



HUMAN RESOURCES POLICY MANUAL TABLE OF CONTENTS

CHAPTER 1

HIRING

Hiring Policy	1.1.1
Hiring of Former Employees	1.1.2
Hiring of Relatives	1.1.3
Probationary Period	1.1.4
Hiring Policy – Internal	1.1.5
Employment Equity	1.2.1
New Employee Orientation	1.3.1
Private Investigators and Security Guard Act Licensing Program ...	1.5.1

CHAPTER 2

EMPLOYMENT

Employment and Work Assignments	2.1.1
Removal from a Work Assignment	2.1.2
Hours of Work and Reporting Time	2.1.3
Job Security	2.1.4
Personnel Movement Notice	2.1.5
Job Competency	2.1.6
Honours & Awards - National Awards	2.2.1
Honours & Awards - Service Pins	2.2.2
Expressions of Sympathy	2.4.1

CHAPTER 3

DRESS

Dress & Deportment - General.....	3.1.1
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CHAPTER 4

PAY AND BENEFITS

Pay	4.1.1
Training Rate	4.1.2
Group Insurance Benefits	4.2.1
Group Healthcare Plan	4.2.2
Leave of Absence Benefit Policy	4.2.3
Distress Loans	4.3.1
Employee Expenses Reimbursement	4.4.1
Travel Advance Policy	4.4.2
Travel Benefits – Hotel, Meals & Mileage	4.4.3



CHAPTER 5 PERFORMANCE AND DISCIPLINE

<u>Promotion and Supervisory Competitions</u>	5.1.1
<u>Use of Computers, Cell phones</u>	5.2.3
<u>Complaints, Appeals and Grievances</u>	5.3.1
<u>Complaints from the Public</u>	5.3.2
<u>Code of Conduct</u>	5.3.3
<u>Whistleblower Policy</u>	5.3.4
<u>Performance Standards</u>	5.4.1
<u>Performance Evaluation Appraisals</u>	5.4.2
<u>Discipline</u>	5.5.1
<u>Substance Abuse</u>	5.5.2
<u>Workplace Violence</u>	5.6.1
<u>Respectful Workplace & Harassment Policy</u>	5.6.2

CHAPTER 6 HEALTH AND SAFETY

<u>Health and Safety General</u>	6.1.1
<u>Personal Protective Equipment</u>	6.1.2
<u>Personal Injury Accident Reporting</u>	6.1.3
<u>Alcohol and Drug Policy</u>	6.2.0

CHAPTER 7 ADMINISTRATION

<u>Employee Records Management</u>	7.1.1
<u>Use of Commissionaires Assets</u>	7.3.1
<u>Records Retention and Destruction</u>	7.4.1

CHAPTER 8 LEAVE

<u>Vacation - Employees</u>	8.1.1
<u>Stat Holidays</u>	8.1.2
<u>Leave of Absence - Bereavement</u>	8.2.1
<u>Leave of Absence - Parental Leave</u>	8.2.2
<u>Leave of Absence - Court Appearance</u>	8.2.3
<u>Leave of Absence - Military Duty</u>	8.2.4
<u>Leave of Absence - General</u>	8.2.5
<u>Sick Leave</u>	8.3.1

CHAPTER 9 TERMINATION

<u>Termination of Employees</u>	9.1.1
<u>Termination for Just Cause</u>	9.1.2
<u>Death of Employee</u>	9.1.3
<u>Exit Interview</u>	9.1.4



HUMAN RESOURCES POLICY MANUAL

Policy: HIRING POLICY

Policy No: 1.1.1

Page No 1 of 6

Effective Date: 1 April 2014

Revision Date: February 2017

PURPOSE

- a. promote equal employment opportunities for all prospective applicants irrespective of race, national or ethnic origin, color, religion, age, sex, sexual orientation, marital status, family status, disability and conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered.
- b. project an image of fairness and impartiality
- c. establish a procedure whereby the Division shall recruit, screen, hire and retain employees who are most capable and qualified to do the job; and
- d. foster the objective definition of the valid qualifications necessary and relevant for satisfactory job performance which must apply equally to all applicants.

