The following terms are referred to throughout the Human Resources Policy Manual. Definitions are provided to ensure consistency of interpretation.

1. **Age of Majority:** The age of majority in Canada is the age at which a person is considered by law to be an adult. A person younger than the age of majority is considered a "minor child." The age of majority in Canada is determined by each province and territory in Canada:

<table>
<thead>
<tr>
<th>Province</th>
<th>Age of Majority</th>
</tr>
</thead>
<tbody>
<tr>
<td>British Columbia</td>
<td>19</td>
</tr>
<tr>
<td>Alberta</td>
<td>18</td>
</tr>
<tr>
<td>New Brunswick</td>
<td>18</td>
</tr>
<tr>
<td>Manitoba</td>
<td>18</td>
</tr>
<tr>
<td>Newfoundland</td>
<td>18</td>
</tr>
<tr>
<td>Prince Edward Island</td>
<td>18</td>
</tr>
<tr>
<td>Nova Scotia</td>
<td>18</td>
</tr>
<tr>
<td>Quebec</td>
<td>18</td>
</tr>
<tr>
<td>Nunavut</td>
<td>18</td>
</tr>
<tr>
<td>Saskatchewan</td>
<td>18</td>
</tr>
<tr>
<td>Yukon Territory</td>
<td>18</td>
</tr>
</tbody>
</table>

2. **Appointment:** Refers to the placement of an employee into a permanent position, subject to the approval of the Director General or designate, without the use of an internal or external posting.

3. **Benefits Plan:** Refers to the Canadian Red Cross Great-West Life Group Insurance policy including Healthcare/Dental, Life Insurance, and Optional Life Insurance.

4. **A bona fide occupational requirement (BFOR):** Is a requirement or limitation that is imposed in the honest belief that such a restriction is rationally connected to job performance and reasonably necessary to ensure efficient and economical performance of a certain job without endangering the employee, volunteer, co-workers, the general public or the people we serve.

5. **The Canadian Red Cross Society** will be referred to as ‘the Society’ throughout the Human Resources Policy Manual.

6. **Child/children:** Each province and territory has laws to ensure the safety of children. These laws set an age range for protective services, called the “age of protection.” For the purposes of police background checks, including vulnerable sector checks, it is important to understand that the definition of “child” in the law covers not only young children but also teenagers (also called “youth”). The age range for the age of protection differs from one province and territory to another.
7. **Client:** Refers to individuals who benefit from or are helped through Society programs and services.

8. **Co-Op and Articling Student:** Refers to students who may not be on the Society payroll.

9. **A certified criminal record check:** Includes finger printing to ensure an accurate search, eliminating the risk of false identification. These checks may be required from time to time by the police to confirm identity prior to completing one of the other checks.

10. **A criminal record check:** Is an official enquiry to determine if an employee or volunteer has a record of offences, for which they have not been pardoned. All personnel and third party contractors of the Society are required to have a criminal record check completed as a condition of employment, engagement, or contractual agreement.

11. **Delegate:** Refers to employees who are employed by the Society to work on an overseas mission and who are insured by the Society. For more information, delegates should refer to their contract and directives and to Human Resources, International Operations.

12. **Direct and solitary contact:** Refers to when an employee or volunteer is alone in any physical location, such as a car, home, training room, pool, or any other location with one or more vulnerable clients.

13. **Director General:** Directors General are responsible for the managerial oversight of a geographical area within the Society, as well as for the functional oversight of a major program area, and are members of the Executive Management Committee (EMC).

14. **Employee:** Refers to an individual who has gone through the screening process, has an employer/employee relationship and performs work under the direction and control of the Society, is on the Society’s payroll and is employed under the terms of a management employment agreement or letter of offer with the Society. An employee includes anyone who is on an approved paid or unpaid leave of absence.

15. **Executive Management Committee (EMC):** The Executive Management Committee provides the managerial oversight for all Society operations and advises the Secretary General & Chief Executive Officer (CEO) on all related matters. The Team is chaired by the Secretary General & CEO and is comprised of the most senior level executives in the organization.
16. **External posting**: Refers to the description of a vacancy available to the general public.

17. **A generic job description**: Is a job description that provides a broader and more general description of the job’s responsibilities for multiple positions with similar duties.

18. **Geographical Management Team**: The Geographical Management Team is chaired by the Director General, and may be comprised of Provincial Directors, Department and/or Program Directors in a defined geographical area.

19. **Home Partners**: Refers to Society employees who are employed within the Atlantic region’s Home Partners Program and are covered by a separate employment contract.

20. **Inclement Weather**: Refers to intense, adverse weather conditions such as heavy snow, ice, rain or fog, excessive heat, humidity, wind, or other similar weather conditions that create a significant risk to the health and safety of employees and volunteers.

21. **Intern**: Refers to students who are not on the Society salary grid and have a different payment method where they may be entitled to a stipend. Interns may be paid or unpaid and have a contract with an educational institution.

22. **Internal posting**: Refers to the description of a vacancy available to current Society employees and volunteers only.

23. **A job description**: Is a formalized statement of the duties, responsibilities and qualifications of a job, based on information obtained through an objective job analysis. A job description identifies a position’s scope of responsibilities including working conditions, tools and equipment used, knowledge and skills needed to do the job, financial responsibilities, and relationships with other positions, employees, and volunteers.

24. **A letter of engagement**: Is a formally written letter that is provided to a potential volunteer which outlines the terms and conditions of the volunteer service. The letter of engagement may be signed by the volunteer manager, or authorized delegate. A letter of engagement should be signed and dated by the potential volunteer before commencing his/her volunteer service.

25. **A letter of offer**: Is a formally written letter that is provided to a potential employee which outlines the terms and conditions of employment. The letter of offer will be signed by Human Resources who may delegate responsibility to a local hiring manager. A letter of offer must be signed and dated by the candidate before the start of employment confirming acceptance of the terms and conditions of employment.

26. **A management employment agreement**: Is a formally written agreement that is entered into between the Society and a managerial employee. A management employment agreement itemizes all pertinent details regarding the terms of employment. The employment agreement will be signed by the appropriate Human Resources personnel who may delegate authority to a local hiring manager. A management employment agreement must be signed and dated by the
managerial employee before the start of employment confirming acceptance of the agreement. When signed, the management employment agreement forms a legal document.

27. **Matrix Management:** A matrix approach to management refers to the interface between geographical and program/functional management allowing for the optimization of the strengths and minimization of the challenges of each. Within a matrix approach to management, there are direct (straight line) and functional (dotted line) reporting relationships. An employee may have a direct reporting line as well as a functional reporting line (e.g. to a Director General and to a National Director) or, in some instances, may have more than one direct/functional reporting line. Typically, at least one of the direct or functional supervisors works at another physical location.

28. **National Director:** National Directors may or may not be part of the EMC. National Directors oversee national programs and services and have either direct or functional reporting relationships with applicable program or service employees throughout the country. National Directors are responsible for program design, content, standards, monitoring, and compliance.

29. **Natural Person:** Refers to a real person, as opposed to a legal person, which may be a corporation or state.

30. **Orientation:** Refers to the process of introducing employees and volunteers to the organization. An orientation provides a common base of knowledge and understanding concerning the Society vision, mission, values and Fundamental Principles, and provides an opportunity for employees and volunteers to become familiar with the organization’s personnel, culture, structure, policies, programs and operations.

31. **Pension Plan:** Refers to the Canadian Red Cross Society Pension Plan.

32. **Personnel:** Refers to all individuals who are considered part of the Society’s workforce including employees, volunteers, delegates, Society-remunerated students, and any other individual who performs work for the Society, who has successfully completed the Society’s application and screening process and for whom the Society retains the right to hire or terminate.

33. **Positions of trust:** Refers to positions that must be staffed by employees, volunteers, delegates, or third party contractors who are regarded as an authority in their position, have responsibility for money or the security of sensitive information, or are responsible for the security of Society property or assets.

34. **Probation:** Refers to a minimum of the first three (3) months of employment for non-managerial employees, professionals, and managerial employees, up to a maximum of the first six (6) months of employment, where the employee’s skills and abilities are reviewed to ensure the employee is a suitable match for the position for which he/she was hired.

35. **Professional reference checks:** Are background enquiries made through contacts supplied by the prospective employee or volunteer required, as a condition of employment or
assignment, in order to confirm applicable professional and personal experience and educational credit.

36. **Temporary Agency Employee**: Refers to employees of temporary employment agencies who fill short-term or temporary positions. Such individuals are not to be confused with third party contractors or term employees.

37. **Terms of reference**: Is a document provided to paid or unpaid term positions, or third party contractors that details the scope of responsibilities with key deliverables to be achieved within a certain period of time.

38. **Third Party Contractor**: Refers to an individual or organization that provides specific services on a fee-for-service and time-limited basis. Third party contractors are not on the Red Cross’ payroll, but rather invoice the Society for their services. Also referred to as Third Party Services, Independent Contractor, or Consultant.

39. **Training Partner**: Refers to a third party contractor who provides training to the general public and/or Society employees/volunteers for a fee.

40. **Unionized Employee**: Refers to employees whose work conditions are negotiated and defined in a collective agreement.

41. **Volunteer**: Means a natural person who chooses to provide services to or on behalf of the Society, on a regular or occasional basis, without remuneration or any other consideration by the Society for those services, other than reimbursement of reasonable out-of-pocket expenses, and who is accepted as a volunteer by the Society in accordance with Governance Policies adopted by the Board.

   i. **Active Volunteer**: refers to a volunteer who has been engaged in service delivery in the past twelve (12) months.

   ii. **Surge Volunteer**: refers to a volunteer who contributes in specific times of need as part of a corporate program such as Ready When the Time Comes (RWTC).

   iii. **Non-affiliated, Episodic Volunteer**: a volunteer who is brought in to help as part of an expedited process. This type of volunteering typically occurs in a disaster/appeal situation.

42. **Vulnerable clients**: Are people who, because of their age, disability, or due to other circumstances, whether temporary or permanent, are in a position of dependence on others or are otherwise at a greater risk than the general population of being harmed by persons in a position of authority or trust relative to them.

43. **A vulnerable sector check**: Is an official enquiry to determine if an employee or volunteer has a record of offences and/or a pardoned sexual offence conviction. Only employees and volunteers who have direct and solitary contact with vulnerable clients or where a vulnerable sector check is a BFOR are required to have such a check completed as a condition of employment or engagement with the Society.

*Other relevant definitions are defined in the policies as applicable.*
INQUIRIES:

Questions regarding the interpretation of definitions or terms within any policy should be referred to Human Resources.

<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td></td>
<td>National Director, Human Resources and Volunteer Services</td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>Conditions of Employment, Definitions Article</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>Varied by Zone</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>
PREVENTION OF HARASSMENT IN THE WORKPLACE

POLICY STATEMENT:

The Society is committed to providing a work environment that is free from workplace harassment and that promotes mutual respect, self-esteem and individual dignity. The Executive Management Committee (EMC) is ultimately responsible for the safety of all individuals at the Society, and will take every reasonable effort to provide for a fair, impartial and thorough investigation of any report of harassment, complaint or concern without fear of reprisal, as long as the report or complaint is not found to be frivolous or vexatious.

It is incumbent upon all members of the Society not to condone or tolerate behaviour which constitutes workplace harassment. There is a duty upon all individuals to prevent workplace harassment by discouraging inappropriate activities and reporting all incidents of harassment including when such incidents may be by third parties (i.e. suppliers).

All individuals are reminded of their obligation to uphold The Canadian Red Cross Society’s Code of Conduct and Fundamental Principles, and to adhere to policies and procedures aimed at promoting a positive work environment for all individuals and the highest level of care for our clients.

The Society will not tolerate any acts of harassment perpetrated against or by employees, volunteers, delegates, students, clients, third party contractors, suppliers or visitors to The Society for any reason. An employee that subjects another employee to harassment or otherwise violates this Policy may be subject to disciplinary action, up to and including immediate termination for just cause.

NOTE: During times of disaster response, expedited processes may be required, in consultation with Human Resources.

PURPOSE:

The purpose of this policy is to define what constitutes workplace harassment and to provide direction for reporting and investigating workplace harassment.

Refer to Annex A – Process for Reporting Workplace Harassment for detailed information regarding the steps to follow when reporting workplace harassment.

SCOPE:

This policy applies to all acts of harassment perpetrated against or by employees, volunteers, delegates, students, clients, third party contractors, suppliers or visitors to The Canadian Red Cross Society.
DEFINITIONS:

**Abuse of power** occurs when an individual abuses or misuses their power and discretion for personal benefit, or for the benefit of another person. Abuse of power, for the purposes of this policy, includes situations involving a minor, situations that involve a reporting relationship, or any situation that includes an accusation from a client against an individual who is working on behalf of the Society, and who is providing a service upon which the client depends.

**Bullying** is offensive, cruel, intimidating or humiliating behaviour, whether intended or not, potentially including the misuse of power of position. Bullying behaviour, whether physical or verbal, direct or indirect, undermines the individual's right to dignity.

The **complainant** refers to the individual who places the official complaint and against whom the alleged act of harassment was committed.

**Minor**: A person who is not an adult and is younger than the age of majority is considered a "minor child." The age of majority in Canada is provincially determined.

The **respondent** refers to the individual accused of committing an act of harassment by the complainant.

**Sexual harassment** means any unsolicited or unwelcome conduct, comment, gesture or contact of a sexual nature, whether on a one-time basis or in a continuous series of incidents that:

- might reasonably be expected to cause offence, embarrassment or humiliation; or
- might reasonably be expected to be perceived as placing a condition of a sexual nature on employment, services or on any opportunity for training or advancement.

Examples of sexual harassment include, but are not limited to:

- persistent unwelcome or uninvited invitations or requests;
- displaying or circulating sexually offensive or derogatory pictures, cartoons or other material in print or electronic form; or
- unwelcome questions or sharing of information regarding a person’s sexuality, sexual activity or sexual orientation.

**Vexatious** comment or conduct refers to the intentional act of purely attempting to cause annoyance, frustration, or embarrassment to another individual, without grounds.

**Workplace**, for the purposes of this policy, includes any location in which employees and/or volunteers are engaged in Society business activities necessary to perform their duties. This includes, but is not limited to, Society buildings, Society parking lots, Society organized social events, field locations, clients’ homes, and off-site business-related functions including travel.

**Workplace harassment** is defined as engaging in vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome. It includes but is not
limited to any unwelcome or objectionable, physical, visual or verbal conduct, comment or display, whether intended or unintended, that is insulting, humiliating, offensive or degrading to another person, or creates an intimidating, hostile or offensive environment.

Examples of workplace harassment include, but are not limited to:

- conduct or comments intended to create, or have the effect of, creating an intimidating, hostile or offensive environment;
- threats made or perceived, that are malicious, vexatious or based on any prohibited grounds under Human Rights legislation;
- remarks, jokes, innuendoes or other comments that demean, ridicule, intimidate or offend;
- derogatory written or verbal communication or gestures that are malicious or vexatious, application of stereotypes or generalizations, actions that are offensive, cruel or humiliating, whether physical or verbal, direct or indirect;
- leering, unwelcome gifts, or unwanted attention;
- sexual harassment;
- bullying; or
- abuse of power.

Workplace investigation is a process conducted by the Society or by an individual on behalf of the Society that is focused on determining the truth of what has occurred in the workplace, with a view to enlightening and grounding the employer’s actions and decisions with respect to a complaint or to circumstances.

PROCEDURE AND APPLICATION:

The Society is obligated to take all complaints and reports of workplace harassment seriously by:

- upholding its obligation of due diligence to take reasonable measures to provide a workplace that is free of harassment;
- taking all harassment complaints seriously and responding promptly;
- following the process as defined within Annex A – Process For Reporting Workplace Harassment without bias to investigate all complaints of harassment; and
- documenting all information gathered from the first disclosure to the final resolution of all reported harassment complaints and acts.

There will be no negative repercussion or disciplinary action taken towards an employee who seeks assistance in a situation where he/she is being harassed by another individual.

In accordance with provincial legislative requirements, this policy will be posted in a conspicuous area in all Society locations.

A. Rights:

Everyone has the right to:
• an environment that is free from workplace harassment;
• file a complaint when the environment is not free from workplace harassment and a prompt investigation of the complaint without fear of embarrassment or reprisal;
• be informed of harassment reports or complaints made against them;
• confidentiality to the degree possible under the circumstances`; and
• guidance from a third party to provide support throughout the investigation (if the third party is an external lawyer, the employee is required to pay all related costs).

B. Training:

All individuals upon hiring or engagement with the Society will receive training regarding this policy.

C. Obligations:

i. Employees, Volunteers, and Delegates are responsible for:

• contributing to a positive work environment and for identifying and discouraging comments or activities that are contrary to this policy and the Code of Conduct.
• where a situation occurs, or where an employee, volunteer, or delegate believes a situation has occurred, reporting the situation to their supervisor or Human Resources.
• if a situation occurs which involves their supervisor, or if their supervisor does not intervene appropriately, the employee, volunteer, or delegate may report the situation to their second level supervisor or Human Resources
• co-operate with any efforts to investigate and resolve matters arising under this Policy.

ii. Supervisors are responsible for:

• eliminating any aspects of the work environment that are not in keeping with standards of interpersonal respect, whether or not a report or complaint has been made.
• responding to complaints by employees, volunteers, delegates in a timely manner and in consultation with Human Resources
• implementing this policy, under the direction of the applicable member of the EMC in consultation with Human Resources.

iii. Human Resources is responsible for:

• advising parties of the process and legislative parameters,
• facilitating communication between parties with a view to resolving conflict,
• coaching parties as required,
• ensuring the process is followed within a prescribed time frame,
• arranging for appropriate resolution measures, coordinating follow-up action as required,
• maintaining original copies of all documentation pertaining to the resolution of differences,
• educating employees, delegates, and, as much as is possible, volunteers on the application of this policy.

D. Preventative Measures:

Prevention is the first line of defence against occurrences of workplace harassment. Workplace harassment, if left unchecked, can escalate to physical violence. Preventative measures undertaken by the Society include, but are not limited to:

i. Policies and procedures:

The Society has developed clear policies and procedures on workplace harassment for which all individuals will receive training and education upon hiring or engagement with the Society.

ii. Code of Conduct Policy:

All employees and volunteers are required to read, sign and abide by 2.1 - *Code of Conduct*.

iii. Employee Assistance Program (EAP):

The EAP program (Lifeworks) is available to employees and their families and should be encouraged as the first line of support and intervention when an employee is distressed. This program is also available to volunteers on an as needed basis. Consult with Human Resources.

iv. Expectation of Mutual Respect:

All individuals need to be aware of the fact that interpersonal behaviours can dramatically affect the possibility of workplace harassment. Relations among all those in the Society, including clients, should include mutual respect for one another and an awareness of the importance of human dignity.

E. Dispute Resolution:

Where there is interpersonal conflict between individuals, refer to 2.4 – *Workplace Problem Resolution* for guidance to resolve the matter before the conflict escalates.
F. Reporting Workplace Harassment:

Individuals who believe they have been subjected to workplace harassment are encouraged whenever possible to attempt to resolve their concern by communicating directly with the respondent to make it clear that such behaviour is unwelcome. If the individual is unable or unwilling to confront the respondent or the concern is not resolved, the complainant is to advise their supervisor and/or Human Resources either verbally or in writing.

G. Alternative Dispute Resolution Measures:

If required, alternative dispute resolution measures such as mediation, conflict resolution coaching or training may be considered for resolving complaints of workplace harassment.

H. Harassment Incidents Involving Clients:

For further information regarding harassment involving clients, refer to Section 3, Health and Safety. Individual programs may also have further procedures regarding harassment.

I. Minors:

As the Society employs and deals with minors, express reference is made to the fact that this policy will apply to minors. All incidents of child abuse must be reported directly to the child welfare authorities and/or the police of the jurisdiction within which the incident arises. Please refer to 3.10-Child Protection for more information.

J. Investigation information:

No documents/information regarding the investigation of harassment will be kept on the employee/volunteer’s personnel file, with the exception of official disciplinary/termination papers. Workplace harassment investigation information will be protected in a separate file, on an indefinite basis.

K. Confidentiality:

Reports and complaints of workplace harassment will be received and investigated in a confidential manner in accordance with the process as defined in Annex A – Process for Reporting Workplace Harassment.

All reports and complaints of workplace harassment will be considered personal information supplied in confidence. The name of the reporter or complainant and the circumstances of the report or complaint will not be disclosed to any person except where disclosure is necessary for the purpose of investigating the report or complaint. The substance of investigative reports and meetings held by those in authoritative positions regardless of whether it is substantiated will be protected from disclosure to third parties, except where required for legal reasons.
Strict confidentiality cannot be guaranteed to anyone who files a report or makes a complaint of workplace harassment. If a report or complaint goes through investigation, the respondent and other individuals involved may be made aware of circumstances in the report or complaint, as may be necessary or on a “need-to-know” basis.

I. Human Rights Commission:

Nothing in this policy will be deemed to limit the right of an individual to make a complaint to or to seek assistance from the provincial Human Rights Commission or Tribunal.

M. Allegations Involving Certain Positions:

Where allegations of workplace harassment involve the following positions, reporting protocol will be as follows:

i. Allegations involving Human Resources Department:

In the event that any of the parties to an allegation is an employee of the Human Resources Department, the reporter or complainant may, at their option, elect to have a member of the General Counsel's office fulfill the role of the National Director, Human Resources and Volunteer Services as defined in this policy and in Annex A – Process for Reporting Workplace Harassment. All other provisions in the policy and Annex A – Process for Reporting Workplace Harassment will remain in effect.

ii. Allegations involving a member of the Executive Management Committee (EMC):

In the event that any of the parties to an allegation is against a member of the Executive Management Committee (EMC), the report or complaint will be addressed to the Secretary General and CEO.

iii. Allegations involving the Secretary General and CEO:

In the event that any of the parties to an allegation is the Secretary General and CEO, the report or complaint will be addressed to the Chair of the National Board of Directors.

N. Legal Parameters:

Nothing in this policy will be deemed to limit the right of an individual to seek legal counsel and/or report an incident of workplace harassment to the police.
O. Criminal Activity:

Workplace harassment is a serious offence and may be a violation of the *Criminal Code*. Where the conduct involves, or may involve, criminal activity, the Society reserves the right to report the incident to the police.

**BREACH OF POLICY:**

Workplace harassment by an employee or volunteer is a serious offence. If a report or complaint of workplace harassment is substantiated, the offender will be subject to immediate disciplinary action, up to and including termination of employment or engagement with the Society.

Intentionally accusing someone of harassment, known to be false, is a serious offence and is subject to disciplinary action. The Society reserves the right to discipline those whose reports or complaints are frivolous or vexatious.

Any interference with the conduct of an investigation, or retaliation against a reporter, complainant, respondent or witness, may itself result in disciplinary action.

**RESPONSIBILITIES:**

1. All individuals within the Society have the responsibility to respect one another, apply the Fundamental Principles and exercise common sense towards ensuring the health and well being of all individuals associated with the Society.

2. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy, and for maintaining a confidential record of workplace harassment reports and complaints received, the nature of these reports and complaints, the outcome of the investigations, corrective action taken, and reporting the results to the Secretary General and CEO.

3. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

**INQUIRIES:**

Questions regarding the application or interpretation of this policy are to be referred to Human Resources.

**REFERENCES:**

2.4 – *Workplace Problem Resolution*
2.13 – *Human Resources Records Retention*
*Annex A – Process for Reporting Workplace Harassment*
*Health and Safety*
### 3.2– Prevention of Violence in the Workplace

#### 3.10 Child Protection

Provincial/Territorial Occupational Health and Safety Acts  
Criminal Code

<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td></td>
<td><em>National Director, Human Resources and Volunteer Services</em></td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>PO-HR-2.8-May05</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>May 2010</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>
Annex A

Process for Reporting Workplace Harassment

The Society will make every reasonable effort to ensure a fair and prompt investigation of any report of harassment, complaint or concern without fear of reprisal, as long as the report or complaint is not found to be frivolous or vexatious.

During times of disaster response, expedited processes may be required, in consultation with Human Resources.

CONFIDENTIALITY:

Absolute confidentiality cannot be guaranteed to anyone who files a report or makes a complaint of workplace harassment. Information regarding the complaint may be shared with individuals as may be necessary or in accordance with legal requirements.

PROCESS:

Reports or complaints of workplace harassment are extremely sensitive and often complex. At all times, the emotional and physical safety of the reporter or Complainant is paramount, and therefore may involve taking steps that are not outlined herein.

To ensure the ongoing emotional support for those individuals involved in the process, it is strongly advised that they seek assistance from the Employee Assistance Program (EAP).

Throughout the process, Human Resources working with senior management, is responsible for:

- advising parties on the process and legislative parameters,
- facilitating communication between and coaching parties with a view to resolving the conflict,
- ensuring the process is followed within the prescribed time frame,
- arranging for mediation, investigation or other external expertise, as required,
- coordinating follow-up action, as required,
- maintaining original copies of all documentation pertaining to the resolution of differences.

REPORTING:

The following process will be followed when reporting complaints of workplace harassment:

1. **Complainant Addresses Complaint With Respondent:**

   An individual (Complainant) who believes s/he has been subjected to harassment is encouraged, if comfortable, to attempt to resolve her/his concern by directly communicating with the Respondent to make it clear that such behaviour is unwelcome. If the complaint is not resolved, the Complainant must report the alleged harassment to her/his supervisor in
Annex A - Process for Reporting Workplace Harassment

2.2 – Prevention of Harassment in the Workplace

Section 2, Professional Environment

The Canadian Red Cross Society

Human Resources Policy Manual

writing. If the Respondent is the immediate supervisor of the Complainant, the Complainant must report the alleged harassment to her/his second level supervisor in writing.

2. Workplace Harassment Complaint:

Once the Complainant has advised her/his supervisor (or second level supervisor, as the situation dictates) of the alleged harassment, the supervisor will, under the advisement of Human Resources, assess the alleged harassment complaint and determine next steps.

3. Process:

i. The supervisor will: report a complaint of harassment from one of her/his employees, delegates, or volunteers to the Human Resources representative. The supervisor, in consultation with Human Resources, will take the following action:

ii. Depending upon the circumstances and/or the severity of the alleged harassment, Human Resources will either:

i.i Discuss the complaint with the Respondent upon receipt of the Complainant’s description of the alleged harassment. If the behaviour of the Respondent is not deemed by the supervisor (in consultation with Human Resources) as harassment, the supervisor and/or Human Resources will meet with the Respondent to discuss possible resolutions including but not limited to, internal mediation, coaching, etc. Both the Complainant and the Respondent are expected to participate in resolving the concerns. Once the situation is resolved to the satisfaction of the Complainant and Respondent, no further action will be taken.

If the harassment complaint remains unsettled, and/or the complaint represents repeated, moderate or severe harassment, or an abuse of power, Human Resources will assume responsibility for next steps.

ii. Depending upon the circumstances and/or the severity of the alleged harassment, Human Resources will either:

i.i Notify all parties involved that the complaint has been taken to mediation (either in-house or via third party). Mediation occurs where a mediator (an impartial, trained, neutral party without decision-making authority), whom both parties accept, provides a supportive, non-confrontational setting in which to negotiate a satisfactory resolution to the complaint. A mediator determines the parties’ wishes and needs, helps the parties remain focused on the issue(s) surrounding the complaint, and establishes ground rules for the discussion. A mediator facilitates discussions with the parties, and explores possible resolutions with the goal of reaching a mutually beneficial agreement between both parties.

If the mediation proves unsuccessful, the complaint will be referred for either formal in-house or third-party investigation, as determined by Human Resources in consultation with the applicable senior management; or
i.ii  Immediately order a formal investigation by either an internal, trained workplace investigator, or a qualified third party.

4. If the complaint is formally investigated, the investigator’s responsibilities are:

- promptly make arrangements for a thorough and unbiased investigation to be conducted in as timely and confidential a manner as possible;
- inform all parties of their rights and responsibilities;
- secure all reports, complaints and responses in writing, with dates, names, witnesses and full descriptions of the incident(s);
- interview parties involved and witnesses to the incident, if applicable;
- notify any individuals interviewed of their right to be accompanied by a representative of their choice;
- keep the parties to the complaint informed during the process, including providing the Respondent with a detailed summary of the allegation(s);
- prepare a written report for the applicable Human Resources representative, outlining the allegations of the Complainant, the response of the Responder, the evidence of any witnesses, and the conclusion(s) reached.
- Human Resources will notify senior management of the results of the investigation, as required. Final decisions will be made jointly by the appropriate member of EMC, the National Director, Human Resources and Volunteer Services, and the General Counsel.

i. An individual accused of workplace harassment will be entitled to respond to the substance of the complaint and is encouraged to offer her/his perspective and/or, evidence regarding the allegations.

No documents or information pertaining to a harassment investigation will be kept on the employee/volunteer’s personnel file, with the exception of official disciplinary/termination papers. Workplace harassment investigation information will be kept indefinitely in a separate confidential file.

**ACTION:**

The action to be taken by the applicable senior management following a discussion, mediation, or formal investigation will be dependent upon the evidence obtained throughout the entire investigative process.

Possible action to be taken regarding the Respondent includes but is not limited to:

i. verbal and/or written apologies to the complainant
ii. letter of reprimand or suspension
iii. referral to counselling
iv. sensitivity training
v. demotion or transfer
Annex A - Process for Reporting Workplace Harassment
2.2 – Prevention of Harassment in the Workplace
Section 2, Professional Environment

The Canadian Red Cross Society

Human Resources Policy Manual

vi. termination of employment with or without just cause, volunteer activity, and/or membership
vii. referral to police or other legal authorities
viii. other sanctions as may be necessary based on the results of the investigation.

APPEAL:

Unless the action results in termination, the Complainant or Respondent may, within thirty (30) days of being notified of the action, submit an appeal in writing to the National Director, Human Resources and Volunteer Services or designate (a designate is not limited to Society employees).

In the event that the National Director, Human Resources and Volunteer Services or designate determines that further investigation is required, another formal investigation will be ordered, to be conducted by either a designated, trained internal investigator, or by a third party. Any additional findings will be disclosed to the National Director, Human Resources and Volunteer Services or designate, who will then review the final record and determine whether or not a violation of 2.2 – Prevention of Harassment in the Workplace has occurred. The Complainant and the Respondent will be made aware of the final results in writing.
WORKPLACE PROBLEM RESOLUTION

POLICY STATEMENT:

The Society provides a forum to address concerns or complaints raised by employees and volunteers in order to seek mutually satisfactory resolutions.

PURPOSE:

The purpose of this policy is to provide an effective means of bringing problems and issues concerning the terms and conditions of work to the attention of all involved parties and management in order to seek mutually satisfactory resolutions.

Human Resources can act as a mediator to help facilitate a resolution. The Society will provide a fair and prompt investigation of any complaint or concern without fear of reprisal, as long as the complaint is not found to be frivolous or vexatious.

SCOPE:

This policy applies to all employees and volunteers. It does not apply to delegates who are not in a current contractual engagement, or where the letter of offer/engagement or managerial employment contract provides an adequate means of redress.

During times of disaster response, expedited processes may be required.

