and returned to their manager/director by April 1st.

In compliance with Employment Standards, employees must take their entitled vacation with pay; they cannot receive pay in lieu of vacation time.

The vacation schedule will be viewed by the departmental manager/director. The employee and their manager/director must mutually agree upon the exact scheduling of the vacation time. If, in the opinion of the manager/director, the period of vacation leave chosen by the employee conflicts or interferes with the efficient operation of the department, the employee will be given notice to choose an alternative period. In the event that the employee does not indicate an alternative period, the manager/director shall assign the vacation period. It may also be necessary to limit the period of vacation that employees can take at one time. Original vacation selections may only be changed on approval of the manager/director.

Length of Vacations New Employees

|  |  |  |
| --- | --- | --- |
| Upon immediate hire |  | 1.00 day per month |
| January 1st of the following year | 3 weeks |  |

Full-Time New Employees: Must be paid a minimum of twelve (12) days in a month in order to receive credit for the month.

New full-time employees will accrue 1.25 days per month effective January 1st following their employment.

Continuing Employees

Full-Time Employees: Based on the employee’s normal working week, full-time employees are entitled to vacation with pay as set out in the chart below.

|  |  |  |
| --- | --- | --- |
| Completed Years of Service as of December 31st | Total Vacation Entitlement per Year (January 1st – December 31st) | Accrued Days per Calendar Month to be taken in the next calendar year |
| 1 – 6 years | 3 weeks | 1.25 days per month |
| 7 – 13 years | 4 weeks | 1.66\* days per month |
| 14 – 19 years | 5 weeks | 2.08\* days per month |
| 20 years or more | 6 weeks | 2.50 days per month |

* Rounded up to the next full day

Full-Time Employees: Must be paid a minimum of twelve (12) days in a month in order to receive credit for the month.

Part-Time Employees: Will receive vacation pay on each pay cheque, rather than accruing paid vacation time.

Should an employee wish, they may accrue vacation on a pro-rated basis as per the chart above, based on their regular weekly hours of work. For example, a part-time employee who is regularly scheduled to work two (2) days per week will accrue vacation at a rate of 0.5 days per month (i.e. 1.25 days x 0.4), which is equivalent to six (6) paid vacation days each year.

Termination of Employment

If employment is terminated for any reason prior to December 31st of the initial year of employment, the employee will be compensated for all unused vacation days accrued but not taken prior to the effective date of termination. The amount will be paid out at a rate of one (1) day per month worked, which is equivalent to 4.6% of wages.

If employment is terminated for any reason after January 1st of the year subsequent to their date of hire, the employee will receive any unused vacation pay accrued to the effective date of the termination. This shall be calculated as the appropriate percentage of the current year’s earnings as follows:

|  |  |  |
| --- | --- | --- |
| Completed Years of Service as of December 31st |  | Percentage of Wages |
| less than 1 year | = | 6% of wages plus prorated portion of 3 week vacation |
| 1 – 6 years | = | 6% of wages |
| 7 – 13 years | = | 8% of wages |
| 14 – 19 years | = | 10% of wages |
| 20 years or more |  | 12% of wages |

Vacation days taken by the employee in the calendar year of termination will be deducted from the calculation of vacation pay owing. In addition, the employee shall also be entitled to receive payment for any unused vacation days the employee was permitted to carry over from the previous calendar year under section 4.4.

An employee who has taken more vacation than he or she has earned at the time of termination will be required to repay those amounts to The Salvation Army. To the extent permitted by law, any amounts owning by the employee for vacation taken but not earned will be deducted from any payments owing to the employee as of the effective date of termination.

* + 1. Statutory Holidays

Department: Human Resources

Approved By: Planning Team

Issue Date: February 2010

Updated: June 2016

The Salvation Army Gateway of Hope observes the following statutory holidays:

* + - * New Year’s Day
      * BC Family Day
      * Good Friday
      * Victoria Day
      * Canada Day
      * British Columbia Day
      * Labour Day
      * Thanksgiving Day
      * Remembrance Day
      * Christmas Day

Easter Monday and Boxing Day are non-statutory paid holidays and will be compensated as if they are statutory holidays.

After an employee has been employed for more than 30 calendar days he/she is entitled to a day off with pay on each statutory holiday at his/her regular rate of pay regular rate of pay for his/her usual number of hours. This is providing that the employee has worked for at least 15 out of the last 30 days before the statutory holidays.

For those who have worked less than 15 out of the last 30 days, pay will be calculated according to the regulations of The Employment Standards Act (Bill 29-95).

When an eligible employee is required to work on a statutory holiday, she/he will be paid for that day 11/2 times regular wage and he/she will receive a working day off with pay as determined by section 1.

The day off with pay must be scheduled before the employee’s annual vacation or before the employee terminates, whichever comes first.

* + 1. Leaves of Absence

Department: Human Resources

Approved By: Planning Team

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Updated: June 2016

The following leaves of absence, including their terms and conditions, are outlined in the Gateway of Hope Employee Handbook:

* + - * Maternity/Parental Leave
      * Sick (Medical) Leave - please also refer to and be guided by Territorial Operating Policy 3108
      * Jury Duty
      * Education Leave - please also refer to and be guided by Territorial Operating Policy 3113
      * Bereavement Leave

Territorial Employee Relations and BC Employments Standards apply.

* + 1. Grievance Procedure

Department: Human Resources

Approved By: Planning Team

Issue Date: February 2010

Updated: June 2016

The Salvation Army Gateway of Hope is committed to ensuring all employees are treated with respect, fairness and integrity. Situations may arise concerning differences regarding an employee’s interpretation, application, operation, administration or Employer Policy; or concerning dismissal, discipline or suspension of an employee.