DEFINITIONS

“Division” means the Commissionaires North Saskatchewan Division (CNSD);

“Age” means eighteen (18) years of age or older;

“Disability” covers a broad range and degree of conditions, some visible and some not visible. A disability may have been present from birth, caused by an accident, or developed over time. There are physical, mental and learning disabilities, mental disorders, hearing or vision disabilities, epilepsy, drug and alcohol dependencies, environmental sensitivities, and other conditions.

APPLICATION

This policy shall apply to all persons recruited by the Division for all regular, temporary, casual or part-time positions.

DISCRIMINATION

No employee of the Division or other person acting on behalf of the Division shall:



Policy: HIRING POLICY

Policy No: 1.1.1

Page No 2 of 6

Effective Date: 1 April 2014

Revision Date: February 2017

- a. refuse to employ or continue to employ any person or discriminate against any person in respect of employment or any term or condition of employment because of race, national or ethnic origin, color, religion, age, sex, sexual orientation, marital status, family status, disability and conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered.

The foregoing provision as to age do not apply to termination of employment or refusal to employ because of the terms or conditions of a bona fide employee insurance plan.

- b. the same prohibitions with respect to physical handicap do not apply if the termination of employment, or refusal to employ is because of a bona fide qualification based on the nature of the work, or the work environment in relation to the physical disability, or the operation of a bona fide group or employee insurance plan.

GENERAL REQUIREMENTS

In order to be considered for employment, an applicant must:

- a. be a Canadian Citizen or landed immigrant;
- b. possess an employment visa or other authorization to work in Canada, in the case where an applicant is neither a Canadian citizen nor a landed immigrant;
- c. have a Social Insurance Number card issued by the Government of Canada
- d. have completed Grade 12, or equivalent;
- e. be eighteen (18) years of age or older; and
- f. be fluent in the English language

REFERENCES

Reference checks should:

- a. Confirm enough information, taken from the application or the interview, to judge if the applicant has given honest responses.
- b. Look into other things such as the training received, work performance, and whether the person would be considered for rehire.
- c. Place the completed reference checks in the applicant's file.



Policy: HIRING POLICY

Policy No: 1.1.1

Page No 3 of 6

Effective Date: 1 April 2014

Revision Date: February 2017

REGULAR EMPLOYEES

a. Definitions

“Regular Employee” means an employee who is employed on a regular and full time basis.

“Closed Competition” means a competition that is open only to persons who are employed and are members of the Site which the available position is in.

“Open Competition” means a competition that is open to persons who are employed with the Division.

“Essential Qualifications” means the minimum factors or circumstances that are necessary, having regard to the nature of the duties of the position.

“Desirable Qualifications” means the factors or circumstances that are desirable; having regard to the nature of the duties to be performed, and that are taken into account, in addition to the essential qualifications for the position.

b. **Closed Competitions**

- (1) competitions shall be held in accordance with the terms and conditions of the agreement (if any) with the Client.
- (2) when there are no qualified applicants available, the Division may.
 - (i) offer the position to a member of the Division that has the training or qualifications; or



Policy: HIRING POLICY

Policy No: 1.1.1

Page No 4 of 6

Effective Date: 1 April 2014

Revision Date: February 2017

(ii) offer the position in an open competition.