Definitions

Problem: A problem is defined as any issue, concern or complaint related to a condition at the workplace that the employee or volunteer considers unfair or undignified.

A. Procedure Details

A. The Society’s Responsibility:

This policy may form part of the general orientation, or be brought to the employee or volunteer’s attention at the point that a concern is expressed.

Every effort will be made to ensure that the confidentiality of all parties is respected throughout the problem resolution process. However, if a complaint goes through an investigation, the respondent and other people involved will have to be informed.

B. Human Resources’ Role:

1. Advise parties of process and legislated parameters.

2. Facilitate communication between parties with a view to resolve conflict.
3. Coach parties as required.

4. Conduct investigation and complete necessary forms or documentation as required.

5. Ensure that the process is followed within the prescribed time frame.

6. Follow-up with necessary action as required.

7. Arrange for investigation, mediation or expertise when required.

8. Maintain original copies of all documentation pertaining to the resolution of differences.

C. Problem Resolution Steps:

The resolution of a problem involves a series of defined steps and employees or volunteers would normally initiate this process at the discussion stage.

**Step 1:**
At this stage, direct discussion between the individuals involved should take place to try to resolve the problem when it arises. While this first step should be informal, taking personal notes of the discussion is recommended. Most issues are solved at this early, informal stage.

**Step 2:**
If the employee or volunteer is not satisfied by the response in Step 1, s/he shall have the option to put the complaint in writing. While not mandatory, it is recommended that Annex A - Workplace Problem Resolution Form be utilized. A completed Annex A is then delivered to the direct supervisor.

The direct supervisor, in consultation with Human Resources, responds in writing (preferably on the same document (Annex A)) and may schedule a follow-up meeting with the individual(s) involved to discuss a proposed resolution. The employee/volunteer reviews the supervisor's written response and advises him or her if the response is acceptable or not, and if not, must state the reason (refer to Annex A). If the response is acceptable, the employee/volunteer will confirm in writing that an agreement has been reached.

**Step 3:**
If the employee/volunteer remains dissatisfied by the response in Step 2, s/he must indicate his/her concern in writing (preferably utilizing Annex A). The Human Resources representative will schedule joint or individual meetings, as appropriate, with the parties involved and the complainant’s second level supervisor in order to discuss the issue. A proposed resolution will be communicated by the complainant’s second level supervisor in writing to all parties involved.
Step 4: If the situation is not resolved at Step 3, it may be elevated to a Director General, National Director, or member of the Executive Management Committee, as per the appropriate line of authority. If the Director General, National Director, or member of the EMC has already been involved, then the situation may be elevated to the next level of authority.

At this stage, all aspects of the case will be reviewed and a final decision will be relayed in writing to all parties involved.

D. Exceptions:

The following exceptions are situations where an employee/volunteer may bypass steps to seek resolution of a situation:

i. if the complaint involves a known or suspected violation of law;

ii. if the complaint or problem is clearly not within the authority of the employee/volunteer’s immediate supervisor to resolve;

iii. if the employee/volunteer and immediate or next level supervisor mutually agree to bypass a step; or

iv. if the nature of the complaint involves or has been caused by the employee/volunteer’s direct supervisor, and the employee/volunteer has reason to believe the supervisor may be biased.

v. If the complaint is against the Human Resources representative, then the matter will be referred to the National Director, Human Resources and Volunteer Services. If the complaint is against the National Director, Human Resources and Volunteer Services, it shall be referred to the General Counsel.

Notes:

i. No investigation information is to be kept on the employee/volunteer’s personnel file with the exception of official disciplinary/termination papers. For further retention details, refer to 2.13 - Human Resources Records Retention.

ii. Unless there are extenuating circumstances, each step of the process must be completed within ten (10) working days.

iii. In situations involving volunteers in leadership roles or executive staff, external parties may be consulted to provide advice and recommendations in an attempt to resolve the problem.

Responsibilities

1. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders, maintaining, monitoring and revising this policy, and for authorizing exceptions.
2. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

References:

2.13– Records Retention
Annex A - Workplace Problem Resolution Form

<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td></td>
<td>National Director, Human Resources and Volunteer Services</td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>PO-HR-2.70-May05</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>May 2007</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>
Annex A
Workplace Problem Resolution Form

<table>
<thead>
<tr>
<th>Name of Employee / Volunteer (please print):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee’s / Volunteer’s Signature:</td>
</tr>
<tr>
<td>Department: Position Title:</td>
</tr>
<tr>
<td>Location:</td>
</tr>
<tr>
<td>Date of Occurrence: Date of Submission:</td>
</tr>
</tbody>
</table>

**Nature of the Issue and Suggested Resolution:** Please attach additional page if extra space is required

1. State the problem clearly and in a concise manner. Describe the impact of the problem; how it affects you personally, your work, other employees/volunteers, the relationship with your supervisor/manager or your work unit, etc.

2. Outline the actions you have taken to resolve this problem and the results to date.

3. What is your suggested solution?

Received By: Position Title: Date:
STEP 1: Discussion between individuals involved. Date:

STEP 2: Response from Supervisor: (within ten (10) working days of Step 1)
Name:
Position Title: Date:
Response:

Employee’s / Volunteer’s Comments:

STEP 3: Response from 2nd Level Supervisor: (within ten (10) working days of Step 2)
Name:
Position Title: Date:
Response:

Employee’s / Volunteer’s Comments:
STEP 4: **Response from National Director:** (within ten (10) working days of Step 3)

Name: 

Position Title: Date: 

Response: 

Employee’s / Volunteer’s Comments: 

Additional comments from Human Resources regarding resolution of problem or further action required:

Name: Position Title: Date: 

Comments: 

Once completed, the Problem Resolution Form is to be filed securely with the investigation file.
CONFIDENTIALITY

POLICY STATEMENT:

Organizations are entrusted with information that is of a confidential nature. To be in compliance with privacy legislation, it is crucial that organizations maintain confidentiality and limit disclosure of such information. The right to maintain all confidential information constitutes a proprietary right which the Society is entitled to protect.

The high level of public support and respect that The Canadian Red Cross Society receives results not only from recognition of its humanitarian mission, but from the high degree of integrity, objectivity and professionalism of its delegates, employees and volunteers.

PURPOSE:

It is the policy of the Society to limit the disclosure of confidential information that could be detrimental to the best interests of the Society, its beneficiaries or clients. The directives as defined within this policy are intended to enhance public confidence in the integrity of the Society and its employees, volunteers, delegates, students, and third party service providers.

SCOPE:

This policy applies to all employees, volunteers, delegates, students, and third party service providers of the Society.

The duty to preserve the confidentiality of Society information extends beyond, and continues after the individual’s termination of employment, engagement, or contract with the Society.

DEFINITIONS:

Confidential Information refers to information that, if disclosed without authorization, could be prejudicial to the interests of the Society and/or individual(s) in or associated with the Society. Confidential information includes but is not limited to the following:

- Any document which identifies a donor or a client by name.
- Any document which contains personal delegate, employee, or volunteer information beyond the name, title, business address, business e-mail and business phone number(s).
- In-camera (limited attendance by senior management and advisors who customarily attend meetings) minutes, or other minutes marked ‘Confidential’, resulting from Board meetings and/or their committees.
- Incoming and outgoing e-mails, hard-copy mail, and faxed document marked ‘Private’ or ‘Confidential’, including copies.
- Documents that contain trade secrets or proprietary information such that the sharing of said documents may assist a competitor(s).
- Any other document marked confidential by the sender. The sender will use discretion to identify what should be designated confidential in addition to the documents listed.
PROCEDURE AND APPLICATION:

A. Acknowledgment of 2.5 - Confidentiality

Before or upon assuming their official duties, all individuals will sign 2.5 - Confidentiality certifying they have read and agree to abide by the standards as defined in this policy.

B. Handling of Confidential Information:

Individuals employed by or engaged with the Society may, through the normal day-to-day provision of services, be entrusted with confidential information. Individuals are responsible for ensuring the privacy of confidential information and for exercising discretion in the handling of such information.

i. Individuals will not knowingly, or willfully, directly or indirectly, misuse, disclose or disseminate to any third party any confidential information belonging to the Society which the individual acquired in connection with or as a result of their employment or engagement with the Society.

ii. All records containing confidential information created or received by individuals must be protected against unauthorized access, collection, use, disclosure, retention or disposal through the use of reasonable security measures and effective records management. Refer to 2.9 - Privacy and Release of Information for more information.

iii. All delegate, employee and volunteer medical information will remain confidential except by written release or where the release is required by law. However, some types of insurance require the delegate, employee or volunteer to release information to insurer(s) in order to validate claims or eligibility.

C. Disclosure of Confidential Information:

Employees, volunteers, delegates, students, third party service providers, clients, donors, and suppliers will be made aware that no information beyond that which is included on his or her business card (name, title, business address, email, phone number) will be disclosed to anyone outside the organization unless specific written authorization is given by the individual, or as required by law.

At all times, judgment and discretion must be used when asked to disclose confidential information. Unless required in the fulfillment of duties or with prior authorization, disclosure of confidential information (see definition above) to individuals outside the Society who are not authorized to receive such information, is strictly prohibited unless required by law.

D. Breach of Confidentiality:

All individuals must comply with the following standards. Failure to do so will be considered a breach of confidentiality:
i. Individuals must not place themselves in a position of obligation to persons who might benefit or appear to benefit from disclosure of confidential information.

ii. Individuals must not benefit or appear to benefit from the use of information not generally available to the public and which was acquired during the course of their official Society duties.

iii. Individuals must consult with their supervisor when they are requested to provide any information which may breach the confidentiality standards defined in this policy.

iv. Individuals who receive unsolicited information, misdirected mail, or who have access to confidential information without authorization must notify their supervisor immediately.

v. Any person working for/engaged with the Society, who for any reason, deliberately accesses or misuses confidential information not required in the performance of their duties is in breach of confidentiality, whether or not the information is disclosed to another person(s).

E. Termination of Employment/Engagement/Contract:

At the conclusion of their services, individuals must return all intellectual property, such as documents, papers, computer files and other materials in their possession or control that relates to the Society. Ownership of all documents, computer files and all other electronic or hard-copy material, will remain the property of the Society. Individuals are not permitted to make copies, in part or in whole, manually or electronically, of any confidential or proprietary information belonging to the Society.

The duty to respect the directives as defined within this policy continues after the individual's termination of employment, engagement, or contract with the Society. The Society shall have the right to enforce its lawful rights and seek legal remedies against any offending individual(s) who fail to comply with the directives as defined within the policy following termination of employment, engagement, or contract with the Society.

BREACH OF POLICY:

Individuals who fail to comply with this policy during the course of their employment, engagement, or contract with the Society or following the conclusion of their services, will be subject to disciplinary action, up to and including termination of employment, engagement, or contract with the Society, and/or legal action, as applicable.

RESPONSIBILITIES:

1. The National Director, Human Resources and Volunteer Services, in consultation with the Privacy Officer and the Legal Department, is responsible for advising stakeholders,
maintaining, monitoring, and revising this policy, for authorizing exceptions, and for adhering for the secure retention and destruction of confidential information.

2. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

INQUIRIES:

All questions regarding this policy or the confidentiality of information must be directed to Human Resources or the General Counsel.

REFERENCES:

2.1 – Code of Conduct
2.9– Privacy and Release of Information

<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td>National Director, Human Resources and Volunteer Service</td>
<td></td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>PO-HR-2.5-May05 (formerly Confidentiality and Conflict of Interest Procedure)</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>May 2007</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>

I have read and understood 2.5 - Confidentiality and agree to abide by the directives as stated within.

______________________________ ______________________________
(Print name) (Print witness’s name)

______________________________ ______________________________
(Signature) (Witness’s signature)

______________________________ ______________________________
(Date) (Date)
CONFLICT OF INTEREST

POLICY STATEMENT:

The Society must ensure the highest public confidence in the integrity of the organization and its personnel. The Society benefits from the expertise of individuals with a multiplicity of interests, however, those interests must not impair or appear to impair the public support and respect necessary for the sustained operation of the Society.

The employer relationship with employees, volunteers, delegates, students, and third party services is founded upon trust and commitment to the Society’s mission and activities. Individuals must therefore remain cognizant of the Fundamental Principles, and in particular, those of neutrality and impartiality. Individuals must refrain from undertaking any activities that are perceived to be or are in conflict of interest with the Society’s mission or activities.

PURPOSE:

The following standards have been developed to ensure employees, volunteers, delegates, students, and third party contractors understand situations that could constitute a conflict of interest and to ensure they conduct themselves in a manner that ensures the best interests of the Society and its clients.

This policy cannot endeavour to conceive of all potential situations of conflict of interest and therefore relies on employees, volunteers, delegates, students, and third party contractors to monitor their own actions and seek guidance and direction from appropriate sources including, but not limited to, General Counsel and the National Director of Human Resources and Volunteer Services.

SCOPE:

This policy applies to all employees, volunteers, delegates, students, and third party contractors of the Society.

DEFINITIONS:

Conflict of Interest refers to a situation where an individual, or the organization with which he/she works demonstrates an interest in, or has a direct or indirect competing interest with the Society’s activities. This competing interest may result in the individual being in a position to benefit from the situation or in the Society not being able to achieve an expected result. For the purposes of this policy, real and perceived conflicts of interest are of equal concern.

PROCEDURE AND APPLICATION:

A. Acknowledgment of 2.6 - Conflict of Interest

Before or upon assuming their official duties, individuals will sign 2.6-Conflict of Interest certifying they have read and agree to abide by the standards as defined in this policy.
B. Disclosure of Conflict of Interest:

The Society encourages the right of individuals to be involved in activities as citizens of their community. However, a conflict of interest exists where there is a divergence between an individual’s personal interests and his/her professional obligations to the Society. Therefore, all individuals will refrain from all conflicts of interest and will disclose to their supervisor any business, commercial, financial, or personal interests where such interest might be construed as being in real, potential, or apparent conflict with their official duties with the Society.

Individuals who have a material interest in, or with, any organization or individual who is a party to a contract or proposed contract with the Society shall, within a reasonable time frame, disclose in writing to their supervisor, the nature and extent of such interest.

Individuals are required to consult with their supervisor whenever they have a concern as to whether a particular circumstance may place them or may give the appearance of placing them in a conflict of interest with their official duties to the Society.

C. Conflict of Interest in the Performance of Duties:

During the course of their employment or engagement with the Society, individuals will not participate in the following acts that may constitute a real or perceived conflict of interest:

i. place themselves in a position of obligation to persons who might benefit or appear to benefit from special consideration with respect to Society business, or assist private entities or persons in their dealings with the Society where this could result in preferential treatment;

ii. disclose, discuss, use, take advantage of, benefit or appear to benefit from the use of information not generally available to the public and which has been acquired during their official Society duties; or directly or indirectly use, or allow the use of, Society property or information for anything other than officially approved activities;

iii. communicate with any level of government, or with any elected or appointed government official in relation to the business of the Society, unless they have specific authorization from the Society;

iv. have inappropriate involvement or influence in the appointment, hiring, promotion or evaluation by the Society of an immediate family member or individual with whom they are involved in a romantic relationship. Refer to 5.15- Employment/Engagement of Relatives & Fraternization for more information.

v. vote on, or participate in, any discussion about a resolution to approve a contract in which he/she has a direct or indirect monetary interest, nor approve and/or sign off in such circumstances.
D. **External Interests:**

Subject to the terms and conditions of their employment agreement, engagement, or contract, individuals may engage in remunerative employment with another employer, volunteer activity, carry on a business, or receive remuneration from public funds for activities outside their employment, engagement, or contract with the Society, provided that such action does not constitute a conflict of interest and:

   i. does not interfere with the performance of their duties or be against the interests of the Society;

   ii. does not bring the Society into disrepute;

   iii. does not provide any advantage to the individual as a result of their employment, engagement, or contract with the Society;

   iv. is not performed in such a way as to appear to be an official act or to represent the Society’s public positions or policies, including the Fundamental Principles; or

   v. does not involve the use of Society premises, services, equipment or supplies to which the individual has access by virtue of their employment, engagement, or contract unless official authorization is secured.

E. **Client/Beneficiary Relationship:**

All delegates, employees and volunteers are to understand the client/beneficiary vulnerability and dependence on the delegate/employee/volunteer to provide assistance, and to act accordingly. This includes recognition that personal relationships outside the scope of their professional roles as delegates, employees and/or volunteers are not in the best interest of either party or the Society.

F. **Gifts:**

Individuals must avoid the appearance of favouritism in their dealings on behalf of the Society and must not accept personal gifts from entities where such gifts are offered under circumstances where it might be inferred that such action was intended to influence the individual in the performance of their duties.

G. **Additional Conflict of Interest Directives:**

Employees and volunteers in Director and Officer positions may be required to sign more detailed and specific Conflict of Interest Policy as a condition of their employment/engagement.
BREACH OF POLICY:

Individuals who fail to comply with this policy during the course of their employment, engagement, or contract with the Society will be subject to disciplinary action, up to and including termination of employment, engagement, or contract with the Society, and/or legal action, as applicable.

RESPONSIBILITIES:

1. Employees, volunteers, students, delegates, and third party service providers are responsible for conducting themselves in a manner which ensures the best interest of the Society and its clients, avoiding situations in which there may be a direct or indirect competing interest with the Society’s activities.

2. Supervisors are responsible for promoting adherence to this policy and must notify Human Resources of any conflict of interest issues involving individuals under their supervision.

3. The National Director, Human Resources and Volunteer Services, in consultation with the General Counsel, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

4. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

INQUIRIES:

All questions regarding this policy or whether a situation constitutes a conflict of interest must be directed to Human Resources.

REFERENCES:

5.15 Employment/Engagement of Relatives & Fraternization

<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td></td>
<td>National Director, Human Resources and Volunteer Services</td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>PO-HR-2.5-May05 (formerly Confidentiality and Conflict of Interest Procedure)</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>May 2007</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>
I have read and understood 2.6 - Conflict of Interest, and agree to abide by the directives as stated within.

______________________________
(Print name)

______________________________
(Signature)

______________________________
(Date)

______________________________
(Print witness’s name)

______________________________
(Witness’s signature)

______________________________
(Date)
PERFORMANCE IMPROVEMENT AND PROGRESSIVE DISCIPLINE

POLICY STATEMENT:

The Society will endeavour to use every opportunity to clearly communicate to all employees and volunteers the expectations of the job and what will happen if these expectations are not met. Each employee/volunteer has the responsibility to maintain a satisfactory level of performance and to adhere to the Society’s policies and principles. In the event that performance is unsatisfactory or an employee fails to observe the Society’s policies and/or principles, performance improvement and possibly progressive discipline measures will be implemented.

PURPOSE:

The purpose of performance improvement and progressive discipline is to identify existing poor performance or behaviour and facilitate the transition to the expected performance level.

SCOPE:

This policy applies to all employees, volunteers, and delegates. It does not apply to delegates who are not in a current contractual agreement.

During times of disaster response, expedited processes may be required.

DEFINITIONS:

**Incapability:** lacking the skills and/or abilities required for the job.

**Simple misconduct:** work-related conduct that disregards the Society’s interests. The conduct may be intentional or unintentional, and could result from, but is not limited to carelessness, indifference, or lack of effort.

**Serious misconduct:** In addition to the breaches specifically defined in 2.1 - Code of Conduct, work-related conduct that demonstrates an intentional, flagrant disregard of the Society’s interests, including but not limited to theft, fraud, intoxication, intentional serious damage to property, intentional infliction of personal injury, and/or conduct that constitutes a criminal offence, or repeated incidents after written warnings of occurrences of harassment, unprovoked insubordination, or public use of profanity.

PROCEDURE AND APPLICATION:

A. **Performance Improvement Process:**

i. Incapability: Where a supervisor has identified one or more gaps in the individual’s performance that is related to a lack of skills and/or ability(ies) required in performing the job, the following steps should be followed promptly:
• Clarify job expectations in writing, and bring unacceptable work to the attention of the individual promptly;
• Develop an action plan, ensuring employee/volunteer/delegate ownership;
• Provide training and instruction, as required;
• Provide a reasonable timeframe for improvement;
• Provide support and guidance to assist the individual;
• Monitor performance relative to the plan and provide regular feedback in writing;
• Include Human Resources in the process to ensure the individual has access to support other than from his/her own supervisor;
• Verbally indicate to the individual that if the problem persists outside of the designated timeframe or the desired outcome is not sustainable, progressive disciplinary measures will apply as per B. below;
• Maintain complete written records at all steps of the process.

ii. Outcomes: There are typically three (3) outcomes when an individual lacks the skill(s) and or ability(ies) to perform the job:

• There is improvement to the point where the individual has met the expectations outlined and requires less frequent but ongoing follow-up; or

• The individual is unable to close the gaps and is transferred or demoted to a more suitable position; or

• The individual is unable to close the gaps and is released from employment/engagement. Please refer to 5.16- Termination for more information.

B. Progressive Discipline Process:

There are a number of factors to consider when dealing with a situation of alleged misconduct. For situations concerning violence or harassment, refer to 2.2- Prevention of Harassment in the Workplace or 3.2 – Prevention of Violence in the Workplace for more information. The following steps should be followed for simple and/or serious misconduct:

• Speak to the individual, and provide him/her with an opportunity to explain his/her story;
• Collect all of the relevant facts surrounding the alleged misconduct;
• If it is established that simple misconduct occurred, provide a verbal warning to the individual, with the expectation that the behaviour will improve immediately;

• Explain to the individual that if the behaviour does not improve, then written warning, suspension, and termination are the next progressive steps in the process. Depending upon the severity of a reoccurrence, certain steps may be bypassed, in consultation with Human Resources;
• If it is established that serious misconduct occurred, provide recommendation for termination and/or other sanctions in consultation with Human Resources, and in accordance with 2.1- Code of Conduct;
• Maintain complete, written records at all steps, ensuring the individual's file is kept up to date.

Human Resources is responsible for drafting all written warnings, suspensions, and terminations on behalf of the supervisor, and will consult the General Counsel or designate as appropriate.

C. Approval for Terminations: The Director General or designate, is responsible for approving terminations due to cases involving progressive discipline, in consultation with Human Resources and the General Counsel or designate. In all cases, Human Resources will finalize/approve the letters and facilitate the process. Refer to 5.16 - Termination for more information.

BREACH OF POLICY:

Individuals who fail to comply with this policy will be subject to disciplinary action, up to and including termination of employment with the Society.

RESPONSIBILITIES:

1. Supervisors shall administer performance improvement and progressive discipline in consultation with Human Resources, as applicable and as required, in the implementation of this policy;

2. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders and, in consultation with the General Counsel as required, maintaining, monitoring, and revising this policy, for authorizing exceptions;

3. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

INQUIRIES:

Questions regarding the application or interpretation of this policy are to be referred to Human Resources.

REFERENCES:

2.1 - Code of Conduct
2.2 – Prevention of Harassment in the Workplace
3.2 – Prevention of Violence in the Workplace
5.16 – Termination
<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>September 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope, National Director, Human Resources and Volunteer Services</td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>New Policy</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>N/A</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>September 30, 2014</td>
</tr>
</tbody>
</table>
USE OF CANADIAN RED CROSS SOCIETY COMPUTERS & OTHER ELECTRONIC DEVICES

POLICY STATEMENT:

The Canadian Red Cross Society is an organization that is sustained by public funds. Therefore, it is imperative that all individuals exercise care and respect when using Society computers and other electronic devices.

PURPOSE:

The Society established the following acceptable standards to ensure a secure environment in the use of its computing systems and related stored information.

These standards apply to Society computers, laptops, smart phones, tablets and any other type of electronic device entrusted to individuals associated with the Society.

SCOPE:

This policy applies to all individuals who are entrusted with or have access to Canadian Red Cross Society network, computers and other electronic devices.

DEFINITIONS:

*Intellectual Property* refers to any document, tool, or any other work product or concept, tangible or intangible, whether in hard-copy or electronic form, produced for Society purposes, and has a potential for actual commercial value.

PROCEDURE AND APPLICATION:

A. **Acknowledgment of 2.8 - Use of Canadian Red Cross Society Computers & Other Electronic Devices**

   Before or upon assuming their official duties, individuals will sign *2.8 - Use of Canadian Red Cross Society Computers & Other Electronic Devices* certifying they have read and agree to abide by the standards defined within this policy.

B. **Use of Society Computers and Other Electronic Devices:**

   Computers and other electronic devices may be provided by the Society to assist personnel in performing their daily job duties. At all times, individuals must ensure proper use of Society computers and other electronic devices entrusted to them and must take all necessary precautionary measures against the theft, loss or vandalism of such devices.
2.8 – Use of Canadian Red Cross Society Computers & Other Electronic Devices

Section 2, Professional Environment

The Canadian Red Cross Society Human Resources Policy Manual

C. Use of the Society Computer Network:

The Society supports a computer network for work related purposes amongst individuals who have accounts (“Users”). All users of the computer network must comply with the following standards:

i. Email correspondence should be professional in tone and follow generally accepted standards of e-mail etiquette at all times. Refer to Public Affairs’ Online Communication Guidelines published on the CRC Intranet for more information. Defamatory or libelous statements, or abusive, fraudulent, intimidating, harassing or offensive messages and/or materials will not be sent from, to, or stored on Society systems.

ii. Users will not share accounts and passwords with other users; nor will users give personal passwords to IS Support. Users are required to take all necessary precautions to safeguard their passwords. Users who have reason to believe their password has been compromised must inform IS Support immediately.

iii. Users will respect the integrity of the Society’s system and will not purposely engage in activity with the intent to infiltrate or circumvent Society security measures or gain access to a Society system for which proper authorization has not been given.

iv. Users will not permit unauthorized or third parties access to the Society’s network or resources.

v. Users with additional privileges (such as administrators) are not to abuse those privileges. Privacy of information, confidentiality and security must be maintained at all times. Users may only use privileged information for the purposes for which it was intended and within their job duties.

vi. Users will not interfere with the intended use of information or, without explicit authorization, copy, destroy, alter, disseminate, prevent rightful access to, or otherwise interfere with the integrity of Society documents.

vii. Users must respect software license agreements including restrictions on copying and modifications.

D. Use of the Internet:

The Society recognizes that the Internet is a useful tool to aid users in accomplishing their duties. As such, the Internet may be used for education, research, communication and administrative purposes as applicable to Society business.

Understanding that all activities on the Internet may be traced back to The Canadian Red Cross Society, work on the Internet shall be conducted in such a manner that public
confidence and trust in the integrity, objectivity and professionalism of the Society are conserved and enhanced. Therefore, users must comply with the following standards:

i. No Society information will be made available for public access without approval of senior management and/or Public Affairs, as the case may be.

ii. Incidental personal non work-related activity on the Internet, including e-mail, is permissible but must be kept to a minimum and at the manager's approval of what is considered appropriate. The guidelines as defined in this document remain in force at all times.

iii. Under no circumstances, and at any time, is it appropriate to view or download inappropriate web site content, or post inappropriate messages. Inappropriate includes, but is not limited to sites/subjects that advocate principles or beliefs not in keeping with the Society’s Fundamental Principles, sites/subjects which advocate illegal activities, sites/subjects which are sexual/pornographic in nature, or sites which may compromise the security of the Society’s system. Downloading copyrighted material is illegal, and will not be tolerated.

iv. Where, for the legitimate purposes, a user requires access to a site or subject matter that may be considered prohibited or restricted, approval from the supervisor must be received prior to accessing such site. Access to such sites must be requested from IS Support.

v. Individuals are not permitted to engage in personal online commercial activities, including offering services or products for sale or soliciting services or products from online providers.

E. Use of Social Media Networking Sites and Blogs:

The Society recognizes the use of social media network sites and blogs in the performance of job duties and for communicating topics pertaining to the Society. However, the use of social networking sites and blogs are subject to the same limitations and acceptable use regulations that are provided for in Section D. Use of the Internet above.

Refer to Public Affairs’ Social Media Guidelines published on the CRC Intranet for more information.

F. Monitoring of Society Network and Stored Data:

At any time, the Society reserves the right to monitor Internet activities among its users and to monitor user e-mail accounts, as may be required. Although the Society respects the privacy of those with whom it engages, authorized users should never assume use of Society computers and other electronic devices to be private and confidential.
G. **Intellectual Property:**

All documents, tools, or any other work product or concept, tangible or intangible, whether in hard-copy or electronic form performed for the Society will remain the property of the Society. Intellectual property also includes the use of confidential information that the employee or volunteer might become aware of through his/her work. This information is to remain confidential even after the individual’s termination of employment or engagement with the Society.

H. **Use of Communication Devices:**

i. **Issued by the Society:**

Communication devices issued by the Society are provided to personnel for business use. However, it is understood that authorized users may occasionally have to use their communication devices for personal matters. Brief use of Society-issued communication devices for personal use is permitted. However, due to costs of operation to the Society, authorized users are encouraged to minimize time spent on Society-issued communication devices, and to use less costly means of communicating when feasible.

Authorized Users’ communication bills will be monitored monthly. A maximum amount will be permitted before a detailed examination of the bill is conducted. Where a monthly bill is higher than the allowable maximum amount, the bill will be forwarded to the User’s supervisor who will be responsible for determining if the calls/data usage are business related or personal. Any additional costs will be paid by the location or the User depending on the nature of the communication activity.

ii. **Personal communication devices:**

Individuals who opt to utilize any personal communication device(s) for Society business are strictly prohibited from storing or distributing any Society intellectual property on such devices.

Employees or volunteers who use their personal communication device for Society business will *not* be reimbursed for any usage/roaming charges incurred while making those calls, unless previously authorized. However, they will be permitted to expense any long-distance charges incurred due to using their personal communication device for Society business.

Delegates who use their free, personal minutes during a deployment will be reimbursed for any extra charges, including long-distance charges.

Both Community Support Workers (CSWs) and employees of the Home Partners Program, are permitted to expense any work-related telephone calls that are made
from their personal communication device. CSW and Home Partners must submit a detailed bill along with an expense report to their manager for approval and reimbursement.

iii. Conduct while using communication devices:

While using communication devices, individuals are expected to conduct themselves in a professional manner. Making illegal transactions, threats, harassing telephone calls or anything else which is in breach of the Society’s Code of Conduct is strictly prohibited, and may result in disciplinary action, up to and including termination of employment or engagement with the Society.

I. Breach of Security:

All security breaches to the Society’s network or individual user accounts must immediately be reported to IS Support. Security breaches include lost or stolen devices.

J. Termination of Employment/Engagement or Retirement:

Upon the termination or retirement of an employee or volunteer, the former employee/volunteer’s access to Society email and internet resources will be immediately removed.

BREACH OF POLICY:

Access to Society data is limited to authorized users. Breach of security or access to confidential information by individuals who do not have permission to access such information is strictly prohibited.

Failure to comply with this policy may result in disciplinary action, up to and including termination of employment or engagement with the Society. Where appropriate, illegal activity may be prosecuted in accordance with the law.

RESPONSIBILITIES:

i. The National Director, Human Resources and Volunteers Services, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

ii. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

iii. Information Services is responsible for ensuring the security and monitoring of the Society’s information systems.
INQUIRIES:

Questions regarding the application or interpretation of this policy should be referred to Human Resources.