Employees are expected to discuss any problems related to their work with their manager/director first.

Notwithstanding confidentiality and privacy of individuals concerned, it is professional and beneficial for the morale of employees not to discuss their difficulties with non-involved staff, residents or the public. If a resolution cannot be reached after discussion, a meeting may be arranged which would include the manager/department director and/or Executive Director.

If an employee believes that they have not been treated fairly in accordance with the policies and procedures of The Salvation Army Gateway of Hope, they may initiate a grievance.

* + 1. Changes to Employee Personal Information

Department: Human Resources

Approved By: Planning Team

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All employees are responsible for reporting, in writing (or via our web-based employee information tracking system), to the Business Department the following changes in personal information as they may occur:

* + - * Name
      * Address
      * Phone number
      * Dependants
      * Marital status
      * Social Insurance Number (SIN)
      * Banking information
      * Personal email address
    1. Lieu Hours / Days Off

Department: Human Resources

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The following procedures apply when employees are banking hours for lieu time off. Lieu time does not apply to salaried positions.

Lieu time will only be compensated through straight time off in kind and will not be paid out. Approval must be given by the manager/director for all lieu time.

Step 1: To Bank the Hours

1. A written request indicating the hours worked MUST be authorized by the manager/director.
2. The authorized written request MUST be submitted to the Business Department in the same pay period in which the lieu time was earned. For those on our web-based employee information tracking system, hours must be tracked in our web-based employee information tracking system.
3. Lieu Hours/Days worked are subject to the same pre-authorization requirements as overtime.

Step 2: To Take the Lieu Hours / Days Off

1. Employees are expected to give reasonable, written notice when making a request to take lieu time.
2. Once authorized the manager/director will submit the request indicating lieu hours/days to be taken to the Business Department.
3. The lieu hours/days MUST be taken within two pay periods of being earned, unless otherwise approved by their manager/director in consultation with the Manager of Business Administration.
   * 1. Medical Certificates

Department: Human Resources

Approved By: Planning Team

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Updated: June 2016

Employees taking time off work due to sickness or injury is a serious matter particularly where long term leave is being contemplated. The Salvation Army Medical Report Forms are necessary in determining an employee’s medical status, time off expected under the physicians care, potential return to work dates and any requirement to modified duties upon return to work.

It will be the employees’ manager/director who is responsible to liaison with the Business Department and ensure the employee receives and completes the forms. In every case, where sick leave will extend beyond tERee (3) consecutive days of work, or where there is injury on the job, the manager/director will notify the Business Department immediately and follow any directions provided concerning the employees absence. The Business Department will work with the manager/director to draft the Medical Certificate Form cover letter outlining the specifics of the employers request to the physician. The Medical Certificate Form will also include a copy of the employees’ current job description.

Depending upon the length and particulars surrounding the employees’ absence due to sickness or injury, more than one set of forms may be required to be completed tERoughout the period of absence. In every case, the Gateway of Hope will cover the expense of any medical reports requested of the employee.

Once completion of these forms has been requested by the employer the employee will not be permitted to return to the workplace until the forms (particularly the “safe return to work initiatives” section) have been properly completed and returned to the Business Department in accordance with the terms outlined in the Medical Certificate Form cover letter.

Completing these forms will normally be required as outlined below:

* + - * Where the employee has been absent for three consecutive days of work at the employers expense.
      * Where a WCB claim has been filed.
      * When it is determined that the sickness or injury may affect the employees’ ability to return to work or to perform full duties when they do return.
      * When it is uncertain as to the employees’ return to work date due to illness or injury.
      * When there is any possibility, that the employee may be required to pursue LTD benefits.
      * Where it appears that a pattern of consistent or frequent absence from work is developing.

Any waiver of the above requirements will require the approval of the Manager of Business Administration and/or the Executive Director.

* + 1. Contract Employees

Department: Human Resources

Approved By: Planning Team

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Updated: June 2016

Contract Positions

Wherever the Gateway of Hope enters into an agreement whereby the employee is hired under a contract, the contractual agreement will be governed by the following:

* + - * TSA Employee Relations P&P Manual – Employment Contracts

The contract will follow the terms set out in section 3118 of TSA Operating Policies - Employees - Employment Contracts Appendix C and Employee Relations Manual section 1.6.

All contracts, and the terms therein must be approved by the Executive Director and DHQ before a formal offer may be extended to the candidate.

Contract employees are subject to Gateway of Hope Code of Conduct & Ethics and ER Policies.

* + 1. Employee Access to Personnel File

Department: Human Resources

Approved By: Planning Team

Issue Date: February 2010

Updated: June 2016

An employee is entitled to access and view his/her own personnel file.

With reasonable written notice given to the employer, an employee shall be entitled to review his/her personnel file in the office in which the file is stored (e.g. Manager of Business Administration’s office).

Access to the file shall be no later than seven (7) calendar days after the notice is given. The employer reserves the right to have an employer representative present at the time the file is viewed. This representative may be the Manager of Business Administration or the manager/director of the department within which they work.

* + 1. Employee Recognition of Service

Department: Human Resources

Approved By: Planning Team

Issue Date: February 2010

Updated: June 2016

Each year, the Gateway of Hope will hold a special Long Term Service Recognition gathering. At this ceremony, employees will be recognized and appreciated for their long term service to The Salvation Army according to the following:

* + - * Employees with 5 years of continuous service will be presented with a certificate of recognition.
      * Employees with 10 years of continuous service will be presented with a certificate of recognition and a gift valued at $75.00.
      * Employees with 15 years of continuous service will be presented with a certificate of recognition and a gift valued at $100.00.
      * Employees with 20 years of continuous service will be presented with a certificate of recognition and a gift valued at $125.00.
      * Employees with 25 years of continuous service will be presented with a certificate of recognition and a gift valued at $150.00.