c. Open Competitions

- (1) the Division shall give such notice of a proposed competition as in its opinion will give all eligible persons a reasonable opportunity of making an application. The Human Resource department shall advertise the position to all employees of the Division.
- (2) this notice shall be in English only.
- (3) the Human Resources Manager shall ensure that before an appointment is made to a position a statement in writing, in English, of the qualifications for the position is made available to prospective candidates and any other persons who may be interested in the appointment.
- (4) every statement of qualifications for a position shall specify and differentiate between those qualifications that are essential qualifications and those qualifications, if any, that are desirable qualifications for the position.
- (5) applications shall be in writing and, subject to sub-section (6), shall be received at the address and by the date specified in the notice of a proposed competition.
- (6) an application sent by mail, including email, shall be deemed to have been received by the date specified in the notice of a proposed competition, if it is postmarked on or prior to the closing date and is received before all interviews for the position have been carried out.
- (7) the Division Human Resource Department shall examine and consider all applications received within the time prescribed by it for the receipt of applications and, shall ensure each applicant has the required qualifications for the position.



Policy: HIRING POLICY

Policy No: 1.1.1

Page No 5 of 6

Effective Date: 1 April 2014

Revision Date: February 2017

- (8) The Human Resource Department shall then arrange for all qualified candidates to be interviewed by a member of the Human Resource Department and/or the appropriate manager. These interviews shall be conducted in the most efficient manner possible with respect to time, manpower and costs. To ensure this efficiency, interviewing of all applicants shall be conducted in Saskatoon, except as otherwise determined and the Division will not assist any perspective applicant with direct out of pocket expenses incurred for the purpose of an interview except as otherwise provided as necessary.

PART-TIME EMPLOYEES

- a. “Part-time Employee” means an employee performing duties of a part-time nature.

“Temporary Employee” means an employee performing duties for an undetermined period of time.

- b. When the Division needs the services of a part-time employee, the Human Resource Department shall where possible recruit and select the employee through the same process as used for full-time employees.

- c. The Division Operations shall maintain a spare board list and place on this list, the names of the employees who have performed their duties satisfactorily and call back these employees when a position for which they are qualified comes available.

TEMPORARY ASSIGNMENTS

- a. When an appointment of a person is proposed to be made to the position of an employee who is on leave of absence, the appointment shall be for a specified period ending no later than the date on which the leave of absence of the employee is to terminate.

- b. Where an appointment of a person is proposed to relieve the position of an employee who is on a leave of absence, the appointment **may** be for an indeterminate period, if:

(1) the Contract Manager concerned is satisfied that another position of an appropriate nature and level will be available upon the return of the employee from the leave of absence; and

(2) leave of absence of the employee was approved for a period of not more than three months.



Policy: HIRING POLICY

Policy No: 1.1.1

Page No 6 of 6

Effective Date: 1 April 2014

Revision Date: February 2017

APPOINTMENT AND SELECTION STANDARDS

- a. **Appointments Based on Merit** – appointments from within the Division shall be based on selection according to merit and may be made solely on the authority of the Chief Executive Officer.
- b. **Selection Criteria** – where an appointment to a position is to be made and in order to ensure the most meritorious and qualified candidate is selected, candidates shall be assessed in accordance with the following requirements of the position using the following criteria:
 - (1) education;
 - (2) experience;
 - (3) knowledge;
 - (4) ability; and
 - (5) personal suitability

EXAMINATION AND TESTS

Applicants may be required to undergo:

- a. Security Guard Threshold Knowledge Test.
- b. Canadian Language Benchmark Assessment.

PUBLIC RELATIONS AND RECRUITMENT

If the position is not considered a regular full time field position, the Human Resources Department shall ensure that representatives of all departments make every effort to generate good will through any contacts with job applicants. All will ensure courteous treatment is provided to candidates. The Human Resources Department will advise all who are being considered for positions promptly and tactfully when the position(s) has been filled.



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HUMAN RESOURCES POLICY MANUAL

Policy: HIRING OF FORMER EMPLOYEES

Policy No: 1.1.2

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date: February 2017

POLICY

Former regular salaried or hourly paid employees whose services were satisfactory may be considered for re-employment with the Division. However, it is the Division's policy not to re-employ those released for cause.