REFERENCES:

2.1 – Code of Conduct  
2.5 – Confidentiality  
2.6 – Conflict of Interest  
2.9 – Privacy and Release of Information  
Canadian Red Cross Information Technology Security Policy  
Online Communication Guidelines (CRC Intranet -Public Affairs)

<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td></td>
<td>National Director, Human Resources and Volunteer Services</td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>PO-HR-2.10-May05 (formerly Use of CRCS Property Procedure)</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>May 2007</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>

I have read and understood 2.8 - Use of Canadian Red Cross Society Computers & Other Electronic Devices and agree to abide by the directives as stated within.

(Print name) (Print witness’ name)

(Signature) (Witness’ signature)

(Date) (Date)
PRIVACY AND RELEASE OF INFORMATION

POLICY STATEMENT:

The Canadian Red Cross Society recognizes its responsibility for all personal information under its care and control. The Society is committed to ensuring the privacy of all personal information and to collecting, using, disclosing and disposing of such information responsibly. Personal information collected will be treated as confidential and will be used only for the purposes for which it is collected and only retained as long as required by law.

This policy does not rescind, replace or otherwise override any specific agreement an individual has entered into with the Society, including any policy or agreement concerning the confidentiality of information.

Prior to or upon assuming their official duties, all individuals will receive and sign a copy of this policy, certifying they have read and agree to abide by the standards as defined. The Society will distribute and make readily available to Individuals its policy on privacy regarding the management of personal information in its possession.

PURPOSE:

The purpose of this policy is to establish guidelines to ensure the appropriate collection, use, disclosure and secure destruction of personal information is in compliance with all applicable federal and provincial/territorial legislation.

SCOPE:

This policy applies to all personnel as a condition of employment, placement, volunteer status or contracted services with the Society.

This policy governs all personal information regarding personnel that is collected, used and retained by the Society.

DEFINITIONS:

Personal Information refers to any information, recorded in any form, whether provided in person, online, by telephone, by post or by any other means, about an identified individual, or an individual whose identity may be inferred or determined from the information. Personal Information includes but is not limited to an individual's home address, telephone number, social insurance number, date of birth, financial information, health benefits-related information and/or deployment-related medical documentation. Information on a business card is not considered private Personal Information for the purposes of this policy.

The Privacy Officer of the Society is the designated representative accountable for the organization's compliance to all applicable federal and provincial/territorial legislation and the fostering of a culture of privacy. The role of the Privacy Officer is to oversee all the activities related
to the development, implementation, maintenance and adherence to the organization’s privacy policies and procedures. These policies cover the collection, use, disclosure, destruction and privacy of personal information in compliance with applicable legislation.

**Individual** refers to applicants, employees, volunteers, students, delegates and third party service providers, whether current or former.

Refer to **1.2 - General Definitions** for other definitions of terms used in this policy.

**PROCEDURE AND APPLICATION:**

**H. Breach of Privacy:**

A breach of privacy occurs when personal information is collected, retained, used, disclosed or destroyed in ways that are not in accordance with the provisions of this policy.

Individuals who believe their rights have been violated or a breach of privacy has occurred may report their concerns confidentially in any of the following ways:

a) notify their supervisor and/or Human Resources;
b) notify the Privacy Officer at privacy@redcross.ca; or
c) utilize the Society’s *Integrity Protection* program, in cases where anonymity is preferred. For more information on this confidential third party ‘hotline’, refer to **2.3 – Integrity Protection.**

Individuals will be notified at the first reasonable opportunity if their personal information is lost, stolen or accessed by an unauthorized person or for an unauthorized purpose.

**I. Consent:**

Consent of the individual will be secured for the collection, use, or disclosure of personal information unless otherwise required by law. The Society considers that when an individual provides personal information, the individual consents to the collection, use and disclosure of the personal information in accordance with this policy.

**J. Collection of Personal Information:**

The Society collects personal information by fair and lawful means and from various sources, including verbal communication, correspondence, third parties and e-mail and Internet applications. The purposes for which personal information is collected will be identified by the Society at or before the time the information is collected and will be limited to that which is necessary for the purposes identified by the Society.

The Society will make every reasonable effort to ensure all personal information about individuals in the Society’s possession is as accurate, current and complete as necessary for the purposes for which the Society uses that information.
The purpose for the collection, use and possible disclosure of personal information includes, but is not limited to:

- recruitment purposes
- payroll and employment records
- performance management
- compliance with applicable labour or employment statutes
- health and safety and workers’ compensation records and claims
- driver information
- fundraising activities
- volunteer activities
- for any other purposes as are reasonably required for administering the relationship between the individual and the Society.

The Society limits access to personal information to those who management has determined need to possess the information to conduct their activities and to provide services and programs.

The Society will make every reasonable effort to maintain adequate physical, procedural and technical security with respect to Society offices and information storage facilities to prevent any loss, misuse, unauthorized access, disclosure, or modification of personal information entrusted to the Society.

K. Limiting Use and Disclosure of Personal Information:

Personal information will not be used or disclosed for purposes other than those for which it was collected, except with the consent of the individual or as required by law and pursuant to the express approval of the Privacy Officer.

The Society may disclose personal information of individuals to organizations that perform services on the Society’s behalf. Personal information will only be provided to these organizations if they contractually agree to act in a manner consistent with this policy. The Society does not permit the selling, trade, barter or exchange for consideration of any individual’s personal information.

L. Retention and Secure Destruction of Personal Information:

The Society retains personal information about individuals as long as the Society believes it may be required to fulfill the purpose for which it was collected. This period may extend beyond the end the individual’s relationship with the Society. When personal information is no longer required for Society purposes, the Society will take reasonable steps to destroy, delete, erase or convert the personal information into an anonymous form. Refer to 2.13 - Human Resources Records Retention for further information.
M. **External Requests for Personal Information:**

All individuals must ensure that any personal information to which they may have access remains confidential and is not used for personal gain or disclosed without proper authorization. All requests for personal information regarding any individuals associated with the Society must be referred to Human Resources, who will in turn refer to the Privacy Officer, as appropriate.

Only an individual's job title and business contact information may be disclosed without prior authorization from the individual in question except as authorized by law.

N. **Individual Access:**

The Society permits an individual to access and review his or her own personal information currently held by the Society. In the exceptional circumstance where the Privacy Officer determines information cannot be disclosed, the individual making the request will be provided with the reasons for non-disclosure.

In accordance with 2.13 - Human Resources Records Retention employees/volunteers may view or request a copy of any document in their personnel file. A representative from Human/Volunteer Resources must be present while the employee/volunteer reviews the file.

**BREACH OF POLICY:**

Misuse of personal information is considered a serious offence for which disciplinary action may be taken, up to and including termination of employment, placement, contract or volunteer position with the Society, and/or legal action as applicable.

Personnel who fail to comply with this policy during the course of their employment/engagement with the Society or following the conclusion of their services will be subject to disciplinary action, up to and including termination of employment/engagement with the Society, and/or legal action, as applicable.

**RESPONSIBILITIES:**

1. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders and, in consultation with the Privacy Officer and the Legal Department, maintaining, monitoring, and revising this policy, for authorizing exceptions, and for adhering to the best practices for the secure destruction of confidential Human Resources information.

2. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.
3. The Privacy Officer is responsible for monitoring the aspects of Society activities that involve the actual or potential collection, use, disclosure, or destruction of the Personal Information of individuals. He/she is also responsible for the development of policies and procedures relating to the personal information of individuals.

INQUIRIES:

Questions regarding the application or interpretation of this policy; what constitutes personal information; the proper collection, use, management, disclosure or destruction of personal information by or on behalf of the Society should be referred to Human Resources and/or the Privacy Officer.

REFERENCES:

1.2 – General Definitions
2.3 – Integrity Protection
2.8 – Use of Canadian Red Cross Society Computers & Other Electronic Devices
2.13 – Human Resources Records Retention

<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td></td>
<td>National Director, Human Resources and Volunteer Services</td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td></td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>April 2009</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>

I have read and understood 2.9 - Privacy and Release of Information and agree to abide by the directives as stated within.

(Print name) (Print witness’s name)

(Signature) (Witness’s signature)
WORKPLACE SAFETY and INJURY PREVENTION PROCEDURE

A. Overview

In compliance with pertinent legislation The Canadian Red Cross Society provides a safe and healthy work environment through the use of comprehensive health and safety policies and programs.

B. Related Policy Statement

**Workplace Safety and Injury Prevention Policy** - The Canadian Red Cross Society is committed to preventing personal injury and providing and maintaining a safe and healthy work environment for all employees. Safe practices and procedures must be integrated into all activities and will comply with pertinent federal and provincial/territorial legislation.

All employees are responsible for their own and others safety and as such are expected to report any potential safety hazards immediately to their supervisor. Employees should also not create hazards in the course of their duties (e.g. file drawers left open, leaving materials and/or equipment in unsafe places, etc.). The policy applies to all in-Canada employees of The Canadian Red Cross Society.

C. Definitions

**Hazardous Act:**

Any activity or work procedure which results in an unacceptable risk of injury to people or damage to property or equipment.

**Hazardous Condition:**

Any circumstance which results in an unacceptable risk of injury to people or damage to property or equipment.

**Occupational Health & Safety (OH&S):**

A comprehensive health & safety system is a collection of workplace health and safety policies and programs designed to ensure the workers’ health and safety and which meet provincial/territorial guidelines.

**Joint Occupational Health & Safety Committee (JOH&SC):**

Committees comprised of employee and management representatives that are mandated by provincial/territorial occupational health and safety statute. The Committee’s goal is to meet regularly and to monitor the Society’s compliance.
D. Procedure Details

**NB:** All GMs will report according to the **compliance requirements** to the National Director, Human Resources, regarding their compliance with this policy.

### A. Workplace Safety:

It is the responsibility of each location to implement and follow the requirements listed below:

i. Regularly scheduled workplace safety inspections shall be conducted at each Red Cross location as a means to identify, assess, and control any unsafe conditions or work procedures which may, if left uncorrected, cause personal injury or illness, property damage, or loss of process.

ii. All employees are responsible for maintaining awareness of any unsafe work hazards within their work environment, for their safety and the safety of their work area, and for the safety of other Red Cross employees within their area.

iii. Employees must immediately report all incidents, injuries, and potential hazards to their supervisor/manager.

iv. The commitment of the Red Cross to employee health and safety is built on an internal responsibility system. Employees and employer must work together to ensure a healthy and safe work environment is maintained. To this end, required locations, or one regional location representing multi-site locations, shall establish and facilitate the operation of JOH&SC. Where the location is too small to warrant a Committee, one person will be responsible for OH&S issues in accordance with provincial/territorial legislation.

v. Personal protective clothing and equipment are items used by the employee to reduce the risk of injury while performing specific duties, e.g., gloves, goggles, steel-toed boots, etc. The requirement of protective clothing and equipment is defined by the operational standards of the applicable programs and services, and are distributed by the Red Cross as appropriate.

vi. Where reasonably possible, the Red Cross shall ensure that less harmful materials are substituted for hazardous materials being used in the workplace. Work design and administrative controls shall be used to minimize or eliminate employee exposure to hazardous materials.
vii. An employee’s right to refuse to work due to unsafe working conditions is governed by the provincial/territorial Occupational Health & Safety Act.

B. Location Responsibility:

i. All locations shall adhere to their applicable provincial/territorial occupational health and safety legislation. This may include the maintenance of Joint Occupational Health and Safety Committees/persons, regular workplace inspections, incident investigations, the management of Workplace Hazardous Materials Information System (WHMIS), and employee training pursuant to such legislations.

ii. All locations must post a copy of the applicable provincial/territorial Occupational Health and Safety Act and this policy in an area where employees will see it. Where this is not feasible, a notice must be posted indicating where the Occupational Health and Safety Act could be found.

iii. All locations must have the following up to dates documents available for employees:
   
   • the Occupational Health & Safety Act,
   • a Guide to the Occupational Health & Safety Act,
   • a Guide for Joint Occupational Health & Safety Committees, and
   • First Aid Regulations.

iv. All locations must visibly identify and display first aid kits in accordance with regulations.

v. All locations must visibly post a fire evacuation plan for employees to follow in case of emergencies.

C. Management Responsibility:

i. All supervisory employees must be familiar with their obligations under the applicable provincial/territorial Health and Safety legislation. All employees must be familiarized with the legislation as part of their orientation.

ii. Supervisors/managers are accountable for maintaining a safe and healthy work environment and ensuring that reasonable precautions are in place to reduce the risk of illness or injury to employees.

iii. All incidents and injuries must be reported immediately to your supervisor. Refer to the Forms section of this manual.

D. Injury Prevention:
The Red Cross is responsible for providing all employees with the knowledge required to work safely with hazardous materials that they may be in contact with throughout the course of their job.

As such, employees will be:

i. encouraged to bring any safety concerns or occurrences that have the potential of causing injury to the attention of their supervisor/manager;

ii. informed of general guidelines for office safety established at each office and/or the Zone office;

iii. educated about safe lifting and moving practices; and

iv. informed of general and specific safety practices applicable to their duties.

E. Workplace Hazardous Materials Information System (WHMIS):

i. The Workplace Hazardous Materials Control Program shall include information pertaining to the identification, safe use, storage, transportation, spill cleanup, and disposal of all workplace hazardous materials as outlined by the applicable Workplace Hazardous Materials Information System (WHMIS) legislation.

ii. Each location must have in place the following three (3) components of WHMIS:

   a) Inventory: All hazardous substances on the premises, including satellite offices, must be identified, documented, and reviewed internally.

   b) Material Safety Data Sheets (MSDS): Must be obtained for all hazardous products, filed, kept up-to-date, and be accessible to all staff when needed.

   c) Training: Employees will receive WHMIS training subject to the hazards in their position and in accordance with federal/provincial/territorial WHMIS legislation. Employees not working with controlled products will receive training on the general knowledge of WHMIS and its requirements. Employees working with controlled products will receive training on specific hazards in their position prior to working in that position. Re-training will occur depending on changes in circumstances such as hazards or position responsibilities, or at minimum, on an annual basis.
iii. Employees will be informed and educated on any hazardous materials, processes, or practice that may be encountered in their job or workplace. It is the employer’s responsibility to ensure employees have the tools required to understand hazards in their position. A record of the employee’s WHMIS education must be kept in his/her personnel file.

iv. A list should also be kept of all staff that completed the initial education or have attended update sessions.

F. Working Alone:

For employees working alone or in dangerous positions/situations, most provincial/territorial Occupational Health & Safety legislation provide guidelines for those working alone safely, such as:

- ability for employee to make contact with others or being checked up on by others;
- possession of a cell phone for drivers;
- having employees supply a travel plan when making long trips;
- ensuring vehicles are well maintained; and,
- ensuring first aid kit and appropriate emergency supplies are provided.

Refer to your provincial/territorial Occupational Health & Safety for more details on working alone safely.

E. Responsibilities

iv. The National Director, Human Resources, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

v. Members of the Society Management Team are responsible for applying and implementing this policy in each of their respective areas.

F. References

N/A
PREVENTION OF VIOLENCE IN THE WORKPLACE

POLICY STATEMENT:

The Society is committed to providing a safe work environment and recognizes that workplace violence is a health and safety issue. The Society is committed to preventing incidents of workplace violence by assessing the risks of workplace violence and by developing and maintaining a program to implement 3.2 – Prevention of Violence in the Workplace that includes measures and procedures that:

i. define everyone’s rights and responsibilities for a healthy and safe workplace environment,
ii. control the risks of workplace violence incidents,
iii. provide a means to summon assistance when required,
iv. facilitate the reporting of workplace violence incidents, and
v. investigate and deal with workplace violence incidents and complaints.

All incidents and alleged incidents of workplace violence, regardless of magnitude or who it may involve, will be treated seriously and must be reported immediately to the supervisor and, when required, the police. All incidents of workplace violence will be investigated.

The Society will not tolerate or accept any acts of violence or violent behaviour whatever the cause or whoever the perpetrator. An employee that subjects another employee to workplace violence or otherwise violates this Policy may be subject to disciplinary action, up to and including immediate termination for just cause.

NOTE: During times of disaster response, expedited processes may be required in consultation with Human Resources.

PURPOSE:

The purpose of this policy is to define what constitutes workplace violence and to provide direction for reporting and investigating workplace violence.

SCOPE:

This policy applies to all acts or threats of workplace violence involving employees, volunteers, delegates, students, clients, third party service providers, suppliers, and visitors to The Canadian Red Cross Society.

DEFINITIONS:

Workplace violence means:
3.2 – Prevention of Violence in the Workplace

The Canadian Red Cross Society

Section 3, Health and Safety

Human Resources Policy Manual

The exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker,

An attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker,

A statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace that could cause physical injury to the worker.

Some types of violence include, but are not limited to swearing, verbal abuse, pranks, arguments, property damage, vandalism, sabotage, pushing, hitting, stalking, theft, physical assaults, psychological trauma, anger-related incidents, utterance of threats of violence.

Workplace, for the purposes of this policy, includes any location in which employees and/or volunteers are engaged in Society business activities necessary to perform their duties. This includes, but is not limited to, Society buildings, Society parking lots, Society organized social events, field locations, clients’ homes, and off-site business related functions including travel.

PROCEDURE AND APPLICATION:

All individuals are reminded of their obligation to follow The Canadian Red Cross Society’s 2.1 - Code of Conduct, the Fundamental Principles, and to adhere to policies and procedures aimed at ensuring a positive work environment.

The provincial Occupational Health and Safety Acts and the Criminal Code may apply to acts of violence in the workplace.

In accordance with provincial legislative requirements, this policy will be posted in a conspicuous area in all Society locations.

IMMEDIATE RESPONSE TO VIOLENT ACTS IN THE WORKPLACE

- If you witness an act of workplace violence in progress or if an individual becomes violent and your safety is at risk, leave the area immediately and call 911 or the emergency medical service number in your area.

- Victims of workplace violence must remain in a safe location and be available for investigation until the investigation is complete.

- First aid and/or medical attention will be provided as required through a designated first aid attendant, local medical care facility or the individual’s attending physician.

- Inform your supervisor and/or Human Resources of the incident.
A. **Rights:**

Everyone has the right to:

- a workplace that is free of the risk of violence or the threat of violence;
- file a complaint when the workplace is not free from violence;
- refuse to work where he or she has reason to believe that workplace violence is likely to endanger himself or herself.

B. **Training:**

All individuals upon hiring or engagement with the Society will receive training regarding this policy.

C. **Obligations:**

1. **Employees & volunteers** are responsible for:

   - taking all threats of violence seriously;
   - ensuring as much as possible, the security of their workplace;
   - being familiar with this policy and the process to follow for dealing with workplace threats and emergencies;
   - attending mandatory training sessions regarding violence in the workplace;
   - reporting all threats, physical or verbal, and/or any disruptive behaviour of any individual to the appropriate supervisor and/or Human Resources;
   - co-operate with any efforts to investigate and resolve matters arising under this Policy;
   - reporting incidents of violence immediately to the supervisor or police, as the case may necessitate; and
   - remain available to assist in an investigation, as required.

2. **Supervisors** are responsible for:

   - taking all threats of violence seriously; and taking appropriate action
   - ensuring all individuals in their area are aware of this policy and know the procedures for dealing with workplace violence threats and emergencies;
   - facilitating employee attendance at training sessions provided on violence in the workplace and maintaining records of employee attendance;
   - setting clear standards of conduct and performance, addressing employee/volunteer problems promptly, and using the probationary period, performance counselling, disciplinary process, and dispute resolution practices conscientiously;
   - assessing the risk of violence in their area, minimizing those risks where necessary or reasonably possible and informing employees of potential risks;
   - responding to potential threats, escalating situations and incidents of violence immediately;
3.2 – Prevention of Violence in the Workplace
Section 3, Health and Safety

The Canadian Red Cross Society Human Resources Policy Manual

- utilizing proper resources including: first aid providers, local law enforcement and medical services, human resources staff, and the applicable Joint Occupational Health and Safety Committee (JOHSC);
- ensuring that workers do not continue to work in situations in which they are at risk of workplace violence and, where possible and permissible, reassigning the worker reasonable alternative work during the investigation of the situation and/or while the risk continues;
- documenting all incidents of violence in the workplace and reporting all threats and incidents to Human Resources and to the JOHSC;
- participating in investigations as required, and in consultation with Human Resources, determining whether sufficient evidence exists to justify taking disciplinary action or discharging the individual.

3. Human Resources is responsible for:

- taking all threats of violence seriously, and taking appropriate action
- ensuring supervisors are aware of the policy and for providing the necessary tools required for supervisors to ensure a healthy and safe work environment for all individuals;
- providing awareness and tools for employees and volunteers;
- ensuring training is available to employees and volunteers;
- providing technical expertise and consultation to help supervisors determine the appropriate course of investigative action to be taken in specific situations;
- determining whether sufficient evidence exists to justify taking disciplinary action once the investigation of any misconduct is complete; and
- assisting supervisors in determining reasonable accommodation for victims of workplace violence, as appropriate

4. The Joint Occupational Health & Safety Committees (JOHSC) or designate is responsible for:

- conducting regular risk assessments within their facilities and developing location-specific procedures, in accordance with the applicable provincial Health & Safety Legislation;
- keeping management apprised of any risks of workplace violence and security gaps; and
- investigating, as required by Human Resources, where a worker has refused to work because of a risk of workplace violence or where serious injury has resulted from workplace violence.

5. The Employee Assistance Program (EAP) can be helpful in:

- providing short-term counselling and referral services to employees and, where applicable, specific volunteers;
- providing on-site training, when requested;
- providing counselling for supervisors, managers and Human Resources staff,
volunteers on strategies for dealing with potentially violent employees and volunteers to promote early intervention and prevention; and

- providing critical incident stress debriefings.

D. Preventative Measures:

Prevention of workplace violence is the most important part of any program. At its core, it involves awareness by Society management, employees and volunteers on the potential of violence and identifying steps to be taken to control the risks of incidents that have been identified in assessments carried out under the policy.

i. Policies and procedures:

The Society has developed clear policies and procedures on workplace violence for which all employees and volunteers receive training and education upon hiring and engagement with the Society.

ii. Pre-employment screening:

Proper screening of potential employees and volunteers is essential in identifying individuals who may pose a risk of violence in the workplace prior to their hiring or engagement with the Society. Refer to 5.5 - Screening for further information.

iii. Code of Conduct:

All employees, volunteers, delegates, students, and third party services are required to read, sign and abide by 2.1 - Code of Conduct.

iv. Security:

Maintaining a safe workplace is part of any good prevention program. To ensure the safety of individuals in the workplace, the Society has undertaken risk assessments and has identified and implemented the following security measures as required:

- employee identification badges and/or coded key access cards,
- physical barriers,
- guard services,
- video surveillance, and/or
- alarm buttons.

In all areas, employees and volunteers should be aware of their surroundings and report any safety concerns or suggestions to Human Resources and their supervisor.

v. Employee Assistance Program (EAP):

The EAP program is available to employees and their families and should be
encouraged as the first line of support and intervention when an employee is distressed or in crisis. When a volunteer requires EAP services, the supervisor must contact Human Resources for access.

vi. Work and family life programs:

The Society encourages supervisors to be flexible with work arrangements when work and family balance issues are raised. Supervisors should refer to Human Resources to review possible leave options.

vii. Mutual respect:

All individuals need to be aware of the fact that interpersonal behaviours can dramatically affect the possibility of a violent incident. Relations among all those in the Society family, including clients, should include mutual respect for one another and an awareness of the importance of human dignity.

E. Dispute resolution:

The Society’s 2.4 - Workplace Problem Resolution and ___ Client Complaints are critical to providing individuals with a constructive outlet for their concerns to avoid any build up of frustrations. Where there is interpersonal conflict, Human Resources personnel can arrange for mediation, if appropriate. Where the situation involves a client, resolution should be referred to management within the applicable program.

F. Domestic Violence/History of Violent Behaviour:

In the event the Society becomes aware, or ought reasonably to be aware, that domestic violence or that an individual with a history of violent behaviour will likely expose a worker to physical injury in the workplace, the Society will take every precaution reasonable in the circumstances for the protection of individuals at the Society.

i. Provision of Information:

The Society and/or supervisors, with the guidance of Human Resources, will provide information, including personal information, to workers related to the risk of workplace violence from a person with a history of violent behaviour, if the worker can be expected to encounter that person in the course of their work AND the risk of workplace violence is likely to expose the worker to physical injury. Personal information provided will be limited to information that is reasonably necessary to protect worker(s) from physical injury.
G. Reporting Acts or Threats of Workplace Violence:

All individuals have a duty to disclose any criminal activity in the workplace to the Society. All incidents must be reported, in writing, to management and Human Resources immediately. All incidents will be responded to and investigated to eliminate the risk of reoccurrence.

i. Where a threat of violence has occurred:

- management personnel and Human Resources must be notified,
- if the person who is uttering the threat is at the worksite, s/he will be removed prior to any further action,
- the police will be notified, as circumstances dictate,
- an investigation will be conducted by a trained workplace investigator, designated by Human Resources.

ii. Where an act of violence has occurred, workplace injury protocols will be followed:

- The police will be notified, as well as management personnel and Human Resources,
- the perpetrator must be removed (by police where there is an ongoing threat),
- the site must be secured,
- an investigation will be conducted by a trained workplace investigator designated by Human Resources, unless police procedures take precedence, as the circumstances dictate.

iii. Union involvement:

If an employee involved in the workplace violence incident is a member of a union, the union will be notified and apprised of the investigation process.

iv. Police involvement:

In the event of a serious incident in which the police are involved, police procedures will take precedence over this policy.

H. Investigating Incidents of Workplace Violence:

Once the alleged violent perpetrator has been removed and the area secured, Human Resources will order a formal investigation of the incident by a trained workplace investigator. The police may also conduct an investigation, depending upon the circumstances surrounding the incident.
I. Violence Incidents Involving Clients:

Where a violence incident includes a client, refer to 3.9 – Protection of Vulnerable Clients for further information. Individual programs may also have further procedures regarding violence.

J. Investigation information:

No investigation information will be kept on an employee’s personnel file with the exception of official disciplinary action taken and/or termination papers. Workplace violence investigation information will be kept indefinitely in a separate file.

K. Confidentiality:

Reports and complaints of workplace violence will be received and investigated in a confidential manner. All reports and complaints of workplace violence will be considered personal information supplied in confidence.

The name of the complainant and the circumstances of the report or complaint will not be disclosed to any person except where disclosure is necessary for the purpose of investigating the report or complaint. The substance of investigative reports and meetings held by those in authoritative positions regardless of whether it is substantiated will be protected from disclosure to third parties, except where required for legal reasons.

Strict confidentiality cannot be guaranteed to anyone who files a report or makes a complaint of workplace violence. If a report or complaint goes through investigation, the respondent and other individuals involved may be made aware of circumstances in the report or complaint, as may be necessary or on a “need-to-know” basis.

L. Work Refusal:

Individuals have the right to refuse to work where he or she has reason to believe that workplace violence is likely to endanger them. Such individuals must inform their supervisor if there is a risk of workplace violence, accept alternate work arrangements, and be available during the investigation process.

M. Legal Parameters:

Nothing in this policy shall be deemed to limit the right of an individual to report a threat or incident of workplace violence to the police or legal authority in their community.

N. Criminal Activity:

An act of violence committed or threatened by anyone at the Society is a serious offence and may be a violation of the Criminal Code. Where the conduct involves or may involve criminal activity, the Society reserves the right to invoke criminal charges as required.
3.2 – Prevention of Violence in the Workplace  
Section 3, Health and Safety  
Human Resources Policy Manual

The Canadian Red Cross Society

BREACH OF POLICY:

If the act or threat of violence is substantiated, the offender will be subject to immediate disciplinary action, up to and including termination of employment or engagement with the Society. The criteria in determining the level of disciplinary action will be based on fact, and will take into account harm to the individual, harm to the Society and its reputation, and whether or not there was an unequal power relationship.

This policy prohibits reprisals against individuals who have made good faith complaints or provided information regarding a complaint or incident of workplace violence. Individuals who engage in reprisals or threats of reprisals may be disciplined, up to and including termination of employment or engagement with the Society for just cause.

RESPONSIBILITIES:

1. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; for taking all threats of violence seriously; and for maintaining a confidential record of workplace violence reports and complaints received, the nature of these reports and complaints, the outcome of the investigations, corrective action taken, and reporting the results to the Secretary General and CEO.

2. Members of the Executive Management Committee (EMC) are responsible for:

   - taking all threats of violence seriously;
   - applying and implementing this policy in each of their respective areas;
   - ensuring that all individuals are trained and aware of the procedures within the policy and the process to follow in the case of a workplace violence incident;
   - ensuring the security of all buildings and offices;
   - ensuring compliance with applicable provincial Health and Safety legislation.

INQUIRIES:

Questions regarding the application or interpretation of this policy are to be referred to Human Resources.

REFERENCES:

2.1 – Code of Conduct  
2.4 2.4 - Workplace Problem Resolution  
2.13– Human Resources Records Retention  
3.3 – Work-Life Balance  
3.9 – Protection of Vulnerable Clients  
5.5 – Screening  
Provincial Occupational Health and Safety Acts  
Criminal Code
<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td></td>
<td>National Director, Human Resources and Volunteer Services</td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>PO-HR-2.9-May05</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>May 2010</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>
WORK-LIFE BALANCE PROCEDURE

A. Overview

Ensuring a proper work-life balance can reduce stress, increase productivity, motivation and commitment, improve wellness, and improve the quality of our life. If the balance between work and home life is wrong, it can result in damaging short- and long-term consequences for the individual, their family, The CRCS, and even the community as a whole.

B. Related Policy Statement

Work-Life Balance Policy - A complex interaction of factors converging in the workplace can generate work-life conflicts that place stress on individuals, families and the communities they live in. Work-life conflicts have an impact on workplace wellness, productivity and family life of employees and volunteers.

Employees and volunteers of The CRCS are often called upon to go above and beyond their normal work days to assist the vulnerable, especially during disasters and emergencies. However, The CRCS’s vital role in the alleviation of suffering is maximized when individuals are able to pursue personal wellness and to maintain family responsibilities, despite changing workplace demands.

C. Definitions

Work-Life Balance:

Work-life balance is about a partnership between The CRCS and its personnel to identify how both can benefit from positive, wellness-oriented working practices. The CRCS realizes that employees and volunteers juggle a range of activities, interests and relationships outside of work and strive to meet the demands of the workplace for quality programs and services.

Wellness:

Wellness concerns our social interactions, our mind, our feelings, our occupational happiness and our spirituality. It is about the choices we make to achieve integration and balance among these components and to engage in a lifestyle that facilitates excellence, high energy levels and optimal functioning.

“Wellness is a conscious and deliberate approach to an advanced state of physical, psychological and spiritual health”. (H.L. Dunn, 1954)
D. Procedure Details

To encourage a positive balance between employees’ and volunteers’ work and home life, the following are available:

a) When determining operational goals and objectives, managerial employees will be cognizant of work-life balance issues.

b) Wellness @ Work: Is an ongoing program that utilizes site-specific wellness committees to meet regularly to discuss, plan and recommend initiatives aimed at improving workplace satisfaction. (For more information, speak to your local HR representative).

c) Flexible Work Arrangements (e.g. flex hours, job sharing and telework).  

d) Compensation During Emergency Response.

e) Paid and unpaid family leaves.

f) Employee Assistance Program (EAP).