Certificates will be signed by the Divisional Commander (or his/her designate) and the Executive Director of Gateway of Hope.

* + 1. Employee Training & Development

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

General

For reasons related to personal safety and employment development, Gateway of Hope and Aldergrove Thrift Store employees will be provided training and development opportunities while employed with The Salvation Army. These opportunities will be in the form of:

* + - * Mandatory basic orientation & training
      * Group In-service Training Workshops
      * Approved courses at outside learning institutions (see the TSA Employee Relations P&P Manual section 9.1)

These opportunities will be subject to the following:

* + - * The employees’ position
      * Operational requirements
      * Workplace Safety requirements
      * Financial capacity and approved budget of the respective department
      * Compliance with the TSA Education policy

Mandatory Training Upon Hire

Effective April 1, 2010, all new Gateway of Hope full-time, part-time and casual/relief employees will be oriented and trained according to position specific job training templates that will account for all of the expected job tasks of the position as well as for all required training and orientation elements and experiences.

Additionally, all new Gateway of Hope and Aldergrove Thrift Store full-time, part-time and casual/relief employees will be required to take and successfully complete the following training according to the schedule below.

Prior to commencing their on-the-job training in their respective department:

* + - * Divisional Respect in the Workplace training (web)
      * Divisional Violence training (web)
      * Divisional Privacy training (web)

Other Mandatory In-Service Training

Within 6 months of commencing employment at Gateway of Hope (and subject to course availability):

* + - * Mental Health First Aid
      * First Aid Level 1
      * WHMIS Training
      * Non-violent Crisis Intervention
      * Food Safe Training

Employees will be required to successfully complete the above noted training. Exceptions must be approved by the Manager of Business Administration or the employee’s particular department.

Quarterly Departmental Training

Furthermore, quarterly departmental staff meetings will be held for the purposes of training and development, general coaching, information sharing and regular review of safety policies and procedures.

Continuing Education Opportunities

Formal training or education at an outside learning institution may be approved by the Executive Director on the recommendation of the department manager/director.

The following will govern the decision to approve such training:

1. Is the employee capable of benefiting from the proposed studies?
2. Will the studies undertaken benefit the employer?
3. Will the employee declare an intention of continuing service with their present Salvation Army employer and agree to reimburse their present employer if employment is terminated at the volition of the employee within one year of completion of these studies?
4. Is the employee's commitment to study in personal time sufficient to justify the use of Salvation Army resources to enable the employee to reach specific educational goals?
   * 1. Hiring of Former or Retired TSA Officers

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

As per the Territorial Manual of Operating Policies, no former or retired Salvation Army Officer may be employed in any capacity (either full-time or part-time) at Gateway of Hope without approval in writing from the Chief Secretary.

Application for approval of employment of a former or retired TSA Officer will be made through DHQ, specifically, in writing to the Divisional Commander.

Otherwise, the terms and conditions of Minutes 8803 and 7003 will be respected and carefully followed.

* + 1. Hiring Relatives of Officers / Lay Personnel

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

As per the Territorial Manual of Operating Policies, where relatives of Officers or lay personnel are contemplated for employment positions, the terms of Minutes 7002 will be strictly adhered to.

* + 1. Employee Relations

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

The Salvation Army Gateway of Hope believes one of the most important and valuable resource we have for fulfilling our Mission is our employees. We have many important obligations to our customers, guests and the community we serve. Our success in meeting those responsibilities is directly related to the contribution made by our employees.

We are committed to establishing and maintaining a work environment where:

1. The rights and contributions of our staff members are consistently acknowledged, valued, and respected.
2. Salaries, benefits and working conditions are fair and equitable.
3. Policies and Procedures are structured in accordance with the Mission of The Salvation Army, the Employee Relations Policy & Procedures Manual and in concert with prevailing employment legislation.
4. The application of all policies and procedure is fair, reasonable and consistent.
5. Employees are encouraged to communicate and participate in shaping the working environment for the benefit of staff, guests and the organization.
   * 1. Maintenance of Professional / Educational Currency

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

All employees requiring specific levels of education, certification or training as a condition of hire for their specific employment position will be expected and required to maintain those levels of education, certification or training at their own expense and on their own time.

The Executive Director may approve at their discretion, financial compensation for employees to maintain those levels of education, certification or training. Approval will be based on the following:

* + - * Operational requirements.
      * Financial capacity and approved budget of the respective department.
      * Compliance with TSA Education policy as it may apply.
    1. Performance Appraisals / Career Planning

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

Effective performance reviews are those that are conducted on a daily basis throughout the year. Supervisors and managers should observe their employee’s performance and provide immediate feedback for good performance as well as performance needing improvement. Besides better motivating the employee and/or allowing the employee to address required improvements immediately, it eliminates the chance of any surprises during the formal review sessions. To facilitate conducting the formal performance appraisal, supervisors should keep notes and observations of their employee’s performance throughout the year. This will help provide the employee with a balanced and objective formal appraisal. The supervisor should also consult with clients and co-workers of the employee to obtain as much pertinent performance feedback as possible.

The formal performance appraisal is designed to promote understanding between supervisors and employees about job responsibilities and performance expectations/objectives. The primary goal of the appraisal is to solidify the commitment of both parties to achieve the best possible performance results and to identify developmental opportunities.