Employees: Warren Shepell 1-800-387-4765 (English) 1-800-361-5676 (French)

Volunteers and Casual: The Employee Assistance Program may be available in specific situations. Volunteers should contact their HR representative.

www.warrenshepell.com (User Name: shepell, Password: h3a584)

E. Responsibilities

1. The National Director, Human Resources, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

2. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

F. References

1. Hours of Work, Section E. Flexible Work Arrangements, in your applicable Conditions of Employment.
2. Section 5.9 – Compensation for Employees Engaged in Emergency Response Activities.


4. Section 2.6 – Employee Assistance Program.

5. Literature, tools, newsletters and workbooks from various providers are available on the shared directories and from the HR department, including coverage of extensive topics provided by Warren Shepell.

6. As well, there is a wealth of resources on the Internet concerning work-life balance and workplace wellness.
ALCOHOL AND DRUG ABUSE PROCEDURE

E. Overview

Substance abuse or addiction can have a serious impact on the health and well being of the affected individuals, which can lead to a negative impact on day to day operations.

F. Related Policy Statement

Alcohol and Drug Abuse Policy - The CRCS acknowledges that alcohol or drug abuse or addiction can have a serious impact to the health and well being of employees and volunteers. In turn, it can negatively impact day to day operations, or the public image, of The CRCS. The CRCS will not tolerate employees or volunteers reporting to work under the influence of alcohol or drugs and therefore encourages early treatment and rehabilitation as vital to the ongoing viability of the employment relationship.

This policy addresses instances of alcohol abuse which affect the job performance of the individual, his/her co-workers, or the safety of the workplace and is not meant to address authorized CRC social activities where alcohol is served. The consumption of alcohol at CRCS locations is generally prohibited except at times and locations specifically authorized by management.

Note: All employees and volunteers have the responsibility to encourage a safe and harmonious work environment. Where substance abuse is suspected, it is to be raised with the applicable supervisor/manager. Employees or volunteers who report to work under the influence of drugs or alcohol will be sent home and may be subject to disciplinary action or dismissal.

G. Definitions

Alcohol or drug abuse/substance abuse:

A behavior in which a person's use of any alcoholic beverage or drug interferes, or has the potential to interfere, with the individual's health and/or job performance.

H. Procedure Details

A. Standards of Performance:

i. Sub-standard performance due to alcoholism or drug dependency will not be tolerated.
ii. Employees and volunteers are prohibited from working while their ability is impaired by the effects of alcohol or drugs.

iii. The confidential nature of medical records of individuals with substance abuse problems will be strictly preserved.

B. Treatment Programs:

i. The same benefits and insurance coverage will be available for employees who accept an approved course of treatment for substance abuse, subject to the terms of The CRCS benefits and insurance plans.

ii. Persons participating in an ongoing alcoholism or drug abuse treatment program will be expected to meet existing job performance standards and established work rules, as may be modified by any temporary work accommodation arrangement. Temporary modifications to work assignments to support an individual through a treatment program may include changes to the hours of work, the removal of certain tasks, or other arrangements that might be indicated.

iii. Persons with alcohol or drug abuse problems shall be referred to the Employee Assistance Program (EAP). Volunteers will be permitted access to EAP on an individual basis. Referrals to EAP may be mandatory in certain situations.¹

iv. No person with substance abuse problems will have either job security or promotional opportunities jeopardized for having requested diagnosis and treatment.

C. Disciplinary Action:

i. Any individual reporting for duty while their ability to work is affected by alcohol, drugs or other substances will not be permitted to remain on the premises and may be subject to disciplinary action. This will also include “sober” individuals who may have alcohol on their breath, as interface with co-workers, donors, clients or the general public could have a negative impact on The CRCS.

ii. Any individual drinking on The CRCS premises without permission will be subject to disciplinary action.

iii. Individuals who have either relapsed or have not been successful in the above-mentioned treatment program, despite workplace accommodation, may have their employment terminated, with cause, if there is a recurring impact on job performance and/or the work environment.
iv. Nothing in this statement of policy is to be interpreted as constituting a waiver of management’s right to maintain discipline or the right to take disciplinary measures in the case of misconduct resulting from alcoholism or drug abuse problems, up to and including termination.

I. Responsibilities

6. The National Director, Human Resources, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

7. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

J. References

1. 2.6 – Employee Assistance Program
SMOKING PROCEDURE

A. Overview

The Canadian Red Cross Society maintains a smoke-free environment inside all Red Cross facilities and authorized vehicles.

B. Related Policy Statement

**Smoking Policy** - It is the policy of The Canadian Red Cross Society to provide a smoke-free environment. Smoking inside all Red Cross facilities and vehicles is prohibited. This policy also applies to anyone visiting Red Cross facilities.

C. Definitions

**Workplace:**

The workplace consists of the shared physical and social surroundings where work activities take place.

**Identifiable Red Cross Vehicles:**

Vehicles owned and operated by the Red Cross and/or those bearing the emblem.

D. Procedure Details

A. **Smoking During Work Hours:**

   i. Designated smoking areas within Red Cross buildings are prohibited.

   ii. Smoking is prohibited in identifiable Red Cross vehicles at all times and in private vehicles while transporting Red Cross clients.

   iii. Smoking is prohibited at clients’ residences. When working a shift of five (5) hours or more, smoking in a pre-determined and agreed upon place (outside of the residence) is acceptable with prior approval from the client and supervisor/manager.

   iv. Employees and volunteers working in long-term care facilities must abide by the smoking regulations of the establishment.

   v. Employees and volunteers wishing to smoke during work hours must do so off premises as part of their normal meal and rest periods.

   vi. For employees and volunteers on International missions and/or working at disaster sites, local arrangements will prevail.
B. Regional Director Responsibilities*:

i. In accordance with municipal by-laws, the Regional Director (or designate) will determine:

- where on the grounds of each office/location smoking is permitted;
- how employees and volunteers are made aware of the policy; and
- appropriate disciplinary action for violators.

ii. It is the responsibility of the Regional Director or designate to ensure that the required signage has been posted at every entrance to the workplace. When necessary, clients, donors, or visitors should be politely and discreetly informed of the smoke free policy.

iii. Where the Red Cross is sharing premises, it may not be possible to designate the facility smoke free. In this case, designated smoking areas should be established by the Regional Director, or designate, in consultation with the other organization(s) located on the same premises.

* in the case of Zone offices, Community Health Services (CHS) Head Office, and National Office, the General Managers, and the National Director, Human Resources are responsible respectively, and will delegate appropriately.

C. Municipal Smoke-Free Workplace By-law:

i. Awareness of and compliance with local municipal by-laws regarding smoking in the workplace and other public areas where Red Cross programs and services are delivered is essential.

ii. Municipal By-law Enforcement Officers can, upon identifying themselves, carry out investigations or inspections in workplaces with respect to municipal smoke-free workplace by-laws.

iii. Any employer, employee or volunteer who is convicted of an offence under the municipal smoke-free workplace by-law may be subject to a fine.

D. Smoking Cessation Programs:

The Society encourages all employees to quit smoking. To this end, various smoking cessation options are available to the employee. Refer to the employee benefits program, Employee Assistance Program (EAP), Wellness @ Work program, and local initiatives.

E. Responsibilities
8. The National Director, Human Resources, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

9. Members of the Society Management Team are responsible for applying and implementing this policy in each of their respective areas.

F. References

N/A
USE of VEHICLES PROCEDURE

A. Overview

Employees and volunteers with driving responsibilities, unless prior approval is received from the proper authority, are required to use Red Cross vehicles to carry out the business of the Society.

B. Related Policy Statement

Use of Vehicles Policy - The Canadian Red Cross Society owns or leases vehicles intended for use by employees and volunteers in the discharge of certain duties. Employees and volunteers authorized to use Red Cross vehicles, and required to do so, are expected to use such vehicles in a safe and appropriate manner.

The Society recognizes that use of private vehicles may be required occasionally, or for part of the regular workday. Safety of the employee, volunteer, and client are prime considerations when a decision to use a private vehicle is made. The policy applies to all in-Canada employees and volunteers of The Canadian Red Cross Society.

C. Definitions

Identifiable Red Cross Vehicles:

Vehicles owned and operated by the Red Cross and/or those bearing the emblem.

D. Procedure Details

A. Use of Society Vehicles:

i. The purpose of Society vehicles is to enable employees to carry out the business of the Society in a cost effective and convenient manner, while providing visibility for Red Cross services.

ii. Use of Society vehicles for personal purposes is not permitted and requires prior approval by the Regional/Program Director.

iii. Drivers of Red Cross vehicles must have current first aid training and must stop at moving vehicle collisions to provide first aid, if necessary.

iv. Smoking is prohibited in Red Cross vehicles.

v. To operate a Society vehicle, employees and volunteers must:
• Employees must provide and have in their personnel file an abstract of their driving record covering the past three (3) years. These can be obtained from any Motor Vehicle. Volunteers should refer to the National Volunteer Standards & Guidelines for applicable requirements;

• Hold a valid driver’s license for the province/territory in which they are resident. Employees are responsible to ensure a copy is on file;

• Complete and remain certified in Emergency First Aid.

vi. It is the responsibility of the driver to ensure that:

• The vehicle is kept clean, washed, and free from damage at all times;

• Fluid levels are full (windshield washer, oil, etc.);

• When a vehicle is returned, the gas tank is full and all personal property and material have been removed.

• The vehicle has a first aid kit, flashlight, ice scraper, and depending on weather conditions, program responsibilities, and distance driven, other emergency supplies as indicated in the “Car Kit Checklist” in The Canadian Red Cross “Be Prepared Not Scared” booklet.

Provincial/territorial transportation legislation may require other emergency supplies depending on the vehicle class driven.

B. Use of Private Vehicles:

Where the Society requires employees or volunteers to drive a vehicle as a job requirement and does not provide a vehicle for that purpose, the employee or volunteer will be required to provide their own transportation. In such case:

i. Temporary insignia such as magnetic signs and dashboard signs are to be used only when on official Red Cross duty and with the authorization of the Program Manager or Regional Director.

ii. Smoking is prohibited in the vehicle when transporting Red Cross clients or if there is a temporary insignia installed.

iii. It is the employee or volunteer’s responsibility to ensure the vehicle is insured to cover the activities required.
iv. Where an employee is using his/her vehicle for occasional business travel, please refer to 5.6 – Expenses: Short-term Business Travel or 5.7 – Expenses: Long-term Business Travel.

C. General Guidelines:

   i. Drivers are expected to exercise care and to follow all operating instructions, safety standards, and guidelines.

   ii. Drivers must not take advantage of the Red Cross emblem on vehicles to drive or park illegally.

   iii. Only authorized passengers must be transported in Red Cross vehicles.

   iv. The driver and all passengers in Red Cross vehicles are required to wear seat belts.

   v. The Society will not assume responsibility for any loss or theft of personal items left in Society vehicles.

   vi. Traffic regulations must be adhered to at all times. In the event of a traffic violation, the Society will not assume responsibility for costs incurred as a result of speeding, parking fines, or other traffic infractions.

   vii. The improper, careless, negligent, destructive, or unsafe operation of vehicles, as well as excessive or avoidable traffic and parking violations, may result in disciplinary action, including dismissal.

   viii. The Regional Director or designate will establish infraction standards to determine when driving privileges will be revoked.

D. Vehicle Damage or Personal Injury:

   i. Employees and volunteers driving a vehicle while on Society business must make a written report of any incident in which they are involved regardless of vehicle damage or personal injury.

   ii. Society incident report forms are available from the branch/regional/zone office.

   iii. A supply of these forms is to be carried in Society vehicles at all times and completed in the event of vehicle damage or personal injury.

   iv. A driver using their own vehicle while conducting Society business, must report any vehicle damage or personal injury to their supervisor/manager.
and complete an incident report form immediately following the incident. The supervisor/manager must then report the incident to the Zone.

E. Responsibilities

10. The applicable Regional Director or designate, is responsible for ensuring that employees and volunteers with driving responsibilities are made aware of this policy.

11. The National Director, Human Resources, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

12. Members of the Society Management Team are responsible for applying and implementing this policy in each of their respective areas.

F. References

N/A
PROTECTION of VULNERABLE CLIENTS PROCEDURE

A. Overview

The use of proper risk management processes such as screening; orientation and reporting of misconduct are required to ensure the protection of vulnerable clients.

B. Related Policy Statement

Protection of Vulnerable Clients Policy - The Red Cross provides various programs and services that assist or protect people in vulnerable situations, including children and people with illnesses. To this end, in order to maintain the high quality of these programs and services, the Red Cross employs risk management practices.

C. Definitions

Vulnerable Clients:

Vulnerable people are those at greatest risk from situations that threaten their survival and safety, their security and well being, and their human dignity; mainly those with the least resources or capacities to assist themselves. Children and youth (under the age of majority), seniors and persons with disabilities are all considered vulnerable clients. Clients of temporary or permanent reduced capacity are also considered vulnerable clients under this policy.

Direct and Solitary Contact:

An employee or volunteer who is alone in any physical location, such as a car, home, training room, or pool, with one or more vulnerable clients.

Harassment:

Harassment comprises any unwelcome or objectionable, physical, visual or verbal conduct, comment or display, whether intended or unintended, that is insulting, humiliating or degrading to another person, or creates an intimidating, hostile or offensive environment and/or is on the basis of race, ethnicity, language, financial ability, religion, gender or sexual orientation, disability or age, or any other kind of discrimination which is prohibited by particular provincial/territorial legislation.

Bullying:

Bullying is an offensive, cruel, intimidating, insulting or humiliating behaviour which includes physical violence or the threat of physical violence. It can be physical or verbal, direct or indirect such as gossip. Bullying is considered harassment in general, unless
there is physical contact or a threat of violence, where it is considered violence. Bullying is ill treatment which is not addressed under human rights legislation or criminal codes.

Abuse:

Abuse includes any act of omission or commission – emotional, physical and sexual – which prevents critical needs of the abused individual from being met. Abuse may be in the form of neglect and can result in injury, impairment, intense or prolonged pain, or death.

D. Procedure Details

A. Red Cross Responsibility:

• The Red Cross will ensure that programs providing service to clients have risk management processes in place to prevent and/or minimize client risk issues.

B. Employee/Volunteer Responsibility:

• Employees and volunteers will undertake reasonable measures to ensure the safety of clients at all times during service delivery, including, but not limited to, the following of program risk management protocols.

• Documentation of client safety issues will be completed and reported as required. Any unsafe conditions will be reported to the applicable supervisor/manager immediately for investigation and follow-up.

• Refrain from having direct and solitary contact with vulnerable clients if not properly screened.

C. Screening and Orientation:

• Supervisors/Managers and volunteer coordinators must ensure that all employees and volunteers interacting directly and alone with vulnerable clients have had the appropriate level of screening¹.

• Supervisors/Managers and volunteer coordinators must inform employees and volunteers of these screening requirements during orientation so that employees and volunteers who have not had the appropriate level of screening refrain from having direct and solitary contact with vulnerable clients.

• All employees and volunteers providing service to clients will receive education regarding identification of client risk and safety issues.
D. Child Protection:

- Each employee/volunteer, especially those working with children/youth, must be aware of the Child Protection Act for his/her province/territory and take responsibility for the protection of Canada’s young people.

- It is recommended that employees and volunteers never be alone with children or youth, unless emergency situations require otherwise. Employees and volunteers should follow the two deep method – 2 adults or 2 children, but never 1:1 adult to child/youth ratio. Children/youth with adults may be out of hearing, but should not be out of sight or behind closed doors. Refer to program specific guidelines for clarification.

- The Canadian Red Cross Society sees discipline as an opportunity to teach. But in doing so, children/youth must never be physically disciplined or emotionally attacked. Effective discipline may be exercised without bullying or being abusive. The Canadian Red Cross Society does not condone abusive behaviour at any time.

E. Reporting Misconduct:

- Where an employee or volunteer develops concerns or suspicions regarding misconduct, inappropriate behaviour or abuse of a client, he/she must report such concerns to his/her immediate supervisor/manager and/or via other reporting norms or mechanisms.

E. Responsibilities

1. It is the responsibility of the supervisor/manager or the volunteer coordinator to ensure that employees and volunteers have been appropriately screened and oriented; ensuring that those who have not had the appropriate level of screening are not placed in positions requiring direct and solitary contact with vulnerable clients.

2. The National Director, Human Resources, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

3. Members of the Society Management Team and/or applicable national program directors are responsible for applying and implementing this policy in each of their respective areas.

F. References

1. The appropriate level of screening is defined in 3.4 – Screening Policy.
2. Refer to 7.5 – *Reporting Events and Disclosures* and its Appendix A – *Guidelines to Reporting Disclosures* for further information on reporting such concerns.
Canadian Red Cross Child Protection Policy
August 2011

A. Overview

All children have the right to safety and protection. The Canadian Red Cross, through its staff, volunteers, partners and other representatives (“Canadian Red Cross personnel”), is in contact with children across Canada and in countries around the world, in a variety of ways and in a wide range of settings. For purposes of this Policy, a Child is any human being under the age of 18 years.

It is essential that Canadian Red Cross personnel recognise the problem of violence against children, the impact it has, how to prevent it, and what to do in order to protect children when violence is suspected or known. Child abuse involves any form of physical, emotional and/or sexual mistreatment or lack of care that could cause physical injury or emotional damage to a child, whether done in person or through the use of technology (including but not limited to computers, the internet, cell phones, cameras, web cameras and other media). All forms of child abuse, actual or attempted, are considered unacceptable.

Canadian Red Cross is dedicated to taking the necessary steps to ensure that Red Cross personnel, in Canada and internationally, are made fully aware of and understand the importance of ensuring child protection, and adhere to this policy and the responsibilities it establishes for them, both organizationally and job related. Child protection entails responsibilities and activities undertaken to prevent or to stop violence and abuse against children.

B. Related Policy Statements (See Schedule “A”)

C. Values, Principles and Beliefs that Guide the Policy

- The “best interests of the child” are primary.
- All children, girls and boys, of all abilities and backgrounds have equal rights to safety in all settings and locations.
- Violence and abuse against children are never acceptable, in any form, location or setting.
- Violence against children has damaging and often long-lasting repercussions for children, their families and their communities.
- Children are vulnerable to violence and abuse due to their size, age, physical and psychological maturity, dependence and lack of power. While all children may be vulnerable, in some settings, some children may have a heightened risk of abuse and violence.
D. Forms of Child Abuse (See Schedule “B”)  

E. Responsibilities of the Organization  

It is the responsibility of the Board of Governors and Senior Management of the Canadian Red Cross to ensure that adequate attention and resources are devoted to assisting Canadian Red Cross personnel to understand and implement the objectives of this policy to advance Child Protection. This includes:  

- Providing adequate information, education, personnel screening and training at national, zone, regional, branch and delegation levels;  
- Reserving the right not to employ as personnel people that pose a risk to the safety of children, to the full extent permitted by law;  
- Maintaining appropriate confidentiality about concerns and allegations associated with this policy;  
- Ensuring appropriate responses to alleged breaches of this policy.

F. Responsibilities of Canadian Red Cross Personnel  

Canadian Red Cross personnel in all programs, services, operations, and locations have a responsibility to take reasonable measures, to be assessed in view of all the circumstances, to ensure the safety of the children with whom they work.

Canadian Red Cross personnel must not engage in or contribute in any way to child abuse.

Canadian Red Cross personnel must take all reasonable measures to avoid, in the course of their duties as Red Cross personnel, spending time alone with a child in isolation, away from the observation of others, unless specifically authorized by an immediate superior or in circumstances where the safety of the client is at risk and immediate contact is demonstrated to be in the best interests of the child.

Publication or presentation, electronically or otherwise, of a child’s personal information, images or location, or exchanging such information through an electronic social networking facility, should only be done by Canadian Red Cross personnel where it reasonably supports the needs of a program, and should always be done in a way that does not pose a risk to the safety of the child.

G. Reporting Child Abuse  

The Canadian Red Cross Code of Conduct states:

“Volunteers and employees must report immediately any knowledge or observations of a child/youth being bullied, harassed or abused to his/her immediate supervisor and/or according to provincial/territorial Child Protection Acts.”
The “Reporting Form for Concerns Related to the Code of Conduct” must be filled out and submitted according to the procedures set out in the Code of Conduct.

H. Discipline

Canadian Red Cross personnel who do not fulfil their responsibilities as established by this policy are subject to disciplinary measures, up to and including termination of their employment, volunteer or contractual status with the Canadian Red Cross. As well, they may be subject to criminal proceedings, depending on the circumstances of the incident.

I. Historical allegations of abuse

Concerns about past incidents of child abuse by Canadian Red Cross personnel prior to the development of this Policy may be reported. The Organization will take reasonable action to respond in accordance with this Policy, having regard to the circumstances surrounding the allegation, the time frame, and available access to credible information.

J. Confidentiality

Allegations of child abuse are highly sensitive, and they risk irreparable damage to both the alleged victim and the alleged offender. It is imperative that incidents be handled with utmost confidentiality and that the procedures set down in the Canadian Red Cross Code of Conduct be followed at all times.
SCHEDULE “A”

Supporting policies, laws and conventions

Internal:
- The Fundamental Principles of the International Red Cross and Red Crescent Movement
- The Canadian Red Cross Mission Statement
- The Code of Conduct for All Personnel
- Declaration on the Commitment to Creating and Maintaining Safe Environments, 2008

External:
- Canadian Federal, Provincial and Territorial laws protecting children from abuse, violence and harm and those outlining measures for reporting known or alleged cases of abuse
- Applicable laws in the countries where the Canadian Red Cross operates programs, services and/or delegations
- The United Nations Convention on the Rights of the Child and other applicable international treaties, laws and conventions
SCHEDULE “B”

Forms of Child Abuse

a) **Child sexual abuse**, which occurs when a child is used by an older or more powerful child or adult for sexual stimulation or gratification. It can involve contact or non-contact, and includes the development of sexual relationships with children not condoned under local or Canadian law, or using language, gestures or other behaviours that are sexual in nature with children;

b) **Child exploitation**, which includes:

i) the actual or attempted abuse of a position of authority, differential power or trust in relation to a child, with a view to profiting sexually, monetarily, socially or politically from the use of the child;
ii) intentionally viewing, downloading or distributing any sexualized, demeaning or violent images involving children; or
iii) taking a photograph or other image of a child or making representations of a child in a way that can reasonably be interpreted as sexualized, demeaning or violent;

c) **Physical abuse of a child**, which occurs when a person physically hurts or threatens to hurt a child, or by any means deliberately creates a significant risk of physical hurt to a child;

d) **Emotional abuse of a child**, which occurs when a person repeatedly or severely attacks a child’s self-esteem through use of language, gestures or other behaviour that is degrading, isolating, humiliating, terrorizing, rejecting or corrupting, or that ignores a child’s need for basic emotional care, or where a person by any means deliberately creates a significant risk of emotional harm to a child;

e) **Child neglect**, which is inattention to the basic necessities of life such as shelter, education, medical care, supervision, safe environments and clothing, and includes acts or omissions that deny a child basic necessities that are the responsibility of the Red Cross to provide in any given situation.
CLIENT COMPLAINTS PROCEDURE

A. Overview

The forum to address client complaints recognizes the importance of ensuring effective avenues to bring forth complaints to the attention of management to resolve issues.

B. Related Policy Statement

Client Complaints Policy - The Canadian Red Cross Society recognizes the need to provide a forum to address concerns or complaints raised by clients concerning employees and volunteers, or the products and services provided by the Society. The Society will provide an effective means of bringing problems and issues concerning client services or client relations to the attention of management and involved parties in order to seek mutually satisfactory resolutions.

C. Definitions

Complaint:

Problem is defined as any issue, concern or problem related to a condition that the client considers unfair or undignified. For example, problems can include interpersonal conflict, poor client care management, disagreements, etc.

Complainant:

A person who submits a written or verbal complaint to the Society. A complainant may include a client who receives assistance from the Red Cross, consumer of Red Cross programs and/or services, supplier, funder, or family member of such an individual.

D. Procedure Details

Please also see 2.8 – Harassment in the Workplace and 2.9 – Workplace Violence. These policies may be applicable, dependant upon the particular fact scenario of the client complaint.

A. Red Cross Responsibilities:

Every reasonable effort will be made to ensure that the confidentiality of all parties is respected throughout the complaint and investigation process. However, strict confidentiality cannot be guaranteed to anyone who wants to make a complaint. If a complaint goes through an investigation, the respondent and other people involved will have to learn about the complaint, on a ‘need-to-know’ basis.
The Society will provide a fair and prompt investigation of any complaint or concern without fear of reprisal, as long as the complaint is not found to be mischievous, false or vexatious.

B. Problem Resolution Steps:

Basic Problem Resolution Procedure:

Complaint → Inform → Investigate → Action

Complaint: Client concerns may be received from clients, their families, suppliers, and/or funders through verbal or written submissions. In certain circumstance, complainants may be asked to reduce complaint to writing. Upon receipt of a complaint, the employee or volunteer will ensure that the appropriate supervisor/manager is informed.

Inform: Concerns will normally be acknowledged within two (2) to three (3) business days by a supervisor/manager and a client visit may be arranged.

Investigate: Once the nature of the complaint is known, an investigation will begin. Client concerns, investigations and resolution must be appropriately documented. Some programs may require specific documentation protocols.

Action: A letter of resolution or acknowledgement will be sent dependent on the results of the investigation. If the complaint cannot be resolved by the supervisor/manager, it may be elevated to the appropriate member of SMT. At this stage all aspects of the case will be reviewed and a final decision will be relayed in writing to all parties involved.

Notes:

1. If an employee is involved, Human Resources is to be informed and the appropriate policies applied. No information is to be kept in the employee’s personnel file, except for direct communication to the employee as part of the resolution (e.g. discipline). Similar to harassment cases, the documentation should be kept indefinitely in a separate file.

2. In situations involving senior volunteers or executive members, it is recommended that external parties become involved to provide advice and recommendations in an attempt to find a resolution.
3. Notwithstanding the foregoing, the Secretary General and CEO has the right to respond to problems in writing outside of this stepped process, as appropriate to the situation.

4. In cases where there is a potential threat of a lawsuit or legal action, Human Resources should immediately notify the General Counsel (due to liability insurance issues).

E. Responsibilities

1. The National Director, Human Resources, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

2. Members of the Society Management Team and/or the applicable national program directors are responsible for applying and implementing this policy in each of their respective areas.

F. References

1. Refer to 1.1 – Employee Records, section G. Investigation Files for further information.
CLIENT RELATIONS PROCEDURE

A. Overview

The effectiveness of appropriate employer/volunteer behaviour is required to maintain professional client-focused relations.

B. Related Policy Statement

Client Relations Policy - Reflective or our humanitarian role, employees and volunteers will treat all clients and their families/friends in a respectful manner and will establish and maintain professional relations which will facilitate client-focused and client-directed care and the attainment of mutually established goals.

C. Definitions

Client:

The primary customer of Canadian Red Cross programs and services, and as such, may also be considered a beneficiary.

D. Procedure Details

The relationship between employees or volunteers and clients of Red Cross programs and services requires employees and volunteers to understand their unique position of authority, power and provision.

A. Appropriate employee/volunteer behaviour:

In all situations, employees and volunteers will ensure that their behaviour reflects the philosophy and values of the organization, and that they will:

- establish a standard of behaviour which exceeds the minimum standard required by law;
- provide a safe environment by maintaining a duty of care to act responsibly;
- follow fair practices and procedures as established by the programs and services;
- respect human rights and the right to privacy;
- comply with child protection legislation; and,
- avoid criminal actions.

When providing service, employees and volunteers are expected to:
• continually act in accordance with the Fundamental Principles of Humanity, Impartiality, Neutrality;
• treat clients with respect and dignity;
• provide assistance within the organization’s guidelines and standards;
• understand the client’s vulnerability and dependency on the employee or volunteer to provide assistance and to act accordingly. This includes refraining from personal relationships outside the scope of their professional employee/volunteer-client role which are not in the best interest of either party or the Red Cross;
• respect the client’s belongings and property; and,
• maintain confidentiality of client information at all times.

B. Inappropriate employee/volunteer behaviour:

When providing service, employees and volunteers are not allowed to:

• involve themselves socially, personally, intimately or sexually with the client. Where there is the possibility of such involvement, employees and volunteers must declare the conflict to their supervisor/manager, and if deemed appropriate should be removed from the case.
• solicit, accept gifts (other than token items of appreciation), or purchase items from the client;
• take or borrow any money or belongings/property from the client;
• accept payment for services;
• perform non-work related duties requested by the client or the client’s family, unless approved by the supervisor/manager;
• take the client on social outings unless approved by the supervisor/manager;
• discuss personal matters such as religious beliefs, political views, finances or personal problems with the client;
• discuss the client’s personal matters with those outside of the organization or with those who have no professional requirement to be informed.
• smoke in the client’s home or personal area;

Where there is a question specific to situations of client relations, refer to Appendix A – Crossing the Boundary: Warning Signs.

C. Training:

Employees and volunteers whose position requires regular dealings with clients will receive familiarization on the importance of establishing and maintaining professional relations, appropriate and inappropriate behaviour, appropriateness and inappropriateness of accepting and/or giving gifts, and appropriate and inappropriate means of communicating with clients. Employees and volunteers will
also be trained on more specific protocols related to their program or service. Special consideration and training will be given to those who work with minors.

D. Intervention:

In cases where employees or volunteers do not maintain a professional position of respect, effectiveness and safety when dealing with clients, the supervisor/manager will intervene to prevent and/or stop the unprofessional relations/behaviour. If required, disciplinary action up to and including termination will be taken and/or authorities involved.

E. Responsibilities

1. The National Director, Human Resources, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

2. Members of the Society Management Team and/or applicable national program directors are responsible for applying and implementing this policy in each of their respective areas.

F. References

1. Appendix A – Crossing the Boundary: Warning Signs.


APPENDIX “A”

Crossing the Boundary: Warning Signs

The relationship between employees or volunteers and clients of Red Cross assistance requires employees and volunteers to understand their unique position of authority, power and provision. The types of services the Red Cross provides, however, sometimes require employees and volunteers to have long term and sustained professional relationships with clients. At times, it can be difficult to gauge when the line has been crossed between personal and professional relationships. Below are some warning signs and some helpful hints:

1. General Warning Signs:

   Wondering whether there is a potential that you have become too close to a client? Here are the warning signs:

   - Requesting to change your client assignments to give care to a specific client (unless it is a legitimate requirement of the client situation, i.e., the client requires special skills for which you have the training).
   - Feeling that other members of the team do not understand a specific client as well as you do.
   - Disclosing personal problems to a specific client.
   - Dressing differently when seeing a specific client.
   - Thinking about a specific client, family member or other household member frequently when away from work.
   - Being/feeling guarded or defensive when someone asks you about your interaction with a specific client.
   - Ignoring organizational policy when working with a specific client.
   - Keeping secrets with the client and from the health care team.
   - Giving a client your home phone number (unless it is part of a specific plan of care).
   - Finding that a specific client will speak/report only to you and not to other members of the health team (unless you have been designated as lead).
     - If you can answer “Yes” to any one on the above list, you may be in danger of crossing or have already crossed the boundary.
     - You are entering into a personal relationship with the client.
     - Further assessment of your relationship with the client needs to take place to determine if boundaries have been crossed.