Meeting this goal is achieved effectively when:

* + - * Individual employee performance over the review period is measured against established job standards performance expectations.
      * Employee growth and development is encouraged through accurate feedback from observations collected throughout the year.
      * Employee achievements are recognized.
      * Specific, constructive recommendations are offered when performance improvement or development is required.
      * Employee comments are encouraged.
      * Clear objectives are mutually established for the upcoming review period.
      * Career and succession goals and objectives are explored and stated.
      * Necessary training or opportunities for training are explored, agreed upon and stated.

All Gateway of Hope employees (including management) will benefit from, as a minimum:

* + - * A performance appraisal just prior to the employee reaching the first three (3) months of their employment (which is normally the conclusion of the probationary period).
      * Where the probationary period has been extended an end of probationary period performance appraisal.
      * An annual performance appraisal (March of each year).

Note: When possible

* + A mid-probation performance appraisal will be undertaken for the employees benefit.
  + A semi-annual performance appraisal (October of each year) will be undertaken for the employees benefit.

The above appraisals will be completed by and presented by their manager/director.

In the case of management or director level positions a copy of the completed performance appraisal will be submitted to the employee at least 3 days prior to the appraisal meeting so they will have the benefit of reviewing it prior to the meeting. Otherwise, recognizing for some employees this may cause unnecessary stress; it will be left to the supervisor’s discretion as to whether or not a copy of the completed performance appraisal will be submitted to the employee in advance of the appraisal meeting.

* + 1. WCB / Post Accident Return to Work

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

Where an employee has been injured and off work under Worksafe BC authority, Worksafe BC and the employee’s treating physician will be required to provide authorization/certification of the employee’s fitness to return to work.

It is understood that a Modified Work Program (MWP) is considered one of the major components of an employee’s rehabilitation. To this end, it can be viewed as a form of therapy. Its goal is to restore employees who are injured or ill to the fullest possible physical, mental, social, vocational and economic capacity at the earliest opportunity possible via appropriate and safely modified work. Successful rehabilitation depends on teamwork and flexibility. This requires consultation, co-operation and commitment by all involved parties.

Gateway of Hope accepts that the basic principles of any Modified Work Program are:

* + - * That the long-term health of employees is one of the employer's top priorities.
      * That depending upon the nature of the injury/illness and the operational requirements of the employees department, in many cases work can be modified to the extent that it will accommodate both the needs of the employee as well as the operational requirements of the program within which they work.
      * That modified work must make a useful contribution to the organization/facility.
      * That the injured or ill employee wants to return to useful work.
      * That this program will support values of honesty, dignity, respect and integrity.

Prior to an employee returning to work from occupational or non-occupational injury or illness, it is a basic expectation that a medical certificate has been completed by the injured employee’s physician authorizing a return to work and clearly indicating the extent and duration of the modified duties required so that management can make an informed decision related to any MWP.

* + 1. Student Placement

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

On the recommendation of the department manager/director, student placements will be accepted at Gateway of Hope requiring the approval of the Executive Director and are subject to:

* + - * Operational requirements
      * Training capacity of the host department
      * The clearly stated expectations and objectives of the learning institution of the student Practicum students accepted into placements at Gateway of Hope will be expected to:
      * Agree to support and work within the Mission and Vision of Gateway of Hope including the goals and objectives of the department within which they will work
      * Successfully complete the basic Territorial orientation training components
        + Divisional Respect in the Workplace Training (web)
        + Divisional Violence training (web)
        + Divisional Privacy Training (web)
        + WHMIS Training if working in Food Services or Maintenance
        + Food Safe if working in Food Services
      * Successfully complete the volunteer intake package
        + Volunteer General Information Sheet
        + Gateway of Hope Volunteer Code of Conduct & Ethics
        + Confidentiality Form
        + Liability Waiver

Successfully complete departmental training for the position they are working (and any other additional training required by the departmental manager/director).

Practicum students will be provided with, and required to sign, a clearly stated task list, prior to commencing their placement.

* + 1. Termination Process / Exit Interview

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

For the purposes of this policy, “termination” means “the end of an employee’s service” with The Salvation Army Gateway of Hope.

In situations where the employer has initiated the termination, the action will be subject to the following:

* + - * TSA Territorial Operating Policy 3116 – Termination
      * TSA Employee Relations Policy and Procedures Manual – Section 7 – Termination

Unless for reasons whereby an employee abandons their employment, or refuses to comply with the following an exit interview will be conducted for all employees upon termination of their employment with The Salvation Army Gateway of Hope (please refer to Exit Interview Form – Section 7.5 TSA Employee Relations Policy and Procedures Manual).

The exit interview will be conducted by the Manager of Business Administration (or the director or manager designate) either on the last day of the employee’s official day of work or as close to the last day of work as possible.

Please also refer to and be guided by Territorial Operating Policy 3116.

* + 1. Employee Assistance Program

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

All full-time Gateway of Hope and Aldergrove Thrift Store employees have access to, and will be made aware upon hire of the Employee Assistance Program, including its features and benefits and method of accessing its related services.

Supervisors will be familiar with the EAP Program and will ensure that employees who inquire, or employees who have experienced personal hardship or hardship in the workplace whereby they require about, and/or would benefit from the Program, are reminded of the EAP Program and how to access its services.

The EAP Program will also be contacted by management to access and arrange for Critical Incident Debriefing Services for Employees who have suffered a serious work related traumatic incident of an unusual nature.

Note: A critical incident shall be defined as any unusual traumatic workplace incident including situations such as suicide, violent assaults, deaths, etc.

* + 1. Absenteeism / Notification of Absence or Advising Late for Work

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

Gateway of Hope and Aldergrove Thrift Store expects regular and prompt attendance from their employees in order to maintain efficient operations. All absences should be pre-approved by the employee’s manager/director.

Absenteeism will be carefully managed and monitored. Excessive or unexcused absences will be dealt with effectively and consistently in accordance with Policy 15.6 of the Territorial Employee Relations Manual.

Having said this, it is understood that from time to time employee’s may require to be absent from work for bona fide reasons. It is the employee’s responsibility to provide their supervisor with as much notice as possible when making their request for time off. It is the employee’s responsibility to notify their manager/director as soon as possible in the event of absence from work due to illness, injury or emergency.

Employees are to ensure that they have their manager/director’s cell phone number on hand.

Finally, employees are asked not to leave a message on voicemail or with non-supervisory staff. Ensure direct contact is made.

* + 1. Criminal Record Checks

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

All Gateway of Hope and Aldergrove Thrift Store employees will undergo a routine Criminal Record Check using the Provincial Department of Justice record check process.

It is expected that record checks for all employees will be favourable.

Please also refer to and be guided by Employee Relations Policy and Procedure Manual section 1.8.

* + 1. Reference Letters

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

Gateway of Hope does not provide reference letters to past or present employees seeking employment elsewhere.

Gateway of Hope will provide a letter of verification of employment upon request from current or recently past employees.

Please also refer to and be guided by Employee Relations Policy and Procedure Manual section 1.8.

* + 1. Quality of Work Life / Assessing Employee Satisfaction

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

Gateway of Hope and Aldergrove Thrift Store, as a ministry of The Salvation Army, is engaged in very important work as we help those who are impoverished, addicted, troubled and/or without hope. It is also very demanding work. Gateway of Hope recognizes the contribution of its dedicated staff and sincerely strives toward building a workplace that is effective, safe, healthy, harmonious and enjoyable.

The Gateway of Hope Planning Team is tasked with planning and directing events for employees. These events would include:

* + - * Special events for staff throughout the year.
      * Long Term Recognition Service.
      * Other social events such as BBQ’s, staff appreciation events, etc.

In addition to these events the Planning Team will also plan and direct facility-wide team building workshops and events. Employees will have ongoing opportunities to express their views and provide input and feedback as to the quality of the Gateway of Hope workplace and their satisfaction by way of the following:

* + - * Annual employee workplace related survey.
      * Team (Departmental) Meetings.
      * Program & Strategic Planning processes.
      * Through the OH&S Committee and its members.
      * Conversations with their manager/director - formally (performance appraisals) and informally.
    1. Performance Management / Progressive Discipline

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

Performance management begins with the manager/director taking an active and intentional approach, as well as an ongoing interest in the positive progress of the employee. Positive performance requires that the employee possesses the required abilities, and apply them positively and with teach-ability, clearly understanding their role and responsibilities as outlined in their job description. This would include understanding who they report to, what the mission and objectives of their department are, and what the expectations of the job and its related tasks and objectives are.

Additionally, performance management consists of, and properly employs, a variety of tools, including effective two-way communication between the supervisor and the employee, regular team meetings, training and development, feedback and ongoing coaching (both formal and informal), letters of direction and/or expectation, the annual performance appraisal process and should it be required, performance discipline.

Stages of the non-discipline performance management process are:

* + - * Informal coaching
      * Formal coaching (documented)
      * Letter of direction or expectation

Stages of the progressive discipline process for employees will normally be as follows:

* + - * Verbal warning (recorded/off employee’s file)
      * Written warning (on employee’s file)
      * Suspension (includes written warning)
      * Termination with cause

In cases where there may be acute performance related conduct, depending upon the nature and severity of the event(s), one or more of the above disciplinary steps may be by-passed.

Warning Documents & Meetings

Verbal warnings will not be issued in written format nor placed on an employee’s file. A record of the verbal warning meeting and nature of the conversation, including specifics, will be recorded and maintained in the manager/director’s files.

Written warning letters will be in letter format.

Otherwise, the following process and protocols must be strictly adhered to by managers/directors:

* + For any meeting that may be for the purpose of discipline, or as part of the investigation of an employee's actions, where it is suspected or reasonable to assume the outcome may lead to discipline, the employee will be notified in advance of the purpose of the meeting.
  + Prior to any meeting in which a warning may be issued, the manager/director must first meet (as per above) with the employee for the purposes of obtaining the employee’s side of the issue and any additional facts which may inform the final decision to issue the warning.
  + Before any warning can be issued, consultation with the applicable department director (who will consult the Executive Director) must first take place and approval must be received from the applicable department director and the Executive Director.
  + There will always be two members of management in the investigative and disciplinary meetings. The manager/director and the applicable department director or their designate (or Executive Director and/or the Divisional Director of Employee Relations if the staff member receiving discipline is a member of management).

Managers/directors will be responsible to ensure that the above steps are carefully followed.

If the employee being disciplined is a member of management, the Executive Director will always consult with DHQ as part of the disciplinary process.

If the discipline is related to a bona fide breach of The Salvation Army Respect in the Workplace Policy, DHQ will be consulted and where required, will take leadership of the disciplinary investigation and decisions related to discipline and termination.

Terminations must be recommended to the Executive Director who must approve and receive DHQ (and where required, THQ) approval to proceed.

* + 1. Function & Authority of Supervisors & Staff

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

The official Gateway of Hope organizational chart is located on the server. A hardcopy will be available to all departments. The organizational chart depicts the flow of supervision and process of authority within Gateway of Hope.