2. Accepting gifts from clients:

   Clients are often appreciative of their caregivers.

   In our society, it is customary to give a gift to show appreciation.

   In this situation, the caregiver needs to ask herself/himself the following questions:
3. Giving gifts to clients:

Caregivers often feel great compassion for their clients.

When a caregiver identifies a client or family need, it is the responsibility of the caregiver to mobilize health care resources to fill the need. For example, the Community Support Worker reports the need to her supervisor/manager; thereby, the Community Support Worker is using her position on the team and her power as a member of the team to advocate for the client.

This is expected professional/therapeutic behaviour.

The problem arises and the nature of the relationship changes when the caregiver feels a need to respond on a personal basis.

The caregiver needs to ask herself the following questions:

- Why am I giving this gift?
- Whose needs am I meeting?
- Is it my role to meet the needs of the situation in this way?
- Will giving the gift change my relationship with the client?
- Will the client feel obligated to return a gift to me?
- Will the gift embarrass the client?
- Will the gift make the client feel she/he is unable to manage her/his own affairs?
- Will the client think there are strings attached to the gift?
- Can giving this gift lead to a situation down the road that I cannot manage, and/or jeopardize my employment?
CLIENT RIGHTS PROCEDURE

A. Overview

The respect of client rights, assurance of client safety and awareness of the Child Protection Act are required by all Red Cross parties who partake in Red Cross service delivery activities and programs.

B. Related Policy Statement

Client Rights Policy - The Canadian Red Cross Society maintains a high standard of ethics which promotes the respect and rights of clients. Red Cross employees and volunteers will undertake all reasonable measures to ensure the safety of clients at all times during service delivery.

C. Definitions

Client:

The primary customer of Canadian Red Cross programs and services, and as such, may also be considered a beneficiary.

D. Procedure Details

A. Client Rights:

As an organization that is involved with the community in various levels of activity, the Red Cross will fully respect and promote the rights of every client. Clients have a right to be heard, to a safe environment, to their privacy, to be informed, and to be treated fairly with respect and dignity at all times.

B. Client Safety

All employees and volunteers of the Red Cross will undertake all reasonable measures to ensure the safety of clients at all times during service delivery. Such processes shall include procedural guidelines for client interaction including solitary contact and touching, right to privacy, and procedures for disclosure of unsafe situations and/or abuse. A risk management process will be put in place for each program and service to prevent and/or minimize client risk issues.
C. Child Protection Act:

Each employee/volunteer working with children/youth must be aware of the Child Protection Act for his/her province/territory and take responsibility for the protection of Canada’s young people.

E. Responsibilities

1. The National Director, Human Resources, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

2. Members of the Society Management Team and/or applicable national program directors are responsible for applying and implementing this policy in each of their respective areas.

F. References

1. Refer to 7.5 – Reporting Events and Disclosures and its Appendix A – Guidelines to Reporting Disclosures.
CRITICAL INCIDENT: DEATH OF AN EMPLOYEE, DELEGATE OR VOLUNTEER PROCEDURE

A. Overview

Society employees, delegates and volunteers when faced with a critical incident, will follow the standard operating procedures applicable to either an international or a domestic incident.

During times of disaster response, expedited processes may be required, at the discretion of the director of operations. Refer to Disaster Services Human Resources Standard Operating Instructions.

B. Related Policy Statement

*Critical Incident: Death of an Employee, Delegate or Volunteer Policy* - The Canadian Red Cross Society employs and deploys thousands of volunteers, delegates, and employees in Canada and around the world. In the case of a death of a volunteer, delegate or employee while discharging their duties, it is essential that the Society act quickly and follow prescribed steps. At all times, the process will respect the dignity of the deceased and his/her family and provide critical support to family and co-workers.

C. Definitions

*Critical Incident:*

A critical incident within this policy is the death, or grave incident or illness where death may be imminent, of a volunteer, delegate or employee.

D. Procedure Details

Standard Operating Procedures to be followed in the event of serious incident involving a Canadian Red Cross employee, delegate and volunteer is a widely distributed document such that operations directors, supervisors/managers, Public Affairs, and HR personnel have access at all times.

As all critical incidents involve loss, sorrow and, on occasion, trauma, the counselors from the Employee Assistance Program (EAP) may be involved.

E. Responsibilities

13. The National Director, Human Resources, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.
14. Members of the Society Management Team are responsible for applying and implementing this policy in each of their respective areas.

F. References

1. Appendix A – International

2. Appendix B – Domestic

3. Refer to 2.6 - Employee Assistance Program.
UPDATED – April 1, 2005 – *International Delegates*

**STANDARD OPERATING PROCEDURES**

*to be followed in the event of serious incident involving a Canadian Red Cross Delegate*

The following procedures are to be activated in the event that a Canadian Red Cross Delegate serving abroad for the ICRC, the International Federation or bilaterally dies or has sustained a life-threatening injury.

CRC will endeavour to ensure that direct support from the society is available to the family and colleagues throughout the immediate period of the crisis and will ensure a smooth transition to community supports and the Employee Assistance Program (EAP). It is the intent of the CRC to provide compassionate support in keeping with the situation and it is understood that this will be based on the expressed needs of the family. The rights and needs of the family to privacy will be respected.

<table>
<thead>
<tr>
<th>ACTION</th>
<th>BY WHOM?</th>
<th>WHEN?</th>
</tr>
</thead>
</table>
| 1. **CRC informed of serious incident**  
- take name and telephone number of contact person recorded; time of call.  
- inform National Director, International Program (NDIP) or designate (eg. Manager, Overseas Personnel MOP or National Director, HR NDHR) | National Office staff who initially receives the message | immediately upon receipt of notification |
| 2. **Details of incident and circumstances CONFIRMED with the ICRC or Federation**  
- Begin to record chronology of events including actions, dates and times.  
- inform Deputy Secretary General (Operations), MOP and NDHR and National Director, Public Affairs (NDPA)  
- a modified strategy will be adopted where/when a report is received for which confirmation can not be obtained and which justifies senior management next of kin notification  
- inform Secretary General | NDIP and all involved | within first half hour of notification |
<table>
<thead>
<tr>
<th>ACTION</th>
<th>BY WHOM?</th>
<th>WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. ‘Officer In Charge’ (OIC) designated</td>
<td>NDIP</td>
<td>within first half hour</td>
</tr>
<tr>
<td>4. Delegates file retrieved from Field Personnel records and name(s) and telephone number of next of kin/emergency contact person identified (also kept in medical records file)</td>
<td>OIC</td>
<td>within first half hour</td>
</tr>
<tr>
<td>5. SOS Advised - activate medical evacuation situation in cooperation with the Delegate, the Head of Delegation, and Geneva (if not already activated by HoD)</td>
<td>NDHR + OIC</td>
<td>within first half hour</td>
</tr>
<tr>
<td>6. A media spokesperson is designated and PA involvement delegated among Zone and National PA personnel. <strong>NOTE: Releasing name and details of the incident are embargoed until notification of next of kin.</strong></td>
<td>NDPA</td>
<td>within the first hour</td>
</tr>
<tr>
<td>7. Activate Employee Assistance Programme EAP (in the following order until contact is made) to prepare for next of kin notification:&lt;br&gt; 1. Brenda Clark: (613)742-4844(w), (613)825-4648(h), (613)852-6541(cell) <a href="mailto:Brenda.Clark@rogers.com">Brenda.Clark@rogers.com</a>&lt;br&gt; 2. Gerry Smith - 416-961-0023, ext. 5492; 1-800-461-9722 e-mail - <a href="mailto:gsmith@warrenshepell.com">gsmith@warrenshepell.com</a> National Trauma Response Director, Warren Shepell</td>
<td>OIC</td>
<td>within first hour</td>
</tr>
<tr>
<td>8. General Manager in delegate’s Zone of residence is contacted and given the following: &lt;br&gt; • details of the incident &lt;br&gt; • name and telephone numbers of next of kin/emergency contact person &lt;br&gt; • instructions on how to proceed&lt;br&gt; <strong>NOTE: See appendices for office and home telephone numbers of Zone GMs. (All Gen.Mgrs must identify fall back contacts to be added)</strong></td>
<td>OIC</td>
<td>within first hour</td>
</tr>
</tbody>
</table>

See Appendix “A” of this document – ensure GM has it (EAP guide for discussing with next of kin)
<table>
<thead>
<tr>
<th>ACTION</th>
<th>BY WHOM?</th>
<th>WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>9. - notification of next of kin (with EAP counsellor)</td>
<td>General Manager Zone (or designate); EAP Counsellor and Brenda Clark</td>
<td>- within first hour</td>
</tr>
<tr>
<td>NOTE: Each case will vary in its handling depending upon the name given by the delegate as the contact person in an emergency. This information is retained in each delegate file. For example, if the contact person is a friend, this individual could be helpful in advising who are the next of kin and how to contact them. If the contact person is a spouse, parent or child, they should be visited in person by the GM where distance permits with EAP counsellor. If distance does not permit, the approach should be discussed with the OIC and the best course of action determined. The next of kin are not left alone until the EAP support network/link has been established and a responsible individual has arrived to be with the next of kin. EAP materials should be given to the next of kin (see appendix “A”). - Follow up plans established. - Telephone numbers provided.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. - President informed (tel number below)</td>
<td>Secretary General or designate</td>
<td>- within first hour</td>
</tr>
<tr>
<td>11. - notification of Federal Department of Foreign Affairs, Consular Operations (day only – Elissa Golberg – (613) 996-3908; (613) 614-6674 (cell) or DFAIT Operations Centre (day, evening or weekends - 943-1055) - contact person determined and emergency assistance channel of communication opened.</td>
<td>OIC</td>
<td>- within 2 hours</td>
</tr>
<tr>
<td>NOTE: Ask Foreign Affairs to advise Canadian Embassy or Consulate in country where delegate was stationed.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. - notification of CIDA/IHA – Paul Bennett – (613) 994-0059; fax: (613) 997-2637 CIDA/CEE – Yvetta Pass – (613) 953-3441; fax: (613) 994-3669</td>
<td>OIC</td>
<td>- within 2 hours</td>
</tr>
<tr>
<td>13. - OIC informed that next of kin have been notified</td>
<td>General Manager</td>
<td>- as soon as possible</td>
</tr>
<tr>
<td>ACTION</td>
<td>BY WHOM?</td>
<td>WHEN?</td>
</tr>
<tr>
<td>--------</td>
<td>----------</td>
<td>-------</td>
</tr>
<tr>
<td>14. - Advise National Director, Human Resources, Public Affairs, ICRC &amp; Federation when next of kin have been notified</td>
<td>OIC</td>
<td>as soon as possible</td>
</tr>
<tr>
<td>15. - (if delegate is an employee) Immediate work colleagues informed. (see appendix “A”)</td>
<td>GM or designate. If line management not available, applicable HR Director</td>
<td>as soon as possible following notification of next of kin</td>
</tr>
<tr>
<td>16. - media statement prepared - release name to media - inform ICRC/Federation - all media communiques and press releases approved by OIC and NDIP</td>
<td>National Director, Human Resources</td>
<td>within 1 hour after notification of next of kin</td>
</tr>
<tr>
<td>17. - insurance company notified - Telfer Insurance - James Telfer, 514-284-2002, ext. 226</td>
<td>Public Affairs</td>
<td>within 1 hour after notification of next of kin</td>
</tr>
<tr>
<td>18. - notification of all Canadian Red Cross jurisdictions with instructions concerning lowering of Red Cross flags</td>
<td>General Manager</td>
<td>within 1 hour after notification of next of kin (depends on time of day)</td>
</tr>
<tr>
<td>19. - contact between the next of kin and General Manager maintained for information on arrangements, changing conditions, etc NOTE: The General Manager, NDIP and the OIC should be available for the family at any time to answer questions and/or be of assistance.</td>
<td>General Manager</td>
<td>as appropriate given circumstances</td>
</tr>
<tr>
<td>20. - discussions initiated with ICRC or Federation concerning evacuation/repatriation of injured delegate or transport home of body in the event of death - discussions with family on same point</td>
<td>OIC</td>
<td>within 3 hours</td>
</tr>
<tr>
<td></td>
<td>GM</td>
<td></td>
</tr>
<tr>
<td>ACTION</td>
<td>BY WHOM?</td>
<td>WHEN?</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td>-----------------</td>
<td>----------------------------</td>
</tr>
<tr>
<td>21. - decide on need for CRC escort</td>
<td>- NDIP and GM</td>
<td>- within 6 hours if possible</td>
</tr>
<tr>
<td>- decide on family involvement in escort, if any</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- departure of a CRC officer to the country where the delegate was</td>
<td></td>
<td></td>
</tr>
<tr>
<td>stationed or alternate site based on advice received from ICRC or</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federation to provide assistance to the injured delegate or to</td>
<td></td>
<td></td>
</tr>
<tr>
<td>accompany the body of the deceased back to Canada</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22. -(if an employee) access deceased office, agenda and personal</td>
<td>- Local HR</td>
<td>- Prior to the end of the</td>
</tr>
<tr>
<td>belongings. Consult with direct supervisor to create contact list</td>
<td>Director</td>
<td>business day</td>
</tr>
<tr>
<td>and inform accordingly. Change messages on computer and phone</td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>- return of personal belongings, as arranged with the family</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23. - message of condolences prepared and sent to next of kin from</td>
<td>- NDIP (for Sec Gen)</td>
<td>- 24 hours after</td>
</tr>
<tr>
<td>President and Secretary General</td>
<td>- Local PA</td>
<td>notification</td>
</tr>
<tr>
<td>- (if an employee) message of condolences prepared and sent to</td>
<td>Director</td>
<td></td>
</tr>
<tr>
<td>next of kin from GM and Zone Council President</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24. - details of burial/funeral/memorial, messaging, flowers, photos,</td>
<td>- QIC or</td>
<td>- within 48 hours</td>
</tr>
<tr>
<td>donations, determining attendance, directions, wishes</td>
<td>applicable HR/PA Directors</td>
<td></td>
</tr>
<tr>
<td>attended by Secretary General, General Manager and/or NDIP and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>others as determined</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25. - arrange for trauma de-briefing for staff</td>
<td>- GM or NDHR</td>
<td>- within 48 hours</td>
</tr>
<tr>
<td>- GM or NDHR and EAP Counsellor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>26. - full de-brief with key stakeholders</td>
<td>- NDHR</td>
<td>- within 1 week</td>
</tr>
<tr>
<td>27. - follow up with family sensitive dates (eg birthdays, anniversary</td>
<td>- GM (or N.O.</td>
<td></td>
</tr>
<tr>
<td>etc) as appropriate</td>
<td>Dep’t Head) and/or applicable HR Director.</td>
<td></td>
</tr>
<tr>
<td>- ongoing support for colleagues</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

See Appendix for Phone numbers.

Notes:
Communication is ongoing throughout the time frames identified. They are fluid and will vary as activities are carried on simultaneously.
| Name: Critical Incident: Death of an Employee or Volunteer Procedure – Appendix A |
|----------------------------------------|-----------------------------------------|
| Old policy # : -6.7 | New policy #: tbd |
| Last Revision: May 2005 | |

Draft papers prepared: *(Attached to Public Affairs copy only)*

**Public Affairs Procedures for a Fatality in the Field** including sample copies:
- Media Release
- delegate Profile
- Questions & Answers
- Condolence Statement
- Urgent Fax
- Condolences Message from the Secretary General
Appendix “A”
Trauma – The Aftermath

In the early days of Trauma Response there was little scientific evidence available to psychologists and counsellors to assist them in their efforts to aid in the recovery of the victims of traumatic events. However, in recent years there has been an incredible amount of research carried out with the cooperation of trauma victims and, as a result, new understanding and awareness, especially of the physical effects of trauma has developed, which, in turn, can help those impacted by traumatic events.

The following TIPS & STRATEGIES are designed to give Managers and staff Supervisors tools to allow them to reach out to staff in the immediate aftermath of a trauma. Trauma in this instance can include an event such as the death of a valued co-worker and employee.

1. PHYSICAL SHOCK: it is very important to remember that the first and most profound effect of being involved in this kind of incident is the effect of being PHYSICALLY SHOCKED.

Shock results from the sudden release of hormones and adrenaline into the bloodstream. Different parts of the body are affected almost immediately, including the heart and lungs, the skin, the brain and even the digestive tract. This shock can make the whole body “shut down” in some ways.

It is very important for those who manage other staff to recognize the signs of shock in people. For one person it may emerge as hyperactivity; for another it may seem to be total withdrawal, with no talking, no direct contact; for another it may be a fainting spell; for another it could even be hyperventilation.

The first few minutes after a trauma are obviously very important from an operational point of view, for example, information gathering, finding out if people are OK, etc. But these few minutes are also a critical time for the person in charge to observe staff reactions and reach out in an appropriate manner to affected staff.

2. EMOTIONAL SHOCK: People involved in traumatic events also report a wide range of emotional reactions. These generally do not happen immediately after the trauma but occur when the physical shock has worn off somewhat. In normal circumstances the next day is when the likely emotional reactions are going to appear.
For example, in situations where the death of an employee has been announced, emotional shock may be experienced as *anger* at colleagues regarding the manner in which they conduct themselves following the announcement. *Concern* may be expressed about the family of the employee and what the organization will do in expressing sympathy. There may be *guilt* concerning negative thoughts or feelings regarding the employee. It can also be expressed as *distress* directed at the Organization itself for lack of sensitivity on the part of management. This kind of shock finds many different expressions, affecting not only the *feelings* of employees but also *behaviors* both in the workplace and at home.

*Behaviors* in this regard can be described as the external expression of the internal state. So, if a person is *feeling* angry, it could make the person *behave* in a very irritating way, such as *shouting or talking back or using inappropriate language*. The message for Managers here that it is useful to notice how people’s normal behavior can change after being involved in a traumatic event.

It can be useful for managers and supervisors to be attentive to this kind of reaction and not be surprised at the behavior changes which can follow a trauma. Important to remember here is that the involvement in a trauma can act as a *trigger* for memories of prior experience(s) of trauma, which may flood into a victim’s mind. Situations like this can affect personal behavior, and that behavior can then seem strange or out of character, especially in traumas which can be described as non-complicated. Managers who find themselves in this kind of a situation should make every effort to be *empathetic* towards staff who are affected strongly by trauma.

**TIPS AND STRATEGIES TO ASSIST IN DEALING WITH PHYSICAL AND EMOTIONAL SHOCK.**

1. Remain as *calm* as possible. Someone needs to be able to take charge and that will require a certain stability during the chaos.
2. As Managers it is important to reminding yourself that you too may be affected by such traumatic events. Because you are required to immediately exercise strong leadership, the impact of such an event may well be delayed for you. It is just as important to recognize that you may not be immune to the trauma and therefore may require your own support network.
3. Do not *minimize* the trauma for your staff by making remarks that are well intentioned but inappropriate. For example try not to say something like “It was only a simple trauma – let’s get on with it”. No trauma is ever *simple* in terms of how people react.
4. Be able to *listen* to what your staff need to talk about. This is very important to begin the recovery process – people need to be able to tell their story. Don’t attempt to talk about your story – just give them the space to relate what they need to after the trauma.
5. Do not *HIDE!* After a trauma, staff need to know that the Organization cares for their well-being and safety. As a manager, or a person in a responsible position, you represent...
AUTHORITY. It’s essential that staff see you there with them, displaying all the caring attitudes that the Organization would want them to experience after being involved in a trauma.

6. Always remember that your staff members are affected by the physical shock first. Research shows clearly that the most helpful way to address the physical shock is to offer something to eat and drink that is low in carbohydrates, sugar and caffeine. Try not to encourage eating from the “junk food” range, that is foods with high fats and drinks containing caffeine. The body does not need sudden or large amounts of cholesterol-inducing food nor does it need caffeine. These only serve to aggravate the physical shock causing increased states of agitation and hyperactivity. Order instead food for your staff that will re-hydrate and replace vitamins and minerals. Or in other words, fruits, fruit juices and vegetables. Mineral water is also desirable. Also take the time to explain why you are offering these choices.

7. The Employee Assistance Program should be informed when a trauma occurs. The professional counsellors in the Trauma Response Service will be able to help you assess the need for group or individual counselling and debriefing and will organize this with you. Our counsellors will also be available to offer on-going support and consultation with Managers and Supervisors. The ideal response time for debriefing support lies within the 24 to 48 hours following the event.

Please call the following numbers for the Trauma Response Service. Our support is provided on a 24-hour basis, 7 days a week:

   ENGLISH 1 800 387 4765
   FRENCH  1 800 361 5676
HOW TO BE HELPFUL

- **HONEST COMMUNICATION** – ask how people are doing!
- **BE VISIBLE** – acknowledge the difficult situation.
- **THINK NUTRITION** – feed the shock with appropriate foods and liquids.
- **REDEFINE GOOD WORK** – even in a trauma staff who follow proper procedures do a really good job. Identify this.
- **LISTEN TO THE STORY** – give the staff time for storytelling.
- **BE EMPATHETIC** – show understanding for the shock.

Prepared by Warren Shepell Consultants Corporation © 2002
This material cannot be used without permission of WSCC.
CRITICAL INCIDENT – DOMESTIC OPERATIONS

A. Objectives

The objectives of these Instructions are:

- to handle critical incidents such as a volunteer/employee being seriously injured, has died or gone missing in a way that is in the best interest of the affected volunteer/employee, his/her family and the Society.
- to ensure that direct support from the Society is available to the family and colleagues throughout the immediate period of the crisis
- ensure a smooth transition to community supports and the Employee Assistance Program
- to provide compassionate support in keeping with the situation based on the expressed needs of the family
- to respect the rights, needs and privacy of the family

B. Instructions

<table>
<thead>
<tr>
<th>ACTION</th>
<th>BY WHOM?</th>
<th>WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Serious Incident Occurs</td>
<td>- Individual(s) present</td>
<td>- Immediately</td>
</tr>
</tbody>
</table>
  
  - Contact Emergency Medical Personnel and Police. Administer First Aid as required and secure site and safety of volunteers and employees |

| 2. CRCS employee or volunteer learns of critical incident | - Volunteer/employee who initially receives the message | - Immediately upon receipt of notification |
  
  - Record name and telephone number of contact person and time of call. |
  - Inform DRT Director, appropriate Regional Director or Program Director |
<table>
<thead>
<tr>
<th>ACTION</th>
<th>BY WHOM?</th>
<th>WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. <strong>Details of incident and circumstances CONFIRMED with the Zone General Manager, the National Director, Human Resources, (NDHR) the National Director, Public Affairs (NDPA) and National Director, Disaster Services (NDDS)</strong>&lt;br&gt;- Begin to record chronology of events including actions, dates and times.&lt;br&gt;- Inform Deputy Secretary General (Operations) and Secretary General&lt;br&gt;- A modified strategy will be adopted where/when a report is received for which confirmation cannot be obtained and which justifies senior management next of kin notification</td>
<td>- DRT Director /applicable Regional/Program Director&lt;br&gt;- All involved&lt;br&gt;- General Manager and/or National Director, Human Resources (NDHR)</td>
<td>- Within first half hour of notification</td>
</tr>
<tr>
<td>4. An Officer in Charge (OIC) will be appointed to oversee the Society’s action and response to the crisis.</td>
<td>National Director, Disaster Services (NDDS)</td>
<td>- Within first half hour</td>
</tr>
<tr>
<td>5. - A media spokesperson is designated and PA involvement delegated among Zone and National PA personnel&lt;br&gt;<strong>NOTE:</strong> Releasing name and details of incident to the media are embargoed until notification of next of kin.</td>
<td>- National Director, Public Affairs (NDPA)</td>
<td>- Within first half hour</td>
</tr>
<tr>
<td>ACTION</td>
<td>BY WHOM?</td>
<td>WHEN?</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td>------------------------------</td>
<td>-------------------</td>
</tr>
</tbody>
</table>
| 6. - Employee’s/volunteer’s file retrieved from Zone/Region Personnel records/data banks and name(s) and telephone number of next of kin/emergency contact person identified  
  - HR involvement designated among Zone and National HR personnel. General Counsel advised. | - Officer in Charge (OIC)    | - Within first hour |
| 7. - General Manager/ designate is provided the following before next of kin notification:  
  • details of the incident  
  • name and telephone numbers of next of kin/emergency contact person  
  • instructions on how to proceed (See References)  
  NOTE : Normally the General Manager is responsible for in person next of kin notification. Where this is not possible, GM will designate a person with the appropriate skills. See references for office and home telephone numbers of Zone GMs. (All General Managers must identify fall back contacts to be added.) | - OIC                        | - Within first hour |

---

**NOTE:** Normally the General Manager is responsible for in person next of kin notification. Where this is not possible, GM will designate a person with the appropriate skills. See references for office and home telephone numbers of Zone GMs. (All General Managers must identify fall back contacts to be added.)
<table>
<thead>
<tr>
<th>ACTION</th>
<th>BY WHOM?</th>
<th>WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. - Activate Employee Assistance Programme EAP to prepare for next of kin notification (see also appendixes to this document: Gerry Smith - 416-961-0023; 1-800-461-9722 e-mail - <a href="mailto:gsmith@warrenshepell.com">gsmith@warrenshepell.com</a> National Trauma Response Director, Warren Shepell Please also see the References of this SOI)</td>
<td>OIC</td>
<td>Within first hour</td>
</tr>
<tr>
<td>9. - Notification of next of kin (with EAP counsellor) NOTE: Each case will vary in its handling depending upon the name given by the employee/volunteer as the contact person in an emergency. This information is retained in each personnel file. For example, if the contact person is a friend, this individual could be helpful in advising who are the next of kin and how to contact them. If the contact person is a spouse, parent or child, they should be visited in person by the GM where distance permits with EAP counsellor. If distance does not permit, the approach should be discussed with the OIC and the best course of action determined. The next of kin are not left alone until the EAP support network/link has been established and a responsible individual has arrived to be with the next of kin. EAP materials should be given to the next of kin (see appendixes). - Follow-up plans established. - Telephone numbers provided.</td>
<td>General Manager/designate/Department Head, applicable HR Director and EAP Counsellor</td>
<td>Within first hour</td>
</tr>
<tr>
<td>10. - President informed (Please refer to the Phone List)</td>
<td>Secretary General</td>
<td>Within first hour</td>
</tr>
<tr>
<td>11. OIC is informed that next of kin has been notified</td>
<td>General Manager/designate/NO Department Head</td>
<td>As soon as possible following notification of next of kin</td>
</tr>
<tr>
<td>12. - Advise NDHR and NDPA that next of kin has been notified</td>
<td>OIC</td>
<td>As soon as possible following notification of next of kin</td>
</tr>
<tr>
<td>ACTION</td>
<td>BY WHOM?</td>
<td>WHEN?</td>
</tr>
<tr>
<td>--------</td>
<td>----------</td>
<td>-------</td>
</tr>
<tr>
<td>13.</td>
<td>Immediate work colleagues informed (see the note on #9 on notification of next of kin)</td>
<td>General Manager/designate/NO Department Head. If line management not available, applicable HR Director.</td>
</tr>
<tr>
<td>14.</td>
<td>Processes for insurance, group benefits, CPP, etc. initiated. Salary continuance for employees until situation with family confirmed and insurance determined. Telfer Insurance - James Telfer, 1 514 284 2002, ext. 226</td>
<td>NDHR and applicable HR Director</td>
</tr>
<tr>
<td>15.</td>
<td>Where the incident happens to an employee/volunteer while on duty, HR must notify the applicable OHSC chairs and Provincial Workers’ Occupational Health and Safety authorities. A written report of the incident, as per applicable provincial statute must be prepared. The sight must be left undisturbed for provincial investigators.</td>
<td>NDHR and/or applicable HR Director</td>
</tr>
<tr>
<td>16.</td>
<td>Initiate Public Affairs Procedures for a Fatality in the Field - media statement prepared - release name to media - Volunteer/employee profile - Questions and Answers - Condolence Statement - Urgent Email - Condolence Message from the Secretary General NOTE: All media communiques and press releases approved by GM/National Director, Disaster Services</td>
<td>NDPA and applicable PA Director</td>
</tr>
<tr>
<td>17.</td>
<td>Notification of all Canadian Red Cross jurisdictions with instructions concerning lowering of Red Cross flags</td>
<td>NDPA and Local PA Director</td>
</tr>
<tr>
<td>ACTION</td>
<td>BY WHOM?</td>
<td>WHEN?</td>
</tr>
<tr>
<td>--------</td>
<td>----------</td>
<td>-------</td>
</tr>
</tbody>
</table>
| 18. - Contact between the next of kin and General Manager/ NO Department Head, or applicable HR Director maintained for information on arrangements, changing conditions, etc.  
   NOTE: The General Manager/ NO Department Head, or applicable HR Director should be available for the family at any time to answer questions and/or be of assistance. | General Manager/ NO Department Head | As appropriate given circumstances |
| 19. - If the incident occurred when the volunteer/employee was out of province, arrangements to be made for family member to escort injured volunteer/employee or deceased back to province of residence  
   - Departure of a CRCS officer to the province where the employee/ volunteer was stationed (or alternate site based on advice received from Zone General Manager) to provide assistance to the injured employee/volunteer or to accompany the body of the deceased back to province of residence | OIC | Within 6 hours if possible |
| 20. - Access deceased office, agenda and personal belongings. Consult with direct supervisor to create contact list. Inform key contacts accordingly. Change messages on phone and computer  
   - Personal belongings to be returned at a later date, as discussed between HR Director and family. | Local HR Director | Prior to the end of the next business day |
| 21. - Message of condolences prepared and sent to next of kin from President and Secretary General  
   - Messages of condolences prepared and sent to next of kin from GM and Zone Council President | NDPA (for Sec Gen), Local PA Director | 24 hours after notification |
<p>| 22. - Details of burial/funeral/memorial: messaging, flowers, photos, donations, determining attendance, directions, wishes | OIC/ Applicable HR and PA Directors | Within 48 hours |</p>
<table>
<thead>
<tr>
<th>ACTION</th>
<th>BY WHOM?</th>
<th>WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>23. - Arrange for trauma de-briefing for employees and volunteers</td>
<td>GM or NDHR and EAP counsellor</td>
<td>Within 48 hours</td>
</tr>
<tr>
<td>24. - Full debrief with all key stakeholders</td>
<td>NDHR</td>
<td>Within one week</td>
</tr>
<tr>
<td>25. - Follow up with family sensitive dates (eg birthdays, anniversary etc) as appropriate - Ongoing support for colleagues</td>
<td>GM/ or NO Department Head and/or applicable HR Director</td>
<td>Ongoing for the first year or 2</td>
</tr>
</tbody>
</table>

D. Responsibilities

National Director, Disaster Services is responsible for making sure that the Society’s response to the crisis is in line with these instructions.

E. References

1. Critical Incident Phone List
2. Supporting Colleagues through Terminal Illness Supporting Colleagues through a Loss
3. Trauma- The Aftermath
REPORTING EVENTS and DISCLOSURES PROCEDURE

A. Overview

The effectiveness of reporting events and disclosing information to the proper authority is required in order to ensure the well being of others.

B. Related Policy Statement

Reporting Events and Disclosures Policy - In the provision of services, Red Cross employees and volunteers may become privy to sensitive and personal information or witness activities/incidents that are not in keeping with the well-being of others. All employees and volunteers have the responsibility to advise their supervisor/manager in a timely manner of such information and/or events, or Human Resources if there are perceived or real barriers to disclosure with supervisor/manager. When it comes to events involving children and youth, all employees and volunteers are required to report incidents of abuse or neglect to their immediate supervisor/manager and to the local child protection agency.

C. Definitions

Reportable Event:

Any event or situation which may or does result in an injury, both physical or psychological to the person, or damage to the property or reputation of a client or a client’s relative, a Red Cross volunteer, staff member or consumer of Red Cross programs or services, or to the Red Cross itself, is considered a reportable event for which appropriate notification and documentation is required.

Criminal Event:

A criminal event is a type of reportable event which was or has the potential to be illegal under the Criminal Code.

D. Procedure Details

A. Types of Disclosures:

i. Verbal Disclosure: When an individual decides to tell someone about a reportable event(s) with the desire to change the behaviour of another person or simply to report the activity.

ii. Non-Verbal Disclosure: When an individual reveals a reportable event (e.g. abuse) through behaviour or other external indicators.

iii. Witnessed event: When an employee or volunteer witnesses a situation that may be or have the potential to be a reportable event.
B. Reporting:

All Red Cross employees and volunteers are required to notify their supervisor/manager of any reportable event immediately upon learning of the event.

All Red Cross employees and volunteers are required to record, in writing, serious or potentially criminal events within twenty-four (24) hours. All other reportable events must be recorded by the end of the next business day.

Events that include *an immediate danger* to another individual should be reported to police.

All criminal activity will be treated seriously. Upon learning of a suspected or known criminal activity, the supervisor/manager will confer with appropriate senior program personnel, and the General Counsel, to determine if the act is covered by legislation. For children and youth, refer to part C. Child Protection – Disclosures of Abuse and Neglect below.

Follow-up will be dependant upon the incident, but always within seventy-two (72) hours.

C. Child Protection – Disclosures of Abuse and Neglect:

According to all provincial and territorial child protection acts, the responsibility for keeping Canada’s youth and children safe and free from abuse and neglect falls on all adults who play a role in the lives of children and youth, whether in the swimming pool, classroom, in their homes or within neighbourhoods.

Any person who has reasonable grounds to suspect that a child/youth may be suffering or may have suffered from emotional abuse, physical abuse or neglect and/or sexual abuse, has a mandatory duty to report the abuse or neglect to the local child protection agency.

Procedures when reporting disclosures include¹:

**Verbal Disclosures: HEARD**

*Hear or honour the information disclosed*  
*Empathize and encourage*  
*Affirm the information and individual; acknowledge choices*  
*Report or refer and respond to organizational policies*  
*Document accurately and determine care of self*  

ii. **Non-Verbal Disclosures: DARE**
Document accurately
Affirm the information and individual; acknowledge choices
Report or refer and respond to organizational policies
Ensure accurate records and execute care of self

D. Legal Direction:

In situations where there is a clear legal requirement such as suspected child abuse, appropriate authorities will be notified and prescribed safety plan and legal course of action will be followed.

E. Legislation:

In all provinces and territories, various acts exist to protect the rights of individuals, such as the Child and Family Services Act and the Child Protection Act which promote the best interests, protection and well being of children. Acts define the responsibility or duty individuals have to report a criminal activity, reasonable grounds to suspect criminal activities, special responsibilities and liabilities, and how to contact social services, aid societies and/or legal authorities.

F. Investigation:

In child/youth abuse and neglect cases, the intervention will be managed externally by Child Protection Agencies and/or the police. Other reported activities involving adults will be investigated, discussed and managed through consultation with the supervisor/manager and external legal authorities as required. Human Resources is involved if the event involves a possible wrong doing of an employee or volunteer.

The task of investigating criminal activity may be formidable. The front line worker may be encountering individuals at one of their darkest hours, when feelings of anger, fear and powerlessness pervade. From the beginning to the end of the process, relevant information will be gathered and parties will consult with legal authorities.

G. Documentation:

All reportable events will be documented and retained for proper reporting and investigation, as per the procedures for the applicable program. If reportable event involves an employee, documentation will be retained as per 1.1 – Employee Records, section G. Investigation Files.

H. Anonymous Allegations:
Anonymous reports should also be reported to the appropriate authorities for investigation.

I. False Reports:

Many provinces and territories have substantial penalties for those who make mischievous or known false reports.

E. Responsibilities

1. The National Director, Human Resources, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

2. Members of the Society Management Team and/or the applicable national program directors are responsible for applying and implementing this policy in each of their respective areas.

F. References

1. Refer to Appendix A – Guidelines to Reporting Disclosures.
REPORTING EVENTS and DISCLOSURES PROCEDURE

A. Overview

The effectiveness of reporting events and disclosing information to the proper authority is required in order to ensure the well-being of others.

B. Related Policy Statement

Reporting Events and Disclosures Policy - In the provision of services, Red Cross employees and volunteers may become privy to sensitive and personal information or witness activities/incidents that are not in keeping with the well-being of others. All employees and volunteers have the responsibility to advise their supervisor/manager in a timely manner of such information and/or events, or Human Resources if there are perceived or real barriers to disclosure with supervisor/manager. When it comes to events involving children and youth, all employees and volunteers are required to report incidents of abuse or neglect to their immediate supervisor/manager and to the local child protection agency.

C. Definitions

Reportable Event:

Any event or situation which may or does result in an injury, both physical or psychological to the person, or damage to the property or reputation of a client or a client’s relative, a Red Cross volunteer, staff member or consumer of Red Cross programs or services, or to the Red Cross itself, is considered a reportable event for which appropriate notification and documentation is required.

Criminal Event:

A criminal event is a type of reportable event which was or has the potential to be illegal under the Criminal Code.

D. Procedure Details

J. Types of Disclosures:

i. Verbal Disclosure: When an individual decides to tell someone about a reportable event(s) with the desire to change the behaviour of another person or simply to report the activity.

ii. Non-Verbal Disclosure: When an individual reveals a reportable event (e.g. abuse) through behaviour or other external indicators.

iii. Witnessed event: When an employee or volunteer witnesses a situation that may be or have the potential to be a reportable event.
K. **Reporting:**

All Red Cross employees and volunteers are required to notify their supervisor/manager of any reportable event immediately upon learning of the event.

All Red Cross employees and volunteers are required to record, in writing, serious or potentially criminal events within twenty-four (24) hours. All other reportable events must be recorded by the end of the next business day.

Events that include **an immediate danger** to another individual should be reported to police.

All criminal activity will be treated seriously. Upon learning of a suspected or known criminal activity, the supervisor/manager will confer with appropriate senior program personnel, and the General Counsel, to determine if the act is covered by legislation. For children and youth, refer to part C. *Child Protection – Disclosures of Abuse and Neglect* below.

Follow-up will be dependant upon the incident, but always within seventy-two (72) hours.

L. **Child Protection – Disclosures of Abuse and Neglect:**

According to all provincial and territorial child protection acts, the responsibility for keeping Canada’s youth and children safe and free from abuse and neglect falls on all adults who play a role in the lives of children and youth, whether in the swimming pool, classroom, in their homes or within neighbourhoods.

Any person who has reasonable grounds to suspect that a child/youth may be suffering or may have suffered from emotional abuse, physical abuse or neglect and/or sexual abuse, has a mandatory duty to report the abuse or neglect to the local child protection agency.

Procedures when reporting disclosures include¹:

i. **Verbal Disclosures:** **HEARD**

   - Hear or honour the information disclosed
   - Empathize and encourage
   - Affirm the information and individual; acknowledge choices
   - Report or refer and respond to organizational policies
   - Document accurately and determine care of self

ii. **Non-Verbal Disclosures:** **DARE**
**Legal Direction:**

In situations where there is a clear legal requirement such as suspected child abuse, appropriate authorities will be notified and prescribed safety plan and legal course of action will be followed.

**Legislation:**

In all provinces and territories, various acts exist to protect the rights of individuals, such as the Child and Family Services Act and the Child Protection Act which promote the best interests, protection and well being of children. Acts define the responsibility or duty individuals have to report a criminal activity, reasonable grounds to suspect criminal activities, special responsibilities and liabilities, and how to contact social services, aid societies and/or legal authorities.

**Investigation:**

In child/youth abuse and neglect cases, the intervention will be managed externally by Child Protection Agencies and/or the police. Other reported activities involving adults will be investigated, discussed and managed through consultation with the supervisor/manager and external legal authorities as required. Human Resources is involved if the event involves a possible wrong doing of an employee or volunteer.

The task of investigating criminal activity may be formidable. The front line worker may be encountering individuals at one of their darkest hours, when feelings of anger, fear and powerlessness pervade. From the beginning to the end of the process, relevant information will be gathered and parties will consult with legal authorities.

**Documentation:**

All reportable events will be documented and retained for proper reporting and investigation, as per the procedures for the applicable program. If reportable event involves an employee, documentation will be retained as per 1.1 – Employee Records, section G. Investigation Files.
Q. Anonymous Allegations:

Anonymous reports should also be reported to the appropriate authorities for investigation.

R. False Reports:

Many provinces and territories have substantial penalties for those who make mischievous or known false reports.

E. Responsibilities

3. The National Director, Human Resources, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

4. Members of the Society Management Team and/or the applicable national program directors are responsible for applying and implementing this policy in each of their respective areas.

F. References

2. Refer to Appendix A – Guidelines to Reporting Disclosures.
ALL POLICIES IN SECTION 4 – COMPENSATION AND BENEFITS ARE CURRENTLY UNDER REVIEW.

PLEASE REFER TO YOUR CONDITIONS OF EMPLOYMENT IN THE INTERIM, AND CONTACT YOUR LOCAL HUMAN RESOURCES DEPARTMENT FOR MORE INFORMATION.
RECRUITMENT STANDARDS

POLICY STATEMENT:

The Society is committed to the recruitment of excellence in all of its programs and services. Within this context, excellence goes beyond technical knowledge, skills, education or expertise, and includes behavioural competencies that align with the Society’s values, mission, and Fundamental Principles, while demonstrating the capacity to perform effectively.

The Society is committed to recruitment practices that promote diversity, ensuring they are free from discrimination on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability, and are in compliance with provincial/territorial human rights and employment legislation, providing equitable treatment of all applicants.

PURPOSE:

The purpose of this policy is to ensure the recruitment and selection process is fair, transparent, and compliant with applicable employment legislation, and meets the organization’s needs through attracting and selecting the best individual for the vacancy.

This policy defines the recruitment and selection process to be followed by individuals who have the responsibility for filling vacancies.

SCOPE:

This policy applies to the recruitment process for vacant paid and volunteer positions in the Society.

DEFINITIONS:

Recruitment refers to the process of attracting candidates, reviewing applicant credentials, screening and selecting candidates for positions within the organization. Recruitment can be both internal and external to the Society.

PROCEDURE AND APPLICATION:

The direct involvement of Human Resources in the recruitment process will vary depending upon the position being recruited and the level of decentralization in each geography. However, Human/Volunteer Resources personnel will act in an advisory capacity to the hiring supervisor for any recruitment process.

Where knowledge, skills, and abilities are deemed equivalent, current employees and volunteers will receive preferential consideration over external applicants. Refer to 5.2 - Internal Recruitment below for more information on internal applicants.
A. Employment Opportunities:

Employment and volunteer opportunities are made available with the intention of ensuring the Society has sufficient people with the right skills and experience to fulfill the Society’s mission.

B. Preparation for Recruitment (remunerated positions only):

Before beginning the recruitment process, the hiring supervisor should consider all possible alternative staffing options, such as the engagement of a volunteer, resource sharing and development opportunities for existing staff. If alternative staffing options are not feasible and budget has been approved, the hiring supervisor will commence the recruitment process, with the assistance of Human Resources.

C. Recruitment Process (both remunerated and volunteer vacancies, unless otherwise noted):

The recruitment process includes the following steps:

1. Authorization to Hire/New Hire Requisition:

The hiring supervisor must thoroughly complete a formal authorization process in order to proceed with recruitment for a vacant position in consultation with Human Resources/Volunteer Resources. Refer to Annex A – Authorization to Hire/Engage for more information:

2. Job Description/Terms of Reference:

The position description/terms of reference must be updated to accurately reflect the position’s responsibilities, qualifications, official language requirements, and classification where applicable. Refer to 5.3 – Job Descriptions for more information.

3. Posting/Advertising Vacancies:

The Society encourages an open and transparent posting process, however reserves the right to appoint as appropriate. Internal staff postings are required for all paid positions of twelve (12) months’ duration or longer unless otherwise approved by Human Resources. Volunteer job postings are encouraged for all new volunteer opportunities. Refer to 5.4 – Job Postings for more information.

4. Pre-Screening Candidates:

Members of the hiring committee will be selected in accordance with the terms indicated in 2.6 – Conflict of Interest, ensuring the best interests of the Society and its potential employees and volunteers.
5.1 – Recruitment Standards
Section 5, People Management
Human Resources Policy Manual

Pre-screening based on minimum eligibility criteria is performed in order to assist hiring managers/supervisors in the selection of the best interview candidates. Refer to 5.5 – Screening for more information.

5. Screening Candidates:

The Society has established certain requirements in the screening of potential employees and volunteers, depending upon the nature of the work with vulnerable clients. To ensure the proper selection of candidates, the following minimum screening methods will be utilized:

- Interviews;
- Skills Testing, as applicable;
- Professional reference checks;
- Criminal record check(s);
- Confirmation of professional licenses, as required;
- Vulnerable sector check, as required.

Refer to 5.5 – Screening for more detailed information.

6. Offers of Employment/Engagement:

No verbal or written offers of employment or engagement will be made to any candidate prior to the successful completion of the screening process. Where this is not possible, the offer of employment will be conditional upon the successful completion of the screening process, including a satisfactory criminal record check. All verbal offers must be followed up in writing, upon the successful completion of the screening process. Refer to 5.5 – Screening and 5.6 – Police Background Checks for more information.

For more information on successful internal candidates, see 5.2 - Internal Recruitment.

Responsibility for offers of employment/engagement may be delegated by Human Resources to local designated hiring authority. All offers of employment/engagement must follow pre-established templates. Refer to 5.7 – Offers of Employment/Engagement for more information.

D. Competition File:

Employee and volunteer selection can be subject to external legal review, and it is therefore essential to properly maintain documentation throughout the recruitment and selection process. In order to ensure consistency throughout each competitive process, the hiring manager/supervisor or Human Resources Representative, as appropriate, will establish and maintain a confidential competition file, electronic or paper-based. All resumes and other information collected during the recruitment and selection process will be treated as confidential. Competition files will be kept in a secure area for a period of six (6) months (one (1) year for
senior leadership positions), and then disposed of in a safe and secure manner in accordance with 2.13 - Human Resources Records Retention.

The competition file will include the following information/documents:

- signed authorization to hire (or new hire requisition) form (for remunerated positions);
- job description;
- job posting (internal and external, as applicable);
- list of all applicants, and pre-screening results;
- application information of all screened candidates;
- interview schedule, questions, ranking criteria and notes;
- testing materials and results;
- miscellaneous notes and information.

E. Appointments:

In some circumstances, appointments to vacant positions may be made subject to the approval of the Director General or designate, in consultation with Human Resources. Refer to 5.2 - Internal Recruitment for more information.

F. Temporary Employment Agencies:

Filling positions through the temporary hiring from employment agencies is a regular and essential business practice to meet immediate needs. Such individuals, however, will not be placed in contact with vulnerable clients without appropriate screening. Should the Society wish to create a permanent position from a position currently filled by an individual from a temporary agency, the position will be filled through the recruitment and selection process as defined within this policy.

G. Non-Affiliated Episodic Volunteers (NAEV):

Filling volunteer jobs in responses to surge capacity requirements are outside of the traditional recruitment processes and these volunteers are not considered part of the regular Red Cross workforce. Following a response, NAEVs wishing to become regular active Red Cross volunteers must engage in the formalized application process.

BREACH OF POLICY:

Individuals who fail to comply with this policy may be subject to disciplinary action, up to and including termination of employment with the Society.

RESPONSIBILITIES:

1. Human Resources personnel are responsible for assisting hiring managers/supervisors with the recruitment and selection process as required, and for ensuring the recruitment and
The selection process are in compliance with all applicable human rights and employment standards legislation.

2. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

3. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

INQUIRIES:

Questions regarding the application or interpretation of this policy should be referred to Human Resources.

REFERENCES:

2.12 – Social Justice and Diversity
2.13 – Human Resources Records Retention
3.8 – Photo Identification
5.3 – Job Descriptions
5.4 – Job Postings
5.5 – Screening
5.6 – Police Background Checks
5.7 – Offers of Employment/Engagement

<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td></td>
<td>National Director, Human Resources and Volunteer Services</td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>PO-HR-3.1-May05</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>May 2007</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>
AUTHORIZATION TO HIRE/ENGAGE

Hiring Manager/Volunteer Supervisor: ________________________________

Hiring Manager/Volunteer Supervisor’s phone number: ___________ & E-mail:__________________________

Position Title: _____________________________________   Job Family & Level: _________ Geog: __________

Recruitment □ Internal □ External □ Appointment

Job Description (Attached)

External Job Posting (Attached)

TYPE OF POSITION
□ New Position   (Must include job description for review.)
□ Existing Position: Name of current/last employee/volunteer:_________________________________________________
□ Leave Replacement: Employee/Volunteer being replaced (name & title): __________________________________________

EMPLOYMENT/ENGAGEMENT STATUS
□ Volunteer
□ Permanent   □ Casual (periodic employment)
□ Term from:__/__/______ to:__/__/______     Possible extension?: Yes □ No □

D M Y D M Y

□ Summer/Co-op Student from:__/__/______ to:__/__/______

D M Y D M Y

HOURS REQUIRED
□ Full Time
□ Part Time (hours per week): ________________

HIRING/ENGAGEMENT RATIONALE - Please include the reason for this staffing/engagement request and the organizational impact. Please provide detailed responses. Incomplete forms will not be accepted.

Reason:
____________________________________________________________________________________________________
____________________________________________________________________________________________________
____________________________________________________________________________________________________

Impact:
____________________________________________________________________________________________________
____________________________________________________________________________________________________
____________________________________________________________________________________________________
HIRING/ENGAGEMENT RATIONALE
Please identify which types of staffing alternatives have been considered.

- Volunteers
- Outsourcing
- Redistribution of existing duties
- Interdepartmental resource sharing
- Summer/Co-op Student/Interns
- Project reassessment or postponement
- Other (please explain):

Please indicate why these staffing alternatives are not viable options at this time (if applicable):

BUDGET REQUIREMENTS:
A. Estimated Annual Cost for Employee:
Salary Range: Funding Source (Operations, Capital, Internal Restricted Fund, etc).
$__________________ to $__________________

Benefits Cost: (17% of annual salary for term assignments, 22% for permanent placements)
If External Grant (indicate source):_________________________
External funding: %:  _________
$__________________ to  $__________________

Total cost estimate for furniture requirements: $__________________ to $__________________

OR
B. Estimated Cost per Volunteer: (Refer to Workforce Planning Budget Tool): $ ____________________

Estimated Total Cost: Estimated cost per volunteer (above) X number of volunteers  = $, Estimated Total Cost

$__________________ X ___________________  = $___________________

C. To be completed by Hiring/Volunteer Manager:

<table>
<thead>
<tr>
<th>* Percentage Allocation</th>
<th>Department Code</th>
<th>Geog Code</th>
<th>Designation Code</th>
<th>GEO Code</th>
<th>Project Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payflex fields</td>
<td>Control 3</td>
<td>Control 4</td>
<td>Control 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Example</td>
<td>100%</td>
<td>670</td>
<td>4</td>
<td>1</td>
<td>CN99 G97 4PRG</td>
</tr>
<tr>
<td></td>
<td>1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Total must add up to 100%

AUTHORIZATION
Hiring Manager/Volunteer Supervisor: __________________________ Date: __________________________
2nd Level Supervisor: __________________________ Date: __________________________
Finance Verification: __________________________ Date: __________________________
HR Verification: __________________________ Date: __________________________
Executive Approval: __________________________ Date: __________________________
INTERNAL RECRUITMENT

POLICY STATEMENT:

The Canadian Red Cross Society recognizes that fairness in employment practices includes a transparent and open internal recruitment process that provides internal candidates with the opportunity to apply for available vacancies. In support of this policy, the Society will endeavour to recruit from within the organization whenever practical.

PURPOSE:

The purpose of this policy is to ensure a fair, transparent, and open internal recruitment process.

SCOPE:

This policy applies to all active delegates, employees and volunteers of the Society.

DEFINITIONS:

Appointment – refers to the placement of an employee into a permanent position, subject to the approval of the Director General or designate, without utilizing an internal or external posting. A volunteer may also be appointed to a volunteer position, subject to the approval of the Director General or designate.

External posting refers to the description of a vacancy available to the general public.

Internal posting refers to the description of a vacancy available to current Society personnel only.

PROCEDURE AND APPLICATION:

A. Eligibility:

i. In order to be considered for an internally posted position, all Society personnel must:

• meet the minimum qualifications for the position;
• follow the application instructions as indicated on the internal job posting;
• understand and agree that their current supervisor and other internal references will be contacted by a designated member of the hiring committee in the case of an impending offer of employment or volunteer engagement;
• divulge, in accordance with 5.15-Employment/Engagement of Relatives & Fraternization, whether, if determined the top candidate, s/he will be assigned to a position which is superior or subordinate in the line of authority to another employee/volunteer who is their family member or with whom s/he is engaged in a romantic relationship.

ii. Employees:

• must have successfully completed their probationary period for their current position;
• must have worked within their current department for at least six months, with no breaks in service, unless the current supervisor authorizes the application in writing;
• meet minimum performance ratings of ‘achieves expectations’ currently on file.

iii. Volunteers: must have been a volunteer for a minimum of six (6) months, or an active volunteer within the last twelve months.

iv: Delegates: must have been on mission with the movement (including IFRC, ICRC, partner National Society) within the last two years.

Refer to 5.4 - Job Postings for more information on internal job posting standards.

B. Acknowledgment:

All internal candidates who have applied for paid positions shall be formally acknowledged, regardless of their eligibility.

C. Voluntary Withdrawal:

All employees and volunteers who wish to withdraw their application from a competitive process for a paid position should do so in writing to Human Resources.

D. Hiring Process:

i. Reference Checks:

Once an internal applicant is identified as one of the top candidates, and as per A (i) Eligibility above, the hiring committee will provide the candidate the opportunity to personally inform her/his current supervisor that s/he will be contacted for the purpose of providing a reference for the candidate. If the candidate declines the opportunity to inform his/her supervisor, a designated member of the hiring committee will contact the candidate’s current supervisor, in consultation with Human Resources.

Upon successful completion of the reference checks, and in consultation with Human Resources, the current supervisor will be contacted directly by the hiring supervisor to coordinate a mutually acceptable start date, prior to making any conditional offers of employment to the candidate. Other logistical details such as space requests shall also be discussed and confirmed.

In the event that the hiring committee decides not to make an offer following completed reference checks, a designated member of the hiring committee will contact the candidate to inform her/him that s/he was not selected.

ii. Internal recruitment with no break in service (employees only):

When an employee is recruited internally without a break in service from another Society position, the following applies:
a) Prior to the employee’s transfer to the new position, any overtime or banked lieu time shall be taken or cashed out. However, in exceptional circumstances, permission must be received from the receiving supervisor, in consultation with Human Resources, to transfer overtime or banked lieu time to the new position.

b) All continuous service credits (including sick leave, vacation accruals, recognition of service, etc) will be assumed by the receiving supervisor.

iii. Term to Permanent Appointments:

When a term position, filled by an incumbent, is approved for permanent status, and there are no fundamental differences in the job description or required qualifications, the incumbent may be appointed into the position, subject to the approval of the Director General or designate.

iv. Acting Assignments:

When a term position is approved for permanent status, in which an employee is fulfilling an acting role, the position will be posted internally and/or externally, in accordance with 5.1 – Recruitment Standards.

v. Elimination of Permanent Position:

When a permanent position, filled by an incumbent, is eliminated and replaced with a job description that is fundamentally different from the previous job description, the incumbent may be appointed into the new position, subject to the approval of the Director General or designate, and a successful interview with the hiring supervisor.

**BREACH OF POLICY:**

Individuals who fail to comply with this policy may be subject to disciplinary action, up to and including termination of employment with the Society.

**RESPONSIBILITIES:**

1. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

2. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.
INQUIRIES:

Questions regarding the application or interpretation of this policy should be referred to Human Resources.

REFERENCES:

5.1 – Recruitment Standards
5.4 – Job Postings
5.15 – Employment/Engagement of Relatives & Fraternization

<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td></td>
<td>National Director, Human Resources and Volunteer Services</td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>PO-HR-3.3-May05</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>May 2007</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>
JOBS DESCRIPTIONS

POLICY STATEMENT:

Job descriptions are maintained for positions within the Society. The Society is committed to attempting to ensure that all job descriptions are current, accurate, clearly outline the position’s responsibilities and qualifications, recognizing that changes to job descriptions are required from time to time to meet the operational needs of the Society. Paid positions are to be classified in accordance with the Society’s national classification system.

PURPOSE:

The purpose of this policy is to help employees and volunteers understand their responsibilities as they relate to job descriptions, including contents and standard formatting for consistent application across all programs/services and geographies.

SCOPE:

This policy applies to all employees and volunteers.

DEFINITIONS:

A job description is a formalized statement of the duties, responsibilities and qualifications of a job, based on information obtained through an objective job analysis. A job description identifies a position’s scope of responsibilities including working conditions, tools and equipment used, knowledge and skills needed to do the job, financial responsibilities, and relationships with other positions and employees.

A generic job description is a job description that provides a broader and more general description of the job’s responsibilities for multiple positions with similar duties.

Terms of reference is a document provided to term positions or third party contractors that details the scope of responsibilities with key deliverables to be achieved within a certain period of time.

PROCEDURE AND APPLICATION:

A. Purpose of Job Descriptions:

Job descriptions are utilized as the basis for:

- recruitment;
- clarifying responsibility for certain duties, helping employees and volunteers understand the specific responsibilities of their job;
- job evaluations, and placement within the Society’s salary structure for paid positions;
- assisting in evaluating performance;
- determining the type(s) of police background checks required; and
- determining the physical requirements of the position (i.e. for workers’ compensation related injuries or illnesses).
Due to the possible impact on classification and salary, all job descriptions for paid positions must be verified and approved by Human Resources prior to utilization.

B. **Main Components of a Job Description:**

The Society’s standard job description format includes the following main components:

- job title
- department and/or program and title of supervisor
- job summary
- major responsibilities, described in terms of anticipated percentage of time allocation
- qualifications (education/professional qualifications, experience, skills and personal attributes required)
- relationship with other employees, volunteers, management, government agencies, and other internal and external contacts
- level of responsibility with respect to budget and/or finances
- supervisory responsibilities
- working conditions
- requirement for a satisfactory Canadian criminal record check
- requirement for a satisfactory vulnerable sector check, depending upon the position

C. **Generic Job Descriptions:**

Generic job descriptions describe the nature and level of work that is performed by many employees or volunteers who are doing substantially similar jobs in different departments, geographic locations or programs across Society. They reflect job duties and responsibilities that are essential or major job functions and are regularly performed. Generic job descriptions provide an overview of the position’s responsibilities without detailing program-specific duties, allowing for more consistent application of the Society’s classification system. Generic job descriptions form the basis for all job descriptions in the organization.

Generic job descriptions are supported by incumbent specific goals and objectives that are set between and employee/volunteer and their manager. If required, job-specific goals and objectives may be attached to supplement the generic job description. Unique job descriptions must be developed in consultation with Human Resources.

Refer to Human Resources for available generic job descriptions, and to Volunteer Resources for generic volunteer job descriptions.

D. **Specific Job Descriptions**

Specific job descriptions are either catalogued with the hiring manager or with Human Resources, depending upon the geographical area.

E. **Writing Job Descriptions:**

Job descriptions should be written as simply as possible, while accurately and clearly identifying responsibilities, qualifications and conditions under which the positions perform. Poorly
written job descriptions can affect the classification of the position and the benchmarks for recruitment and performance evaluation.

**BREACH OF POLICY:**

N/A

**RESPONSIBILITIES:**

1. Supervisors are responsible for ensuring job descriptions are accurate and current, and that employees and volunteers understand the content of their job description.

2. Human Resources (remunerated positions) and Volunteer Resources (volunteer positions) in each geography is responsible for approving job descriptions, as designated by the Directors General.

3. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

4. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

**INQUIRIES:**

Questions regarding the application or interpretation of this policy should be referred to Human Resources.

**REFERENCES:**

4.3 Job Classifications

Refer to Annex A – Job Description Format for the format to follow when developing a job description.
THE CANADIAN RED CROSS SOCIETY
EMPLOYEE/VOLUNTEER JOB DESCRIPTION

JOB ID CODE (if assigned):

JOB TITLE:

DEPARTMENT/SERVICE:

LOCATION:

TITLE OF IMMEDIATE SUPERVISOR:

DATE:

CLASSIFICATION: (employees only)

This job description is reviewed and approved by:

_____________________________                                                                                         _________
National Director (OR senior manager, as applicable) Date

_____________________________                                                                                         _________
Human Resources (senior) Date
**Annex A**

**Job Description Format**

5.3 – Job Descriptions

Section 5, People Management

Human Resources Policy Manual

---

**JOB SUMMARY**

...........

**RESPONSIBILITIES/ACTIVITIES**

Responsibility 1. **Description:** %

Activities: EXAMPLES ONLY

- Manages...;
- Arranges...;
- Organizes and maintains...;
- Tracks...;
- Produces...;

Responsibility 2. **Description:** %

Activities: EXAMPLES ONLY

- Handles...;
- Provides...;
- Assists...;
- Leads...;
- Responds...;

Responsibility 3. **Description:** % (etc)

- Participates in...;
- Contributes to...

Integrates volunteer resources within the scope of responsibilities, as required.

Participates in disaster planning, preparation and response, as required.

Contributes to a healthy and safe working environment.

Performs other duties, as required.