Notwithstanding the above, Gateway of Hope as a Salvation Army Ministry Unit comes under the governance of Divisional Headquarters (Divisional Commander and Divisional Executive Board) and ultimately, Territorial Headquarters, under the leadership of The Governing Council of The Salvation Army in Canada.

Function and Authority - Executive Director

The Executive Director is appointed by Territorial Headquarters on the recommendation of Divisional Headquarters. The Executive Director reports to the Divisional Commander and Divisional Director of Social Services and is accountable for the program, business and ER policies, procedures, processes and mission of Gateway of Hope and gives leadership and oversight to the entire operation of Gateway of Hope. The Executive Director is also responsible for public relations and maintaining relationships with funding agencies and social service partners (or to delegate same). The Executive Director develops long-term strategic plans for Gateway of Hope and above all, ensures that the spiritual mission and philosophy of The Salvation Army is reflected in all aspects of program, ministry and administration of Gateway of Hope.

The Executive Director is responsible for his/her own time and effort and for the resources entrusted to him/her and necessary for the fulfillment of duties. The Executive Director is responsible to oversee and ensure all departmental leaders and staff are accountable to the above areas as well. The Executive Director, with the Planning Team, is involved with making major and strategic decisions with respect to all financial, program and business matters, and for directing major resources. The Executive Director is governed by policy and will communicate with the DSSS regarding all non-routine matters or at all times where required.

Function and Authority - Planning Team Members

The Gateway of Hope Planning Team members, (directors and managers as per organization chart), report directly to the Executive Director of Gateway of Hope. Each provide leadership over one or more departments and form the Gateway of Hope Planning Team. Each are responsible for the program/departmental oversight, supervision and performance management of departmental managers and indirectly for, or where there may be no manager, directly for line staff, leadership participation, program and business administration. Planning Team members are responsible for the spiritual oversight of their departments and for ensuring the mission and philosophy of The Salvation Army is fully reflected in all aspects of program, ministry and administration.

Planning Team members are responsible for their own time and effort and for the resources entrusted to them and necessary for the fulfillment of their duties. Planning Team members are also responsible to oversee and ensure their departmental managers and staff are accountable to the above areas as well. Planning Team members will make major decisions with respect to financial matters, and for directing resources and will be responsible to make decisions affecting their departments, clients and the workplace within their departments under the guidance of policies and procedures governing business administration and the departments they oversee. Planning Team members are always expected to be governed by policy and to communicate with the Executive Director regarding all non-routine matters, where there may be potential risk or liability of any kind, and at all times where they may be required.

Function and Authority - Departmental Managers

The Gateway of Hope manager’s report directly to their respective department director or to the Executive Director. Each provides leadership over the day-to-day operations of their respective department including general program/departmental oversight, supervision and performance management of front-line staff, leadership participation, program and business administration. Managers are responsible for the spiritual oversight of their departments and teams and for ensuring the mission and philosophy of The Salvation Army is fully reflected in all aspects of program, ministry and administration.

Managers are responsible for their own time and effort and for the resources entrusted to them and necessary for the fulfillment of their duties. Managers are also responsible to oversee and ensure their staff are accountable to the above areas as well. Managers will make minor/routine decisions with respect to financial matters and for directing resources. Managers will be responsible to make decisions affecting clients and the workplace within their departments and under the guidance of policies and procedures governing business administration and the program they oversee. Managers are always expected to be governed by policy and to communicate with their director regarding all non-routine matters and/or at all times where required.

Function and Authority – Spiritual Care Coordinator

The Gateway of Hope Spiritual Care Coordinator is responsible to contribute directly to the day-to-day spiritual mission of the Gateway of Hope, providing spiritual care and support to residential guests, staff, volunteers and community guests. The Spiritual Care Coordinator is primarily concerned with the well-being of people, building and maintaining relationships and encouraging others in their journey with God. Because of this, the Spiritual Care Coordinator will not be involved directly in situations involving discipline or conflict resolution between guests and/or staff. Remaining neutral party, the Spiritual Care Coordinator will promote and uphold the values and rules of Gateway of Hope, and report matters of concern to the Executive Director or in his/her absence, to the applicable member(s) of management. The Spiritual Care Coordinator will promote the Biblical values of peace, love and joy, as well as the fruit of the spirit. The Spiritual Care Coordinator will have a place at the management table as well as in case-management process for guests.

Function and Authority - Staff

Gateway of Hope staff, in all departments, report directly to their respective department manager or director. Each work within the framework of Gateway of Hope and Salvation Army policies and procedures and depending upon their area of service and the terms of their specific job description, provide services to clients and staff of Gateway of Hope, or support, supervision and guidance to clients within their respective department. All staff are expected to support and work within the mission and philosophy of The Salvation Army.

Staff are responsible for their own time and effort and for the resources entrusted to them and necessary for the fulfillment of their duties. Staff are not usually involved or making decisions with respect to financial matters, or for directing resources, although depending upon their position, may be authorized to spend, disburse, or collect small amounts of cash. Staff are to make decisions affecting clients and the workplace only within the framework of their job description and policies and procedures governing employees or the program within which they work. Staff are always expected to be governed by policy and to communicate with their manager regarding all non-routine matters and at all times where required.

All management and staff are responsible for participating in the maintenance of ongoing health and safety of themselves, coworkers, guests and visitors.

* + 1. Dress Code

Department: Human Resources

Approved By: Planning Team Issue Date:

Updated: June 2016

Policy

Gateway of Hope and Aldergrove Thrift Store employees shall maintain a professional personal appearance and dress.

Procedure

Generally speaking, work attire for staff will be business casual.