**QUALIFICATIONS**

**EDUCATION AND EXPERIENCE (EXAMPLES ONLY)**

- Completion of.... (minimum education requirements), with a minimum of -- years of job-related work experience, or an equivalent combination of education and experience. This position requires a satisfactory Canadian criminal record reference check.
- This position requires a satisfactory vulnerable sector check (ONLY AS REQUIRED)

**KNOWLEDGE (OPTIONAL, EXAMPLES ONLY)**

- Knowledge of...;
- General knowledge and understanding of...issues
SKILLS AND ABILITIES (EXAMPLES ONLY)
- Ability to solve complex problems
- Strong presentation skills
- Ability to adapt to changing circumstances in a fast-paced environment
- Ability to influence others
- Strong customer service skills

WORKING CONDITIONS (EXAMPLES ONLY)
The majority of the work is performed in an environment which is...
The incumbent has ... supervisory responsibility and/but may on occasion be required to..
POLICY STATEMENT:

The Society recognizes that fairness in employment practices includes a transparent and open job posting process that provides internal candidates with the opportunity to apply for available vacancies. In support of this policy, the Society will endeavour to recruit from within the organization whenever practical.

PURPOSE:

The purpose of this policy is to support a fair, transparent, and open job posting process.

SCOPE:

This policy applies to all managers, supervisors, and coordinators responsible for hiring/engaging employees/volunteers.

Positions will be posted as defined within this policy, unless approved for appointment (refer to 5.2- Internal Recruitment for more information) or as directed through a collective agreement.

DEFINITIONS:

Internal posting refers to the description of a vacancy available to current Society employees and active volunteers only.

External posting refers to the description of a vacancy available to the general public.

PROCEDURE AND APPLICATION:

Individuals preparing postings must ensure the selection criteria for the position are accurately reflected in the details of the job posting.

If a job vacancy is not filled as a result of a job posting, the Society reserves the right to fill the vacancy from either internal or external sources.

A. Posting Standards:

The Society encourages an open and transparent posting process for paid and volunteer positions while recognizing operational requirements:

i. Paid positions of less than twelve (12) months’ duration are recommended for posting but posting internally or externally is not required;
ii. Paid positions of twelve (12) months’ duration or longer must be posted internally, and if necessary, externally unless an appointment is otherwise approved by a Director General or designate, in consultation with a geographic Director of Human Resources or the National Director of Human Resources and Volunteer Services;

iii. Volunteer positions are recommended for posting to support recruitment of a wide range of candidates;

iv. Internal postings will be posted for a minimum of 10 working days, unless otherwise approved by Human Resources; and

v. Interested applicants must apply in writing by the closing date.

B. Posting Requirements:

i. All postings will be:
   a) prepared in compliance with national branding guidelines;
   b) authorized by the supervisor prior to the posting or advertising;
   c) properly classified by Human Resources prior to posting or advertising (remunerated positions only). Where classification has not been finalized, the position must be posted or advertised as “salary/classification level currently under review”;
   d) filed in hard copy in the competition file (remunerated positions only)

ii. Postings will include all elements and information necessary to attract the ideal candidate and to allow individuals to self-exclude, as appropriate, such as:

   • standardized statement on the Society and its mission (required for external postings)
   • name of department and/or program
   • position title
   • classification (remunerated positions only)
   • status of position (i.e. permanent, term including dates, full-time, part-time, volunteer)
   • location, (may include telecommuting)
   • summary of key duties and/or expectations
   • knowledge, skills, abilities, education and experience required, including acceptable equivalencies, as applicable
   • if the position is within a bargaining unit (remunerated positions only)
   • requirement for satisfactory criminal record check, as applicable
   • requirement for satisfactory vulnerable record check, as applicable
   • a statement that the Canadian Red Cross Society is an equal opportunity employer
   • closing date
   • instructions on how and where to apply
   • other position-related information, as applicable

C. Dissemination of Postings:

i. Internal Postings:
All postings for employment must be posted internally throughout the Society on the Society’s Intranet, whereas all postings for volunteer positions must be posted on the Society’s national website. Every reasonable effort will be made by all individuals responsible for job postings to ensure the widest distribution possible within employee and volunteer networks. Employees are encouraged to share internal postings with volunteers or other employees who may not have access to the Society’s Intranet.

ii. External Postings:

Vacancies available to external candidates will be posted on the Society’s national website and other sources as required for the local geography.

D. Posting Exceptions:

In exceptional circumstances, the Society may appoint an individual to a permanent position. Refer to 5.2 - Internal Recruitment for more information.

E. Language Requirements:

All postings for National Office vacancies will be posted in English and French, regardless of the vacant position’s language requirements. Advertisements placed in newspapers and trade journals will be in the language of the newspaper or trade journal.

For all other locations, internal postings noting bilingualism as an essential skill must be posted in both English and French.

All other postings may be posted in the language of the particular workplace.

BREACH OF POLICY:

Individuals who fail to comply with this policy may be subject to disciplinary action, up to and including termination of employment with the Society.

RESPONSIBILITIES:

3. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

4. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

INQUIRIES:

Questions regarding the application or interpretation of this policy should be referred to Human Resources.
REFERENCES:

4.3 - Job Classifications  
5.1 - Recruitment Standards  
5.2 - Internal Recruitment  
5.3 - Job Descriptions  
5.4 – Job Postings Annex A

<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td></td>
<td>National Director, Human Resources and Volunteer Services</td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>PO-HR-3.3-May05</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>May 2007</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>
Position Title
Term, Permanent Full-Time or Volunteer
Job Family and Level *if applicable*
Location

The Canadian Red Cross Society, a non-profit, humanitarian organization dedicated to helping Canadians, as well as the most vulnerable throughout the world, is seeking a bilingual position_title for ___________ department. Reporting to the supervisor_title, the position_title

brief description of main duties.

Key Responsibilities
Directs......
Documents..........
Fosters.........
Prioritizes and schedules..............
Tracks..........
Performs..........
Monitors..........
Manages..........
Facilitates..........
Analyzes..........
Reconciles..........etc

Qualifications
Education and Experience:
The minimum qualifications for this position are the completion of a ____________ (certificate, diploma or degree) from a recognized Canadian institution, with a concentration in ______________ (or a related field), and a minimum of ______________ years of job related work experience, or an equivalent combination of education and experience. Optional: List any additional job-specific experience required, if applicable.....

Abilities and Skills (examples only):
Customer service skills
Interpersonal skills
Written and oral communication skills
Strong organization skills
Ability to effectively prioritize and execute tasks in a high-pressure environment
Initiative
Tact
Ability to influence others
Ability to collaborate effectively
Fluency in English and French
Etc....

Assets (not required, not assessed, but desired)

Optional: Valid provincial driver’s licence and First Aid Certification (training provided) required.
This position requires a successful Canadian criminal record reference check. The Canadian Red Cross Society is an equal opportunity employer.

**Working Conditions (examples only)**

35-hour work week, Monday to Friday  
The majority of the work is performed in an office environment.  
Occasional requirement to work overtime hours, often with short notice.  
Domestic travel may be required.

Interested parties may submit their resumes, quoting **Competition Number _____**, no later than _day_, month, date, year.

The Canadian Red Cross Society  
Address:  
E-mail:  

While we appreciate all responses, only candidates under consideration will be contacted. Please note that relocation funding is not available for this position.
POLICY STATEMENT:

In its mission to serve the most vulnerable, it is incumbent upon the Society to take every reasonable precaution to ensure employees, volunteers, and delegates do not have personal histories that are incompatible with such a mandate. The Society is committed to the recruitment and deployment of employees and volunteers in a manner that ensures vital programs and services will be delivered through individuals whose established skills and past histories are confirmed through screening procedures as a condition of employment or volunteer engagement.

During times of disaster response, expedited processes may be required.

PURPOSE:

The purpose of this policy is to ensure all prospective employees, volunteers, and delegates of the Society are screened as part of the interview and selection process to ensure the Society’s commitment to the protection of the most vulnerable.

SCOPE:

This policy applies to all prospective employees, volunteers, and delegates of the Society. This policy also applies to all current employees, volunteers, and delegates whose capacities are changing in that they will have direct and solitary access to vulnerable clients, or be in a position of financial trust, thereby causing a requirement for additional screening.

DEFINITIONS:

Reference checks are background enquiries made through contacts supplied by the prospective employee or volunteer required, as a condition of employment or assignment, in order to confirm applicable professional and personal experience and educational credit. Reference checks can be provided by:

1. Present and/or former employers or volunteer agencies, one of whom was a former supervisor;
2. Present or former colleagues who can speak to the candidate’s work/management style;
3. Acquaintances, other than immediate family members, of applicants who are new Canadians or youth.

PROCEDURE AND APPLICATION:

All prospective employees, volunteers, and delegates of the Society will be screened as part of the selection process and in accordance with:

i. The Canadian Red Cross Human Resources Policy Manual
ii. Human Rights legislation/regulations
iii. Employment Standards legislation
A. Screening:

Screening is a systematic process for the preliminary appraisal and selection of candidates according to their suitability for a particular position. Proper screening ensures that the candidate meets the minimum requirements of the position.

i. Screening methods may include:

- Interviews: to explore past employment/volunteer experience, qualifications, indicators of behaviour to determine fit with the Society and career goals;
- Testing: a basis for evaluation to ensure proficiency and ability to perform duties (can also include personality or psychological testing);
- Professional reference checks: to confirm candidate’s ability with previous employer(s) to perform job requirements;
- Criminal record check: to determine whether candidate has a record of offences for which he/she has not been pardoned; and
- Vulnerable sector check: to determine if an employee or volunteer has a record of offences and/or a pardoned sexual offence conviction. Only employees and volunteers who have direct and solitary contact with vulnerable clients or where a vulnerable sector check is a BFOR are required to have such a check completed.

The hiring and engagement of employees, volunteers, and delegates must be conducted in conjunction with basic screening practices, and with a full understanding of the limitations of each screening practice.

The hiring or engagement of an applicant is normally delayed until the screening process is completed. If this is not possible, offers of employment or engagement must be conditional, pending completion of the screening process. Unscreened applicants will not be permitted to work alone with vulnerable individuals, or have access to credit card information or large sums of money without supervision.

The Society reserves the right to rescind any offer of employment and/or engagement where the screening yields adverse information, where inaccurate information was provided by the applicant, or when a criminal record check and/or a disclosure determines the candidate to be unsuited to his/her position. All ‘not clear’ results must be reviewed by Human Resources before a final decision is made.

B. Interviewing:

The Society requires at least one (1) formal interview for each selected candidate. Employee, volunteer, and delegate selection can be subject to external legal review, and therefore documentation is critical. Interviews should ideally include the following:

- Potential employee: Interview panel must include at least two (2) people, one of whom must be in person (including tele/video conferencing);
• Potential volunteer: Interview panel must include at least two (2) people, one of whom must be in person (including tele/video conferencing), and one of whom must be a volunteer, as circumstances permit;
• A rating system that will rank candidates’ responses;
• All questions must be prepared in advance;
• All candidates must be asked the same questions;
• All members of the panel must take notes;
• All candidates will ideally be interviewed by the same interviewer(s). As a minimum, at least one member of the interview panel will be present for all interviews; and
• All interview materials must be compiled, placed in the competition file, and treated as confidential.

C. Testing:

Pre-employment testing may be used to measure the level of competence in job-related skills and capabilities. Tests or assessment tools used as part of the employment selection process must be valid, job-related, reliable, uniformly administered to all candidates and unbiased against the groups recognized under human rights legislation(s). When considering testing candidates, managers must first consult with Human Resources for best practices in testing.

D. Reference Checks:

Reference checks are a mandatory component of the screening process, and are to be conducted on the top candidate(s) considered for the position. Whenever possible, candidates must provide consent prior to their references being contacted by the hiring committee.

Where the most recent supervisor is not provided as one of the references for an internal candidate, the hiring supervisor must consult with Human Resources. Reference checks must still be conducted when considering transferring an internal candidate, in order to ensure that there are no performance issues. Refer to 5.2 - Internal Recruitment for more information.

i. Direct and Solitary Contact with Vulnerable Clients:

For candidates being considered for a position that will involve working with vulnerable clients, at least one (1) reference must provide information that directly relates to the candidate’s history working with vulnerable clients, whenever possible.

ii. Positions of Financial Trust:

For candidates being considered for a position of financial trust, at least one (1) reference must provide information that attests to the candidate’s trustworthiness in a previous position of financial trust, whenever possible.

E. Police Background Checks:

Refer to 5.1 – Recruitment Standards and 5.6 – Police Background Checks for more information. Additional screening may be required as a BFOR, such as a driver's abstract.
BREACH OF POLICY:

Individuals who fail to comply with this policy may be subject to disciplinary action, up to and including termination of employment with the Society.

RESPONSIBILITIES:

1. The hiring supervisor, volunteer supervisor, or Human Resources, as the case may be, is responsible for ensuring reference checks and applicable police background checks have been successfully completed.

2. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

3. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

INQUIRIES:

Questions regarding the application or interpretation of this policy should be referred to Human Resources.

REFERENCES:

5.1 - Recruitment Standards
5.2 - Internal Recruitment
5.6 - Police Background Checks

Date Policy Approved: July 31, 2013
Approved By: Tracey Pope
National Director, Human Resources and Volunteer Services

Replaces Policy Number: PO-HR-3.4-May05
Date of Last Revision: May 2007
Date of Next Review: July 31, 2014
POLICE BACKGROUND CHECKS

POLICY STATEMENT:

In its mandate to serve the most vulnerable, it is incumbent upon the Society to take precautions to try to ensure personnel and third party contractors do not have personal criminal histories which are incompatible with such a mandate. The Society is therefore committed to ensuring vital programs and services are delivered through individuals whose criminal histories are confirmed through a police background check that includes a name-based Canadian criminal record check and a vulnerable sector check, as applicable. For this reason, employment, engagement, or contractual services with the Society are conditional upon the completion of a successful police background check.

Information will be collected only for the purpose for which it was intended in accordance with the Royal Canadian Mounted Police (RCMP) directives and human rights and privacy legislation.

During times of disaster response, expedited processes may be required, at the discretion of the Director of Operations and Human Resources. Refer to Disaster Response policies for more information.

PURPOSE:

The purpose of this policy is to minimize the risk to the Society’s clients and personnel through police background checks for all Society personnel and third party contractors.

SCOPE:

This policy applies to newly hired/engaged personnel, third party contractors, and current employees, delegates, and volunteers who are assuming a new role or are preparing for deployment.

DEFINITIONS:

For the purposes of this policy, employment refers to a formal agreement for an individual to provide remunerated services to the Society, and engagement refers to a formal agreement for an individual to provide non-remunerated services to the Society.

Personnel - refer to 1.2 – General Definitions

Third Party Contractor – refer to 1.2 – General Definitions

Vulnerable clients – refer to 1.2 – General Definitions

Direct and solitary contact – refer to 1.2 – General Definitions

Positions of trust – refer to 1.2 – General Definitions

A bona fide occupational requirement (BFOR) – refer to 1.2 – General Definitions

Police background checks (criminal record check and vulnerable sector check, as applicable) are performed on personnel or third party contractors who have an offer of employment, engagement or contract with the Society. Employment, engagement, and contractual agreements with the Society are all conditional upon furnishing a satisfactory check(s).
Criminal record check – refer to 1.2 – General Definitions

Certified criminal record check – refer to 1.2 – General Definitions

Vulnerable sector check – refer to 1.2 – General Definitions

PROCEDURE AND APPLICATION:

Where circumstances warrant, and as approved by a Director of Human Resources or above, the Society reserves the right to repeat a criminal record check or vulnerable sector check.

A.  Police Background Checks:

Police background checks may only be completed with the individual’s written consent. If new/current personnel or third party contractors refuse to give consent for a police background check, an offer of employment, engagement or contract for services with the Society may be rescinded.

Personnel and third party contractors who do not work or volunteer in the same location where they reside, must have the police background checks performed in the jurisdiction in which they reside.

If a police force refuses to conduct a vulnerable sector check for a particular position, the police should be asked to provide a written rationale for the refusal. Supervisors must submit this document to Human Resources for review.

There are two (2) types of police background checks relevant to the Society:

i.  Criminal Record Checks:

All personnel and third party contractors must complete a criminal record check to determine if the individual has a record of conviction. A satisfactory criminal record check is a condition of employment, engagement, or contract for services with the Society.

Criminal record checks may be conducted by the municipal, provincial or federal police using the Canadian Police Information Centre system (CPIC) or the independent screening provider retained by the Society to conduct such checks.

A certified criminal record check may be required by the police to confirm an individual’s identity.

ii.  Vulnerable Sector Checks:

Vulnerable sector checks may be conducted by the municipal, provincial or federal police using the Canadian Police Information Centre system (CPIC).
To protect vulnerable people from offenders, a vulnerable sector check is required of all personnel or third party contractors who will have direct and solitary contact with one or more vulnerable clients, including persons in a disaster environment:

Personnel or third party contractors who work in departments or programs who deal with vulnerable clients may not necessarily require a vulnerable sector check themselves if their position does not have direct and solitary contact with vulnerable clients in the ordinary course of employment/engagement. The following criteria will be utilized to determine the requirement for a vulnerable sector check:

- The need for the vulnerable sector check is made in good faith with the belief that it is necessary to ensure the safety and well-being of the vulnerable clients served.
- The vulnerable sector check is a BFOR that is rationally connected to the responsibilities of the position; and
- The standard is reasonably necessary.

Where a vulnerable sector check is a BFOR, personnel and third party contractors are required to have a satisfactory vulnerable sector check as a condition of employment, engagement, or contract for services. If the vulnerable sector check is inconclusive or matches a pardoned sex offender record, the check must immediately be referred to the General Counsel and National Director, Human Resources and Volunteer Services prior to a final decision being rendered.

B. Children, Youth, and Newcomers:

A police background check may not be possible for persons under the age of majority who are protected by the Youth Criminal Justice Act, or for newcomers to Canada. If a police background check is not available, the child/youth/newcomer must not be placed in a situation of direct and solitary contact with vulnerable clients, or have access to credit card information or cash donations/other sums of money without supervision.

C. Transferred, Seconded, or Promoted Personnel:

The request for a police background check primarily applies to newly hired or engaged personnel. However, where job demands change or existing personnel are being considered for positions with direct and solitary contact with vulnerable clients, those personnel will be required to undergo a vulnerable sector check as a condition of employment or engagement.

D. Privacy of Information:

All personal information collected during the course of conducting a criminal background check or vulnerable sector check will be accessed on a need to know basis, used solely for the purpose of conducting the police background check(s), held in the strictest of confidence, and locked in a secure location when retained. See Li and Lii below for retention directives.

E. Cost:

Police background checks are the property of the Society. Therefore, all costs associated with completing police background checks will be covered by the applicable department/program.
budget. Individuals who wish to have ownership of their original, completed police background checks will be required to make the request in writing to Human Resources/Volunteer Resources, and reimburse the Society in full for the cost of the check(s).

F. **Condition of Employment/Engagement with the Society:**

Written offers of employment/engagement with the Society must clearly state the employment/engagement with the Society is conditional upon the candidate furnishing a satisfactory police background check(s), as applicable. Unsatisfactory results may be grounds for rescinding offers of employment/engagement with the Society. Refer to 5.1 - Recruitment Standards, and 5.5 - Screening for more information.

G. If the results of the police background check have not yet been received at the time of hire or engagement, an employee/volunteer may be hired on the condition of a satisfactory police background check, but is not permitted to perform tasks that may cause them to have direct and solitary contact with vulnerable clients, work alone in a position of financial trust, or have responsibility for the security of information.

H. **Evaluating Police Background Check Results:**

i. **Pardoned sex offence:**

Where a pardoned sex offence appears on a police background check, the hiring manager or Human Resources, as applicable, must report it to the General Counsel and National Director, Human Resources and Volunteer Services for a final decision.

ii. **‘Not clear’ police background checks:**

All ‘not clear’ police background checks must be reviewed by Human Resources/Volunteer Resources before any new employment/engagement decisions are made (refer to I below for more information on mid-employment/engagement checks), unless the decision is made unilaterally by certain provincial jurisdictions (example: Criminal Records Review Program). Determining whether a police background check is satisfactory or unsatisfactory requires consideration of the following several factors including but not limited to:

a) Risk and relevance of the conviction and number of convictions;

b) Length of time passed since the conviction(s);

c) Relevance of the conviction to the duties and responsibilities associated with the position. Individuals cannot be excluded where a conviction is not relevant to the responsibilities of the position (i.e. an impaired driving charge is not relevant for a position where driving is not a requirement of the position);

d) Rehabilitation efforts made by the individual; and

e) Potential risk and liability to the Society and its clients if the individual is hired or engaged.

I. **Police Background Checks Completed By Other Organizations:**

Employees/volunteers/delegates who present satisfactory proof of a criminal record check that was completed within (3) months with another organization may be exempted from
completing a criminal record check with the Society. However, the Society reserves the right to request any employee/volunteer to complete a criminal record check upon joining the Society.

All personnel requiring a vulnerable sector check as a condition of employment/engagement with the Society will be required to complete a new vulnerable sector check upon joining the Society.

J. **Mid-Employment/Engagement Police Background Checks:**

i. **Mid-employment/engagement vulnerable sector checks:** To be completed every five (5) years on all employees/volunteers/delegates who were required to have a vulnerable sector check at the time of hiring/engagement with the Society, unless the employee/volunteer’s position no longer requires contact with vulnerable clients.

ii. **Mid-employment/engagement criminal record checks:** To be completed every five (5) years on all employees/volunteers/delegates who have access to credit card information other than their own, in accordance with PCI Compliance requirements.

The Society reserves the right to amend the frequency of mid-employment/engagement police background checks based on provincial/territorial legislative rulings.

For those positions where a mid-employment/engagement criminal record check or vulnerable sector check is a BFOR, the job description and employee/volunteer’s letter of offer or managerial employment agreement must reflect the requirement.

The National Director of Human Resources and Volunteer Services must be consulted in the case of an employee/volunteer’s refusal to consent to a mid-employment/engagement check in any of the above-mentioned circumstances.

All ‘not clear’ mid-employment/engagement police background checks must be reviewed by Human Resources/Volunteer Resources before any continuing employment/engagement decisions are made.

K. **Data Entry:**

i. **Employees and Delegates:**

Only the date of the completed police background check(s) and a ‘clear’ or ‘not clear’ result is to be recorded in the Human Resources Information System. No details regarding a conviction shall be entered, other than an entry stating ‘Refer to Human Resources for more information’.

ii. **Volunteers:**

Only the date of the completed police background check(s) will be recorded in the Society’s volunteer data management system, with an entry stating ‘Refer to Human Resources for more information’.
I. Retention of Police Background Checks:

i. ‘Clear’ results:

a) Where a police background check was completed on paper and “clear” results are received, the results will be filed separately from the recruitment file and/or the employee/volunteer's personnel file in a locked, secure location. Clear results must be destroyed through confidential shredding following the completion of the hiring/engagement process.

b) Where a police background check was completed electronically and ‘clear’ results are received, the results shall not be printed. ‘Clear’ electronic results may be stored electronically until the completion of the hiring/engagement process, at which time they must be permanently deleted.

ii. ‘Not clear’ results:

In the case where a police background check has been completed on paper and “not clear” results have been received, all documentation must be forwarded to Human Resources/Volunteer Resources (as the case may be) immediately in a sealed envelope marked ‘Confidential’. This documentation will be retained by Human Resources/Volunteer Resources for a period of three years and will be filed separately from the recruitment file and/or the personnel file.

BREACH OF POLICY:

Individuals who fail to comply with this policy may be subject to disciplinary action, up to and including termination of employment, engagement, or contractual services with the Society.

RESPONSIBILITIES:

1. The hiring supervisor, volunteer supervisor, or Human Resources, as the case may be, is responsible for ensuring the appropriate police background checks have been completed in accordance with the provisions of this policy.

2. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

3. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

INQUIRIES:

Questions regarding the application or interpretation of this policy should be referred to Human Resources.
REFERENCES:

2.13 - Human Resources Records Retention
5.1 – Recruitment Standards
5.5 – Screening

<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td></td>
<td>National Director, Human Resources and Volunteer Services</td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>PO-HR-3.4-May05</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>May 2007</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>
OFFERS OF EMPLOYMENT/ENGAGEMENT

POLICY STATEMENT:

It is the policy of The Society to formalize all employment and volunteer relationships with a written offer of employment/engagement. The offer of employment/engagement will formally outline the terms and conditions of employment/engagement and will welcome the employee/volunteer to the Society.

The offer of employment/engagement will take the form of a letter for non-managerial employees and volunteers. Managerial employees will have a formal employment contract and contractor agreement(s) will be signed for third party contractors.

When signed by the employee/contractor and an authorized representative of the Society, the offer of employment confirms acceptance of the terms and conditions in the written offer, and becomes a binding legal agreement between the Society and the employee/contractor.

PURPOSE:

The purpose of this policy is to establish guidelines regarding offers of employment and offers of volunteer engagement.

SCOPE:

This policy applies to all hiring managers and volunteer supervisors.

DEFINITIONS:

A letter of offer is a formal written letter that is entered into between the Society and an employee which outlines the terms and conditions of employment. The letter of offer will be prepared by Human Resources, and signed by either Human Resources or the local hiring manager, as determined in each geography. A letter of offer must be signed and dated by the candidate before the start of employment, confirming acceptance of the terms and conditions of employment.

A letter of engagement is a formal written letter that is provided to a potential volunteer, and which outlines the terms and conditions of the volunteer service. The letter of engagement may be signed by the volunteer manager, or authorized delegate. A letter of engagement should be signed and dated by the volunteer before commencing his/her volunteer service.

A management employment agreement is a formal written agreement that is entered into between the Society and a managerial employee. A management employment agreement itemizes all pertinent details regarding the terms of employment. The employment contract will be signed by the appropriate Human Resources personnel who may delegate authority to a local hiring manager. A management employment agreement must be signed and dated by the managerial employee before the start of employment confirming acceptance of the agreement. When signed, the management employment agreement forms a legal document.
PROCEDURE AND APPLICATION

A. Content of Letters of Offer/Engagement and Management Employment Agreement:

The Society utilizes pre-established templates for letters of offer/engagement, management employment agreements, and third party agreements. Only these templates may be used. Modifications to such templates must be approved by the National Director, Human Resources and Volunteer Services.

B. Attached Documents:

The following documents must be included with the letter of offer/engagement, management employment agreement, or third party contractor agreement, unless they are already on file (ie transferred employee/volunteer). All documents must be signed and dated by the employee/volunteer or third party contractor and returned to the hiring manager/volunteer supervisor or Human Resources on or before the first day of work:

- Code of Conduct, Conflict of Interest, Confidentiality, Use of CRC Computers and Other Electronic Devices, Privacy and Release of Information, PCI Compliance Policy, and Distracted Driving,
- Personal Information Sheet for contacts in case of emergency;
- Cheque deposit authorization form;
- Canada Customs and Revenue Agency documents for tax purposes, both Federal and Provincial (employees only);
- Criminal reference check application(s), including photo identification;
- Proof of professional certifications, as applicable.

C. Amendments to Offer of Employment/Engagement:

i. Errors: If the initial letter of offer/engagement or management employment agreement contains errors, Human Resources/Volunteer Resources must be notified immediately. An amended offer must be issued, signed, and dated by a member of the hiring committee or by Human Resources before the start of work.

ii. Change(s) in terms of the original letter of offer/engagement agreement: An amended letter of offer/engagement or management employment agreement must be issued, signed and dated by Human Resources or the supervisor, as designated by the Director General or designate, in situations where there is a change in the terms and conditions of the original letter of offer or management employment agreement.

All amendments must be reviewed and approved by Human Resources.

BREACH OF POLICY:

Individuals who fail to comply with this policy may be subject to disciplinary action, up to and including termination of employment with the Society.
RESPONSIBILITIES:

1. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

2. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

INQUIRIES:

Questions regarding the application or interpretation of this policy should be referred to Human Resources.

REFERENCES:

4.12 – Relocation
5.1 – Recruitment Standards
5.6 - Police Background Checks
5.8 – Orientation

<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td></td>
<td>National Director, Human Resources and Volunteer Services</td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>PO-HR-3.5-May05</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>May 2007</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>
ORIENTATION

POLICY STATEMENT:

The Society is committed to welcoming and supporting new employees and volunteers. To support their success, new employees and volunteers to the Society will receive an orientation to the organization including their respective department/program, location and job duties.

PURPOSE:

The purpose of this policy is to confirm that employees and volunteers receive an effective and uniform introduction to the Society, their program/department, location, and job duties.

SCOPE:

This policy applies to all new employees and volunteers to The Society, as well as to all individuals transferring into new roles, potentially in different geographical locations.

DEFINITIONS:

Orientation refers to the process of familiarizing personnel to the depth and breadth of the Red Cross mission, vision and history. It ensures familiarization to the physical work environment including health and safety and workplace policy, procedures and practices.

PROCEDURE AND APPLICATION:

Orientation Program:

Orientation is provided to the employee/volunteer commencing the first 1st day of employment/engagement, and should be completed no later than three (3) months from the beginning of the employment/engagement. Refer to Sections A, B and C below for more specific timelines.

Participation in the orientation process is required for all new employees and volunteers. Any costs associated to orientation will be managed from within the departmental budget. Time spent in orientation, including travel to/from the orientation location, will be considered regular hours of work for all personnel.

The orientation program consists of three (3) main components:

1. Society-Wide component (section A. below)
2. Local and/or regional component (section B. below)
3. Job-specific component (section C. below)

Orientation may be provided by any one of or a combination of the following methods, as appropriate:

• group presentation  
• one-on-one session  
• reading material  
• online orientation curriculum
A. **Society-Wide Component**

i. To be completed on or before the first day of hire/engagement:

- Review and receipt of signatures for Society policy related forms, including The Code of Conduct, PCI Compliance, Use of CRC Computers & Other Electronic Devices, Conflict of Interest, Confidentiality, Privacy and Release of Information (if not already on file), Distracted Driving;
- Introduction to the completion of time sheets, as applicable;

ii. To be completed within three months of hire/engagement:

- Communication protocols including telephone, MS Outlook (email) and computer, introduction to the Infosite (Society’s Intranet);
- Introduction to the Society human resources policies;
- Overview of financial processes in the CRC, such as expense claims and PCard
- Overview of available learning and development training, including arrangement for username/password for online learning (mandatory and optional courses). Refer to the Learning and Development portal on the Society’s Intranet for more information;
- Overview of Society Pension and Benefits Plans, for eligible employees;
- Training on 2.2 – *Prevention of Harassment in the Workplace*
- Overview of the Employee Assistance Program (Lifeworks) for employees;
- Overview of the Performance Partnering Program (P3) (performance management program for employees), including the probationary period and SMART objectives.

B. **Local/Regional Component:**

i. To be completed on or before the first day of hire/engagement:

- Formal greeting, including introduction to colleagues;
- Critical work site information (security procedures, fire regulations, emergency evacuation procedures, Joint Occupational Health and Safety Committee Board, etc.);
- Tour of the work site facilities;
- Overview of safe work procedures, as applicable.

ii. To be completed within the first three months of hire/engagement:

- Description of locally offered programs and services;
- Overview of local organizational structure/chart;
- Arrangement for photo identification (Refer to 3.8 - *Photo Identification* for more information).