Clothing, jewellery and grooming shall be neat and clean, and shall reflect standards of decency, utility, health and safety and be properly representative of Gateway of Hope as a professional social service provider within the community.

Any questions concerns regarding attire should be brought forward to a member of the Management Team.

* + 1. Non-Fraternization

Department: Human Resources

Approved By: Planning Team Issue Date:

Updated: June 2016

For the Protection of Staff

Staff are expected not only to be respectful and professional in their dealings with guests, but also to demonstrate compassion and caring in all interactions with guests regardless of their employment position.

This policy is in place for the protection of staff to establish and maintain healthy and professional boundaries that will guard staff against being taken advantage of, drawn into unhealthy co-dependant relationships, conflicts of interest, or placed in situations whereby they may be falsely accused by guests and to protect the employer against liability claims.

Thus, it is imperative that staff keep these relationships distinct and based on the professional standards outlined in this policy and other related policies, and within the Gateway of Hope Code of Conduct and Ethics.

For the Protection of Guests and Clients

The protection of guests is of primary concern to the Gateway of Hope. This includes protecting guests from potential abuse or misuse of power by staff members.

Because there is a real and inherent power imbalance between staff and the guests of Gateway of Hope, it is essential that staff demand the highest level of professionalism of themselves in any and all interactions with others. Guests are dependent upon staff and can be easily influenced by staff members. Guests are also often incapable of distinguishing between professional and personal relationships.

Definitions

* + - * “Staff” refers to paid employees and non-resident volunteers.
      * “Guest” refers to individuals receiving services whether living in the building or not.

Residency and Guest Status

A person is no longer considered a guest of Gateway of Hope when:

* + - * they have not resided at Gateway of Hope for a period longer than 1 year,
      * they have ceased accessing services offered at or by Gateway of Hope for a period of 3 months or more

Note: A former guest who is returning to visit Gateway of Hope to join in social functions, Alumni events, or who is volunteering in a non-resident capacity will not be considered to be accessing services.

Prohibited Fraternization

Types or forms of fraternization between staff and guests which are prohibited include (but are not limited to):

* + - * coffees/meals off-site.
      * other off-site and after hours social outings.
      * dating relationships or relationships of an intimate nature.
      * offers of personal assistance with finances, moving, etc.
      * socializing with family members of residents and guests.
      * socializing with guests whether off-site or in-house, whereby the socializing is neither approved, work related, ministry oriented, or client centered

These prohibitions apply regardless of the gender of either party. Any staff member in violation of this policy will be subject to corrective disciplinary action, up to and including termination.

Exceptions

It is important to note that some Gateway of Hope departments may specifically require designated staffing positions to interact with guests beyond the Gateway of Hope premises. There may also be unique and/or legitimate ministry or program related circumstances, or requests for assistance by guests, that would require a staff member to interact with the guest outside of the building. It is expected that in every such case, staff will discuss the matter with, and receive prior approval from their immediate supervisor, and be governed by departmental policy and procedures that may apply.

It is also understood that some Gateway of Hope guests may establish an affiliation with a local TSA Corps or a local faith based congregation where Gateway of Hope staff may also attend as members or Soldiers. In these cases, the employees’ supervisor will be made aware by the staff member(s) that a guest of Gateway of Hope is in attendance and the nature of their working relationship at Gateway of Hope. The staff member(s) will be expected to maintain proper professional boundaries between themselves and the guest, and interactions between the staff and guest are to be restricted to approved church functions, services and outings and in public settings only.

* + 1. Devotional Services for Staff

Department: Human Resources

Approved By: Planning Team

Issue Date: July 2015

Updated: July 2015

Policy

Morning devotional Services are held mornings from 8:30 to 8:45 am. All Gateway of Hope Employees and Volunteers are welcome to participate.

Procedure

Devotional Services are held in the amenities room. Employees and Volunteers are encouraged to participate through attendance and, if willing to do so, preparing and presenting the devotion.

Operational requirements and program demands may require some Employees to receive approval of their immediate Supervisor.

* + 1. Giving / Lending Personal Property

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

It is generally against Gateway of Hope policy for staff to lend or give their personal property to guests.

It is understood, however, that occasionally there may be exceptional and legitimate ministry related circumstances whereby staff may desire, for compassionate reasons, to contribute to a guest’s personal program or to assist them to move forward through giving a book, lending a cd, donating a used furniture item, etc. In these cases, staff are to receive the authorization of someone on the Management Team.

The following will be considered when making their decision as to whether or not to extend authorization:

* + - * The legitimacy of the need.
      * The appropriateness of the proposed contribution.
      * The potential mission and ministry impact of the request upon the life of the guest.
      * The potential impact on other guests.
      * Ensuring that the contribution is not in the form of money or other financial assistance.

Please also see Code of Conduct and Ethics for additional guidance.

* + 1. Employee Meals

Department: Human Resources

Approved By: Planning Team

Issue Date: May 2007

Updated: June 2016

All Gateway of Hope employees are permitted to attend any Community Meal.

On non-Community Meal days, employees may purchase a Meal Card from Reception for $10, which entitles them to 5 meals at $2 each, to be used during scheduled shelter meal times.

Refer to Food Services Policy on Facility Meal Tickets.

* + 1. Substance Abuse Policy

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

Gateway of Hope is committed to providing a drug and alcohol free environment for guests and staff. The following policy has been developed to ensure that all employees are aware of and understand the operation of the substance abuse policy, and to provide an intervention model for employees are seeking assistance with substance abuse in their personal lives, in a manner which respects the dignity and privacy of all our employees.