C. **Job-Specific Orientation:**

i. To be completed within the first month of employment/engagement:

- Job-specific orientation including familiarization with areas such as job responsibilities, procedures, and duties;
- Supervisor and organization expectations regarding attendance and behavior norms;
- Chain of command for reporting purposes; and
- Those to notify or turn to if problems or questions arise.
D. **Record of Orientation:**

A record of the employee/volunteer’s completed orientation is to be signed by the supervisor and the new employee/volunteer, placed in the personnel file, and entered into the approved and applicable Society data management system. Refer to *Annex A – Orientation Checklist.*

**RESPONSIBILITIES:**

1. Employees/volunteers are responsible for ensuring they understand all components reviewed during their orientation.

2. Supervisors or Human Resources (as determined in each geographical area) are responsible for ensuring employees/volunteers receive the appropriate orientation and are aware of and know how to access all policies pertaining to their employment/engagement.

3. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

4. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

**INQUIRIES:**

Questions regarding the application or interpretation of this policy should be referred to Human Resources.

**REFERENCES:**

3.8 - *Photo Identification*  
5.1 - *Recruitment Standards*

<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td></td>
<td><em>National Director, Human Resources and Volunteer Services</em></td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>PO-HR-3.6-May05</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>May 2007</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>
Orientation is the familiarization of the depth and breadth of the Red Cross mission, vision and history. It also ensures familiarization with the physical work environment, including health and safety practices. Orientation items apply to all personnel except where an (E) indicates ‘employees only’ and a (V) indicates ‘volunteers only’.

Orientation is intended to be completed with three months of the first day of hire or engagement. Section A outlines items to be reviewed on or before the first day. Section B is to be completed within the first three months of the start date. Section C is to be completed with one month of the start date. All three sections must be signed off by the supervisor or designated orientation provider. The completed form is to be placed in the secured personnel file.

SECTION A: To be completed on or before the first day of hire/engagement.

1. Society Wide Components:

Review and signing of the following Society Policy Forms:

- Code of Conduct
- PCI (for personnel handling cash and donations)
- Use of CRC Computers & Other Electronic Devices
- Conflict of Interest
- Confidentiality
- Privacy and Release of Information
- Distracted Driving
- Child Protection
- Overtime (E)
- Introduction and completion of time sheets (as applicable)

Date Completed: day/month/year

2. Local/Regional Components:

Formal greeting, including introduction to colleagues

Critical work site information;

- Security procedures
- Fire regulations
- Emergency evacuation procedures
- Overview of Occupational Health and Safety Committee
- Tour of the work site facilities
- Overview of safe work procedures, as applicable

Date Completed: day/month/year

Signature of Employee/Volunteer: ________________________________ day/month/year

Signature of Supervisor: ________________________________ day/month/year
**SECTION B:** To be completed within the **first three** months of hire/engagement.

**1. Society-Wide Components:**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications introduction and overview</td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td></td>
</tr>
<tr>
<td>Email/MS Outlook</td>
<td></td>
</tr>
<tr>
<td>Computers (see Use of CRC Computers &amp; Other Electronic Devices Policy)</td>
<td></td>
</tr>
<tr>
<td>Introduction to the Infosite (Society’s Intranet)</td>
<td></td>
</tr>
<tr>
<td>Society Employee Benefits site (employees only)</td>
<td></td>
</tr>
<tr>
<td>Introduction to the Society human resources policies</td>
<td></td>
</tr>
<tr>
<td>2.2 - Prevention of Harassment in the Workplace</td>
<td></td>
</tr>
<tr>
<td>3.2 - Prevention of Violence in the Workplace</td>
<td></td>
</tr>
<tr>
<td>Overview of financial processes</td>
<td></td>
</tr>
<tr>
<td>Expense claims</td>
<td></td>
</tr>
<tr>
<td>PCard (as applicable)</td>
<td></td>
</tr>
<tr>
<td>Learning and Development</td>
<td></td>
</tr>
<tr>
<td>Learning and Development Portal</td>
<td></td>
</tr>
<tr>
<td>Intro to the Movement (mandatory)</td>
<td></td>
</tr>
<tr>
<td>Intro to Volunteerism (mandatory)</td>
<td></td>
</tr>
<tr>
<td>Overview of optional training opportunities</td>
<td></td>
</tr>
<tr>
<td>Arrange for username/password</td>
<td></td>
</tr>
<tr>
<td>Overview of the EAP (LifeWorks) (E)</td>
<td></td>
</tr>
</tbody>
</table>

**2. Local/Regional Components:**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description of locally offered programs and services</td>
<td></td>
</tr>
<tr>
<td>Overview of local organizational structure/chart</td>
<td></td>
</tr>
<tr>
<td>Arrangement for photo identification</td>
<td></td>
</tr>
<tr>
<td>(Refer to Photo Identification Policy for more information).</td>
<td></td>
</tr>
</tbody>
</table>

**Signature of Employee/Volunteer**

**Signature of Supervisor:**

---

**SECTION C:** To be completed within the **first month** of hire/engagement.

**Job-Specific Orientation**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Familiarization with:</td>
<td></td>
</tr>
<tr>
<td>Job responsibilities</td>
<td></td>
</tr>
<tr>
<td>Supervisor and organization expectations:</td>
<td></td>
</tr>
<tr>
<td>Attendance</td>
<td></td>
</tr>
<tr>
<td>Behavior norms</td>
<td></td>
</tr>
<tr>
<td>Chain of command for:</td>
<td></td>
</tr>
<tr>
<td>Reporting</td>
<td></td>
</tr>
<tr>
<td>Issues, questions and problem resolution</td>
<td></td>
</tr>
</tbody>
</table>

**Signature of Employee/Volunteer**

**Signature of Supervisor:**

---
PROBATION

POLICY STATEMENT:

The Society recognizes that new and transferred employees require a period of time to become familiar with the requirements of their position and to assess their suitability with the organization. The probationary period represents an opportunity for the employee and the supervisor to determine if the original hiring decision is the best fit for all parties.

Employment with the Society is conditional upon the satisfactory performance of the employee during the formal probationary period, the final and critical phase of the selection process. To evaluate an employee effectively, the supervisor will be required to monitor, evaluate and review the employee’s level of performance during the probationary period.

PURPOSE:

The purpose of this policy is to provide a clear framework for evaluating a new or transferred employee’s overall suitability in their new role.

SCOPE:

This policy applies to all permanent and term employees, including new employees and employees who have been transferred within the Society.

DEFINITIONS:

The *probationary period* refers to the initial period of time after hiring between three (3) months and six (6) months depending upon the complexity of the position and as determined by the supervisor in consultation with Human Resources, where the new employee’s performance, skills, abilities and dependability are reviewed to ensure the employee is a suitable match for the position for which he/she was hired. The probationary period also provides the new employee the opportunity to learn and fulfill the requirements of their new position and to assess his/her overall fit with the organization and its mission, Fundamental Principles and values.

The *evaluation period* refers to the “probationary” period for current employees who have been transferred. Throughout this policy, the term “probationary” also means “evaluation” with respect to current employees. The length of probation and mutual evaluation is the same as in the probationary period definition above.

The *probationary review form* allows for periodic evaluations of the new or transferred employee throughout the probationary or evaluation period. Refer to Annexes A, B, and C for templates.

PROCEDURE AND APPLICATION:

A. Length of Probationary Period:

   Unless otherwise indicated in the letter of offer, newly hired or transferred non-managerial employees will typically serve a probationary period of three (3) months, but may receive an extension of up to another three (3) months. Extensions are determined on a case by case basis, in consultation with Human Resources. Newly hired or transferred managerial
employees will typically serve a probationary period of six (6) months, unless otherwise stated in the management employment agreement.

i. Part-Time Employees:

Will serve a probationary period in accordance with A. above, subject to the employee’s letter of offer or management employment agreement, unless industry-specific protocols represent the probationary period as a calculation of hours versus months. In such cases, the probationary period may extend past the typical duration until the required number of probationary hours is met.

B. Transferred Employees:

Employees who have been transferred to a new position will complete the appropriate evaluation period in accordance with section A. Length of Probationary Period.

In most cases, employees will not have the option of returning to their former position if the new position does not work out satisfactorily for the employee or supervisor. While the Society may endeavour to retain such an employee, there is no guarantee that another position will be available within the Society.

C. Previous Volunteer Experience:

The probationary period does not include time the individual spent as a volunteer. However, probationary periods may be shortened or waived on a case-by-case basis with approval from Human Resources.

D. Previous Casual Employees:

The probationary period does not include time the individual spent as a casual employee. However, probationary periods may be shortened or waived on a case-by-case basis with approval from Human Resources.

E. Probationary Review:

Throughout the probation period, the supervisor must provide ongoing supervision to the employee and keep the employee informed on his/her performance relative to the requirements of the position and the Society’s expectations. In the case of performance issues, supervisors are required to take action through the use of a performance improvement plan, in order to assist the employee in improving performance levels.

i. Successful probation:

Immediately prior to the end of the probationary period, the supervisor will conduct a formal probationary review with the employee, ensuring a signed copy is forwarded to Human Resources for confidential review and assessment. If the employee has successfully completed the probationary period, Human Resources will complete the appropriate administrative steps to formalize the employment status. All probation-related documents will be secured in the employee’s personnel file.
ii. **Unsuccessful probation:**

When a performance improvement plan does not rectify performance issues, refer to L. below for information on termination following unsuccessful probation.

### F. **Break in Service:**

An employee returning to the Society after a break in service of thirteen (13) weeks or more will be subject to a probationary period, as per the provisions of this policy.

An employee who voluntarily left a position with the Society and who returns to the same position less than thirteen (13) weeks from the break in service date, may be exempted from a probationary period upon approval from Human Resources.

### G. **Extension of Probationary Period:**

The supervisor must first consult with Human Resources before extending the probationary period beyond the period stated in the letter of offer or management contract for any reason:

i. **Leaves of Absence/Sick-Leave:**

Employees on probation are considered active employees. Therefore employees who are absent (i.e. sick-leave, vacation, leave of absence with pay, etc.) during the probationary period will have the probationary period extended accordingly so that the evaluation time is satisfied. As for all other employees, employees on probation must have prior approval from their supervisor for non-provincially legislated leaves of absence during the probationary period.

ii. **Performance Issues:**

The probationary period may be extended for performance related reasons. If an extension is required, the supervisor must provide a written explanation of the extension to the employee. Clearly defined, written objectives must also be set with the employee as part of a performance improvement plan for the extended period, thereby formally addressing the performance issues.

### H. **Vacation Leave:**

Refer to 4.7 – *Vacation* for more information regarding vacation entitlement for employees on probation.

### I. **Public Holidays:**

Newly hired, transferred and promoted employees may be entitled to public holiday provisions during the probationary period, in accordance with applicable provincial legislation. Refer to 4.8 – *Public Holidays* for more information.

### J. **Orientation:**

Employees should complete their orientation to their new position prior to the end of their probationary period. Refer to 5.8 – *Orientation* for more information.
K. **Insured Group Benefits and Pension:**

   i. **Newly Hired Employees:**

   Newly hired employees will be eligible for insured group benefits and membership in the pension plan as per the stipulations in their letter of offer or management employment agreement.

   ii. **Transferred Employees:**

   Transferred employees are entitled to receive or continue receiving insured group benefits during their probationary period, and are required to continue contributing to the pension plan, should they already be members.

   Refer to the Society’s employee benefits site for information on insured benefits and pension plan.

L. **Termination for new Society employees:**

   A supervisor who determines that a new Society employee will be terminated due to unsatisfactory performance and/or fit prior to the completion of the probationary period, **must** notify Human Resources at least two (2) weeks before the end of the new employee's probationary period. For transferred employees, refer to 5.16 - **Termination**.

   New employees on probation have the same legal rights and entitlements as other employees at the Society, unless specified otherwise in their letter of offer or management employment agreement. Therefore, new employees on probation are entitled to termination provisions while on probation as per the applicable provincial legislation. Termination of the new employee should be considered only after the employee has not improved to an acceptable level following the implementation of a written improvement plan and the completed probationary review with the supervisor.

   When the new employee's performance is deemed unsatisfactory and cannot be improved, employment may be terminated in writing, during or at the end of the probationary period, with a minimum of one (1) week’s notice. Any clause in an employee’s letter of offer or management employment agreement regarding termination of employment during probation will prevail over this policy. Refer to 5.16 - **Termination** for more information.

**RESPONSIBILITIES:**

1. Supervisors are responsible for ensuring employees are well trained to meet the expectations of their position, for providing continuous feedback to the employee, for setting clear expectations, and for identifying areas for improvement, as applicable, during the probationary period.

2. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.
3. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

INQUIRIES:

Questions regarding the application or interpretation of this policy are to be referred to Human Resources.

REFERENCES:

4.7 – Vacation
4.8 – Public Holidays
5.8 – Orientation
5.16 - Termination

<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td></td>
<td>National Director, Human Resources and Volunteer Services</td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>PO-HR-3.7-May05</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>May 2007</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>
EMPLOYEES AS VOLUNTEERS

POLICY STATEMENT:

The Society recognizes that employees may wish to engage in a volunteer capacity for the Society. While employee engagement as a Society volunteer and vice-versa is highly encouraged, this policy outlines certain directives that are to be followed when the circumstance arises.

PURPOSE:

The purpose of this policy is to define the parameters for employees who engage as volunteers for the Society.

SCOPE:

This policy applies to all employees and volunteers.

DEFINITIONS:

PROCEDURE AND APPLICATION:

A. Confidentiality and Conflict of Interest:

It is important that employees avoid any conflict of interest, or the appearance of a conflict of interest, in all of their professional dealings on behalf of or for the Society.

All employees and volunteers shall immediately disclose to their supervisor for consultation with Human Resources any business, commercial, or financial interest where such interest might be construed as being in real, potential or apparent conflict with their primary employment or volunteer responsibilities. For more specific information, refer to 2.5 - Confidentiality and 2.6 - Conflict of Interest.

B. Employees as Volunteers:

An employee who wishes to volunteer his/her services to the Society shall go through the volunteer application and screening process. Society employees will not be permitted to serve in a governing or policy making role as a volunteer for the Society. Employees may, however, accept service delivery or leadership volunteer roles outside the scope of their paid positions.

In exceptional circumstances, employees who are also volunteers may be authorized by Human Resources to obtain a second Society email address to facilitate communication.
C. Volunteers as Employees:

i. Volunteers are generally free to apply to paid positions or fee for service opportunities within the Society, subject to the conditions of eligibility detailed in 5.2 - Internal Recruitment.

ii. If a volunteer is a member of the National Board of Governors, and is the successful candidate for a paid position, s/he must resign from the board, and will be ineligible for re-election for at least twelve (12) months following termination from the employment agreement.

iii. Council members in each geography must resign if they are selected for a paid position within the same geography. Exceptions to Cii and Ciii may be authorized by the Secretary General & CEO.

D. Release from Employment/Engagement ‘With Cause’:

When terminated ‘with cause’, employees who are also volunteers for the Society may be involuntarily terminated in both paid and voluntary capacities, depending upon the circumstances surrounding the involuntary termination. Refer to 5.16 - Termination for more information.

BREACH OF POLICY:

Personnel who fail to comply with this policy may be subject to progressive disciplinary measures, up to and including termination from the Society.

RESPONSIBILITIES:

1. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

2. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

INQUIRIES:

Questions regarding the application or interpretation of this policy are to be referred to Human Resources.

REFERENCES:

2.1 - Code of Conduct
2.5 - Confidentiality
2.6 - Conflict of Interest
5.2 - Internal Recruitment
5.16 - Termination
Provincial Employment Standards Acts
<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td>Tracey Pope</td>
</tr>
<tr>
<td></td>
<td>National Director, Human Resources and Volunteer Services</td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>National Volunteer Standards &amp; Guidelines, Section 1.3 Employee as a Volunteer</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>Varied by Zone</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>
EMPLOYMENT/ENGAGEMENT OF RELATIVES AND FRATERNIZATION

POLICY STATEMENT:

In keeping with The Society’s 2.5 – Confidentiality and 2.6 - Conflict of Interest, a high degree of integrity, objectivity and professionalism of Society employees and volunteers is expected at all times. As a result of a supervisor’s responsibilities to supervise, assign work, deal with potential performance problems and conduct performance appraisals, a potential or real conflict of interest arises when one employee/volunteer is assigned to a position which is superior or subordinate in the line of authority to another employee/volunteer who is their family member or with whom s/he is engaged in a romantic relationship.

The Society has the discretion to withhold employment, promotion of employment, transfers of employment and ultimately to take disciplinary action up to and including termination of an employee or volunteer who is in a conflict of interest situation, thereby hindering job performance, detracting from a positive work environment, and/or harming the reputation of the Society. This policy should be interpreted broadly to include the perception of, as well as actual undue influence, conflict of interest, or breach of confidentiality.

PURPOSE:

To ensure CRCS management and Human Resources are informed so that employees/volunteers and others acting on the Society’s behalf are not placed in situations where a real or perceived conflict of interest may arise from a family relationship or fraternization in the work unit, that could adversely influence job performance, judgment, objectivity, or loyalty to the Society in conducting Society activities and assignments.

SCOPE:

This policy applies to all delegates, employees and volunteers.

DEFINITIONS:

For the purpose of this policy, family member includes an employee’s spouse (including common-law and same-sex partners), parents, grandparents, children, grandchildren, siblings, mothers-and fathers-in-law, sons-and daughters-in-law, brothers-and sisters-in-law, aunt or uncle, niece or nephew, or an individual who has acquired such a relationship through marriage/common-law. For the purposes of this policy, step children/grandchildren/parents and foster or adopted children/grandchildren/parents are considered children, grandchildren and parents.

Fraternization: refers to employees/volunteers in a direct or indirect reporting relationship, who engage in a romantic relationship.

Reporting relationship pertains to all direct or indirect reporting relationships within the reporting structure. An example of a direct reporting relationship is one between an employee and his or her immediate supervisor. An example of an indirect reporting relationship is one between an employee
and his or her director (with a manager or number of managers in between, but within the same work unit).

**Romantic relationship:** refers to a situation in which employees/volunteers engage in dating and/or sexual relations.

**Employment status** includes full-time, part-time, casual, permanent and temporary positions, acting appointments, summer placements and contract positions.

**Engagement** refers to a formal volunteer agreement, in which an individual agrees to provide services on a regular or occasional basis, without remuneration or any other consideration by the Society for those services.

**Alternate employment** is defined as an available position within the Society for which the employee is qualified and where there exists no conflict of interest from a reporting or supervisory relationship.

A **work unit** is an operational entity within an office location with employees who share the same manager or functional responsibilities.

**PROCEDURE AND APPLICATION:**

A. **Fraternization**

If an employee or volunteer decides to enter into a romantic relationship with another employee or volunteer in the same work unit, or with whom they are in a direct or indirect reporting relationship, s/he needs to inform his/her manager and/or Human Resources immediately. Under no circumstances may an employee or volunteer be assigned to a position in which s/he is superior or subordinate in the same line of authority, whether direct or indirect, to another employee or volunteer with whom s/he is engaged in a romantic relationship. The manager, in consultation with Human Resources, will determine appropriate steps.

B. **Family Members:**

i. **Same work unit:**

Should an employee or volunteer, who is the family member of another employee or volunteer, find her/himself in a position in which s/he is superior or subordinate in the line of authority to the other, the Society will make reasonable efforts to assist in a search for an alternate employment/engagement assignment for one or both of the related individuals at the first opportunity. Wherever possible, the affected individuals will endeavour to provide the Society with reasonable notice in order that the Society might undertake an alternate job or engagement search. Under no circumstances will an employee/volunteer be assigned to a position which is superior or subordinate in the line of authority to another employee/volunteer who is their family member.
ii. Different work unit or functional area:

All employees or volunteers, who have a family member employed or engaged in a different work unit or functional area of the Society, must abide by the 2.5 - Confidentiality and 2.6 - Conflict of Interest at all times, in order to reasonably avoid perceived or actual undue influence, conflict of interest, or breach of confidentiality in the performance of their assigned duties.

C. External Recruitment:

In order to avoid a real or perceived conflict of interest, successful candidates from an external recruitment process will not be placed in the line of authority or work unit with a family member or with a person with whom they are in a romantic relationship who is currently employed by the Society.

D. Internal Recruitment:

When an internal recruitment process results in a situation where the successful candidate would be hired into the same line of authority as one of his/her family members or with an individual with whom s/he is engaged in a romantic relationship, the hiring committee cannot hire and transfer the successful internal candidate without first consulting the geographic Director of Human Resources or his/her delegate. Refer to B (i) above for more information.

E. Internal Restructuring:

When an internal restructuring initiative will cause an employee or volunteer, who is a family member of another employee/volunteer or with whom s/he is engaged in a romantic relationship, to be transferred to a new position in which one individual will become superior or subordinate in the line of authority to the other, the geographic Director of Human Resources must be consulted prior to the rendering of any final decisions.

Where all reasonable alternatives are exhausted, including the Society’s efforts to search for comparable alternate employment/engagement assignments for one or both of the family-related or romantically-related employees/volunteers, operational requirements will determine whether a decision to terminate the employment/engagement of one of the affected employees/volunteers may be necessary to preserve the integrity of the Society.

F. Summer Students:

Summer employment for individuals who are either family members or are engaged in a romantic relationship with an employee or volunteer is acceptable and encouraged, provided:

- there is no direct or indirect reporting relationship to the employee/volunteer; and
the current employee/volunteer exerts no influence over the hiring decision.

G. Volunteers:

Volunteer engagement of family members or individuals who are in a romantic relationship with a current employee or volunteer is acceptable and encouraged, provided:

- there is no direct or indirect reporting relationship to the employee/volunteer; and
- the current employee/volunteer exerts no influence over the engagement decision.

H. Hiring Committee:

An employee may not participate on a hiring committee when any of the screened-in candidates is a family member or an individual with whom the employee is engaged in a romantic relationship.

Selection committee members are expected to declare any real or potential conflicts of interest including but not limited to, participating in hiring processes where the candidate is not a family member but is someone known to the committee member. Examples could include a candidate who is a family friend, former colleague, etc.

BREACH OF POLICY:

Individuals who fail to comply with this policy may be subject to disciplinary action, up to and including termination of employment/engagement with the Society.

RESPONSIBILITIES:

1. It is incumbent upon supervisors and managers at all levels to immediately disclose to Human Resources any/all new or existing situations of perceived/actual fraternization, or perceived/actual conflict of interest arising from a direct or indirect reporting or same work unit relationship between two family members in the Society.

2. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

3. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

INQUIRIES:

Questions regarding the application or interpretation of this policy are to be referred to Human Resources.
REFERENCES:

2.5 - Confidentiality
2.6 - Conflict of Interest
5.1 - Recruitment Standards
Provincial Human Rights Legislation

<table>
<thead>
<tr>
<th>Date Policy Approved:</th>
<th>July 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved By:</td>
<td></td>
</tr>
<tr>
<td>Tracey Pope</td>
<td></td>
</tr>
<tr>
<td>National Director, Human Resources and Volunteer Services</td>
<td></td>
</tr>
<tr>
<td>Replaces Policy Number:</td>
<td>PO-HR-3.8-May05</td>
</tr>
<tr>
<td>Date of Last Revision:</td>
<td>May 2007</td>
</tr>
<tr>
<td>Date of Next Review:</td>
<td>July 31, 2014</td>
</tr>
</tbody>
</table>
TERMINATION

POLICY STATEMENT:
The Society recognizes that its interest is best served by retaining a high calibre, diverse workforce. However, Society employment and voluntary service is based on mutual consent. Either the employee/volunteer/delegate or the Society may sever the employment/engagement relationship at any time with or without cause or prior notice. This policy highlights the processes to be followed when either a voluntary or involuntary termination occurs.

PURPOSE:
The purpose of this policy is to describe the different types of termination, as well as the general procedures for voluntary terminations and involuntary terminations with or without cause, for employees, delegates, and volunteers.

SCOPE:
This policy applies to all employees, volunteers, and delegates.

DEFINITIONS:

Probationary Employee: An employee who is participating in a probationary period. The position could be the employee’s initial appointment or a position obtained subsequent to his/her initial appointment.

Progressive Discipline: An increase in severity of corrective measures to correct behaviours and to improve an individual’s performance and/or conduct to meet expected standards. The measures may be verbal or written reprimands, suspension or termination. Serious offences may result in immediate suspension or termination.

PROCEDURE AND APPLICATION:

An employee, delegate, or volunteer who either voluntarily or involuntarily ends employment/engagement with the Society will be regarded as separated from the Society and his/her employment or voluntary service terminated for all purposes.

The duty with respect to preserving the confidentiality of Society information extends beyond, and continues after, the employee’s, delegate’s, or volunteer’s employment/engagement with the Society, ends.

Note: All involuntary terminations must have prior approval from the Director General or designate, in consultation with the Geographic Director, Human Resources, before any action is initiated.
A. Types of Involuntary Terminations:

i. Release from Employment – “Without Cause”: Involuntary termination includes reasons due to program changes, restructuring, financial constraints, non-culpable performance issues, or re-allocation of budgeted resources, shortage of work or other reasons including destruction or damage of Red Cross property by flood, fire, acts of war, etc.

ii. Release from Employment/Engagement – “With Cause”: Involuntary termination for reasons related to performance or conduct. Dismissal may be immediate and supersede the progressive discipline process when warranted in circumstances such as, but not limited to, theft, dishonesty, willful misconduct, gross insubordination, conflict of interest, major breach of policies, or where principles and regulations impacting the welfare of the Society, its clients and beneficiaries are compromised.

iii. Termination of Employees as Volunteers: Employees who are also volunteers for the Society, may be involuntarily terminated in both capacities, depending upon the circumstances surrounding the initial involuntary termination. See 5.14 - Employees as Volunteers for more information.

iv. Termination of Probationary Employees: Employees who are on their initial appointment may be terminated during the probationary period due to unsuitability. Employees will be eligible for one (1) week’s notice prior to termination.

Employees who are terminated during their probationary evaluation periods for positions obtained following their initial appointment, shall be eligible for a minimum of 2 weeks’ notice, unless otherwise indicated in their letter of offer or management employment agreement. Refer to 5.9 - Probation for more information.

v. Termination from Term Employment: Employment for term employees will either terminate at the expiration of the term or earlier, as stipulated in the letter of offer.

vi. Release from a Casual Register/Bank: A casual employee may be removed from the casual register and thereby terminated should, in the opinion of the Society, there be performance concerns or where there is no foreseeable need/use for her/his skills in the future.

vii. Professional Credentials: Where, according to the position description, regulatory compliance and/or provincial/territorial statute, an employee must maintain a particular professional credential as a condition of practice, the loss of such credential
may be cause for termination. A similar cause for termination arises if it has been learned that the employee made misrepresentations to the Society regarding the possession of a professional credential.

viii. **Deemed Terminated:**
An employee or delegate will no longer be employed by the Society and will be deemed terminated as follows, unless a satisfactory explanation for the absence is provided and accepted by the Society:

a) the employee or delegate fails to return to work within five (5) working days upon expiration of an authorized leave of absence and fails to notify the immediate supervisor of the continued absence;
b) the employee or delegate utilizes a leave of absence for purposes other than those for which it was granted; or the employee or delegate fails to return to work after an unauthorized absence of three (3) consecutive working days.

ix. **Death:**
Upon notification of the death of an employee, delegate, or volunteer, Human Resources will contact the designated next of kin to arrange for the application of appropriate survivor benefits, as applicable. For more information, refer to Critical Workplace Incidents.

B. **Re-employment of Employees Following Involuntary Termination:**

In the case of A i or A ii above, employees who are terminated should not be considered for re-employment with the Society in any role during any portion of the severance period. All exceptions under consideration are to be referred to the National Director, Human Resources and Volunteer Services via Human Resources.

C. **Re-engagement of Volunteers Following Involuntary Termination:**

In the case of Ai or Aii above, volunteers who are terminated should not be considered for re-engagement with the Society in any role. All exceptions under consideration are to be referred to the National Director, Human Resources and Volunteer Services via Human Resources.

D. **Voluntary Terminations:**

i. **Resignation:** An employee or volunteer voluntarily terminates his/her employment/engagement.

Resignation Procedures: Written notification by the employee/delegate is required and given to the immediate supervisor. A minimum two (2) week notification period should be provided, unless otherwise stipulated in the individual’s letter of offer or management employment contract. More notice is appreciated to enable the Society to recruit a suitable replacement. Written notification by volunteers is appreciated by the Society, but not required. The
supervisor must forward an employee’s or delegate’s letter of resignation to Human Resources immediately to ensure timely payroll processing.

ii. **Exit Interviews:** Upon the departure of permanent employees or volunteers for any reason other than involuntary termination, a confidential face to face exit interview will normally be conducted by Human Resources. Exit interviews are recommended in order to receive feedback and suggestions based on the employee/volunteer’s experience with the Society. Summary reports will be prepared for the Director General, National Director, or applicable member of the Executive Management Committee as feedback relative to the operation and management of the Society.

If an exit interview is not offered, employees/volunteers are encouraged to request one. Exit interview questionnaires may also be conducted online or mailed to terminating employees/volunteers for a written response to Human Resources.

iii. **Return of Property Form:** All voluntarily terminating employees/volunteers are required to read and sign a Return of Property form. The form highlights the importance of confidentiality and the return of all property of the Society in the employee/volunteer’s possession, or the liability incurred for replacement costs of any such property. For employees, a Return of Property Form is to be co-signed before the issuance of the final pay cheque.

iv. **Final Pay Cheque(s) (employees only):** The final pay cheque is produced in the first pay period following the date of termination.

v. **Re-hire Status:** Following termination of an employee/volunteer, Human Resources will record the re-hire/re-engagement status of the employee/volunteer in the employee/volunteer’s confidential personnel file. Refer to 2.13 - Human Resources Records Retention for more information. The re-hire/re-engagement status of an employee/volunteer may be required in the future, should the employee/volunteer be considered for re-employment/re-engagement with the Society.

vi. **Retirement:** An employee requests to terminate employment and receive pension income. This can take place as early as age fifty-five (55) according to the CRC Pension Plan.

Retirement Procedures: A three (3) month notification period is required when retiring. Refer to the Society’s employee benefits site for information on the pension plan. Upon receipt of notification of intention to retire, CRCS Total Compensation will provide a package of retirement information, outlining pre-retirement procedures and retirement benefits available to employees contemplating retirement.

Retirement Recognition: Refer to– 5.13 - Recognition of Service for further information.
BREACH OF POLICY:

Individuals who fail to comply with this policy will be subject to disciplinary action, up to and including termination of employment with the Society.

RESPONSIBILITIES:

1. Supervisors/managers shall administer performance improvement measures and progressive discipline in consultation with Human Resources, as applicable and as required, in the implementation of this policy;

2. The National Director, Human Resources and Volunteer Services, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

3. Members of the Executive Management Committee (EMC) are responsible for applying and implementing this policy in each of their respective areas.

INQUIRIES:

Questions regarding the application or interpretation of this policy are to be referred to Human Resources.

REFERENCES:

2.7 – Performance Improvement and Progressive Discipline
2.13 - Human Resources Records Retention
3.15- Critical Workplace Incidents
5.9 - Probation
5.13 - Recognition of Service
5.14 - Employees as Volunteers

Date Policy Approved: July 31, 2013

Approved By: Tracey Pope
National Director, Human Resources and Volunteer Services

Replaces Policy Number: PO-HR-

Date of Last Revision: May 2007

Date of Next Review: July 31, 2014