Zero Tolerance Policy

Zero tolerance means that no employee shall consume alcohol or use drugs during working hours. In addition, employees shall refrain from using any drugs or alcohol prior to reporting for work which adversely affects their ability to safely and competently perform the required duties.

Gateway of Hope has a "zero tolerance" policy regarding:

* + - * The use of drugs, alcohol, or other intoxicants during working hours.
      * Reporting for or attending at work under the influence of drugs or alcohol or other intoxicants.
      * The possession of unlawful drugs, alcohol, or other intoxicants at the workplace. For the purposes of this policy, “in possession’" includes employee lockers and other physical areas of the workplace.

Any employee who is found in breach of the above noted policy will be removed from the premises and will be subject to disciplinary action up to and including dismissal.

Reporting For Work

Consumption of alcohol and the use of drugs on off-duty time can have a negative effect on an employee's ability to work in a safe and productive manner. It is the obligation of each employee to report for work in a condition which enables them to safely and competently perform their work responsibilities.

Employees should report to their supervisor where there is an indication that another employee is at work and is under the effect of drugs, alcohol or other intoxicant.

Gateway of Hope will immediately investigate and take appropriate action in situations where there is an indication that an employee is at work and is under the effect of drugs, alcohol or other intoxicant. Such indications include smelling of alcohol or other behaviour consistent with alcohol or drug use.

Prescription Drugs

Prescription drugs may only be utilized at work where they have been prescribed by a licensed physician in the manner, combination and quantity prescribed. Where the use of these prescription medications may have the potential to affect the safety and work of employees or residents in any way, the employee must advise their supervisor for further direction.

Treatment

Where an employee with a drug or alcohol problem discloses their situation, and agrees to seek treatment for the problem, appropriate accommodation and intervention measures will be undertaken by Gateway of Hope to allow the employee to participate in a suitable drug and alcohol treatment program. The intervention program will include:

* + - * Offering the use of the Salvation Army’s Employee Assistance Program.
      * Allowing the employee to use available sick days and/or a leave of absence, if time from work is required, to receive treatment provided the employee is cooperating fully in a treatment program.
      * Retaining the employee’s position at Gateway of Hope while the employee is in treatment and cooperating fully in a treatment program.
      * Allowing the employee to return to work after successfully completing the treatment program.
      * All matters associated with an employee’s situation and treatment program will be kept in strict confidence. That said, DHQ ER will be advised and consulted throughout the process.

Expectations

In the application of this policy, employees are expected to:

* + - * Promote and participate in a working environment that does not tolerate the use of alcohol, illegal drugs or the misuse of prescription drugs in the workplace.
      * Report to their supervisor where there is an indication that an employee is at work and is under the effect of drugs, alcohol, or other intoxicant.
      * Cooperate in any investigation where there is an indication that an employee is at work and is under the effect of drugs, alcohol, or other intoxicant.
      * Where an employee's use of drugs or alcohol effects their work, to seek assistance from a qualified practitioner such as a physician, specialist or counsellor, or an approved assistance program, if directed to do so by the employer.
    1. Guests as Employees

Department: Human Resources

Approved By: Planning Team

Issue Date: June 2008

Updated: June 2016

It is understood that at some point during their residency, many of our guests will be seeking employment. A number of these individuals may demonstrate a desire to learn vocations similar to those vocations offered at Gateway of Hope. Some may possess a strong desire to give back to The Salvation Army in terms of working to assist others who are in circumstances similar to those that they have may have personally overcome.

While it is our goal to encourage guests to move forward into gainful and meaningful employment and recognizing that Gateway of Hope is, in many ways, a safe and supportive place to work, it will not be our normal practice to hire residents for the following reasons:

* + - * For many guests, the ability to separate employment related responsibilities and residential expectations may be very difficult particularly when work environments overlap with living environments.
      * The type of work that Gateway of Hope is engaged in, and the clientele we work with, can both be particularly demanding and stressful even for the most well trained and experienced employees.
      * There will be at times, pressure applied to the guest by their residential peers to provide favours, service or leeway while the guest is in their employment position. This can be stressful in itself and will require strong boundaries and interpersonal skills.

Having said this, it is also recognized that there may be exceptional cases whereby a guest may be ideal for a position and considered for hire and in those cases, the following will be carefully considered:

* + - * The guest’s background and past including areas of personal struggle.
      * The type of personal program the guest is engaged in.
      * The guest’s positive program progress (including the advisor’s recommendation).
      * The guest’s skill level, experience, demonstrated personal boundaries and training.
      * The affect the type of employment may have on the guest.

In every case, as per Gateway of Hope policy, the prospective guest/employee will be required to obtain a Criminal Record Check. Furthermore, as a general rule of thumb, guests considered for hire who have previously overcome an addiction should be as a minimum, 3 years clean and sober.

Before any guest may be considered for hire, the approval of the Planning Team must be obtained.

* + 1. Music in the Workplace

Department: Human Resources

Approved By: Planning Team

Issue Date: March 2010

Updated: June 2016

Where permitted, music in work areas will be in keeping with the mission and image of The Salvation Army as a Christian social service organization.

The content and style of the music will be appropriate to the work setting, considerate and respectful towards other workers in the workplace, as well as guests and the visiting public. The volume of music will be kept at an acceptable level for safety reasons and for the comfort of other staff and guests.

For safety reasons, personal music devices may be restricted based on the employee’s workplace environment.

Music in the workplace is a privilege that may be withdrawn at any time by management for operational or safety related reasons, or for reasons related to abuse of privilege.

Regardless of the above, music will not be permitted at Reception or in the Emergency Shelter.