Application for re-employment will be given equal consideration as those persons applying for the first time. The following shall govern with respect to re-hiring:

- a. no credit will be given for past service for purposes of benefit plans or vacations. Credit will however be given for past service with respect to Division and National awards.
- b. in all cases a minimum three month probationary period will apply.



HUMAN RESOURCES POLICY MANUAL

Policy: EMPLOYMENT OF RELATIVES

Policy No: 1.1.3

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date: February 2017

POLICY

The Commissionaires North Saskatchewan Division (CNSD) recognizes that family relationships should not unduly restrict an individual's opportunities to pursue employment in the Division.

DEFINITIONS

- a. Immediate Relative – is the spouse, children, grandchildren, parents, brothers, sisters, (including foster or step), parent-in-law, brothers-in-law, sisters-in-law, sons-in-law, daughters-in-law and common law spouse.
- b. Common Law Spouse – an adult person who has lived in a conjugal relationship outside of marriage for a minimum period of two years.
- c. Direct Supervision – involves a reporting relationship where an individual has the authority to direct and control the activities and work assignments and/or working conditions; and includes responsibility for completing, reviewing or approving performance reviews and wage and salary adjustments; administering disciplinary action and recommending or approving the hiring or firing of an employee.

Relatives of present employees may be considered for employment with the Division providing they:

- a. have made application for employment through the Human Resources Department.
- b. have been considered in accordance with established recruitment and selection policies and procedures.
- c. possess the necessary qualifications and are considered to be the most suitable candidate.

Restrictions:

- a. relatives cannot participate in the recruitment or selection process where a candidate is an immediate relative.



Policy: Employment of Relatives

Policy No: 1.1.3

Page No 2 of 2

Effective Date: 1 April 2014

Revision Date: February 2017

- b. in instances when direct or indirect supervision of relatives jeopardizes proper financial and operational control it will be the responsibility of the appropriate manager to:
 - i. bring this situation to the attention of the Human Resources Department; and
 - ii. outline in writing any present or potential conflicts which exist or may arise.

Notwithstanding the above, should a situation arise where direct supervision of a relative may occur, the supervisor and relative involved will be issued a letter stating that the relative will not for any reason report to that supervisor but will report to another supervisor in the same chain of command (usually the manager of the supervisor involved).



HUMAN RESOURCES POLICY MANUAL

Policy: PROBATIONARY PERIOD

Policy No: 1.1.4

Page No1 of 2

Effective Date: 1 April 2014

Revision Date: August 1, 2021

POLICY

New employees must serve a probationary period of six (6) months. During this time:

- a. the employee must demonstrate skills, abilities, quality of work, and a positive attitude towards the job, people and the Division.
- b. the employee's supervisor must communicate an understanding of the job and performance expectations as well as provide appropriate guidance and leadership.

Promotion or Transfer – if an employee is promoted to a new position, the appropriate probationary period and review are again required. An employee may have the option of returning to his former job if the new position does not work out satisfactorily, or may be moved to a position of an equal or lower level than the previous role.

Probationary Review – the probationary review must be conducted prior to the end of the six (6) month period. The supervisor must provide ongoing supervision and keep the new employee informed on his/her performance relative to the Division's expectations.

Extension of Probationary Period – the probationary period may be extended only once for no longer than three (3) months. Clearly defined, written objectives must be set with the employee for the extended period, to deal with the performance issues in question. Contract Manager and Director of Human Resources to approve.

Termination – Human Resources must be notified two weeks before the end of the probationary period, when the Contract Manager suspects that a termination recommendation will be proposed. The termination action must be done in consultation with Human Resources. While an employee can be released at any time during the six (6) month probationary period, without notice, it must occur *before* the last day of the probation.



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Policy: PROBATIONARY PERIOD

Policy No: 1.1.4

Effective Date: 1 April 2014

Page No 2 of 2

Revision Date: August 2021

Resignation – the probationary employee has the right to resign within the first six (6) months without providing notice.

Any significant absence will automatically extend a probationary period by the length of the absence. If the employer determines that the designated probationary period does not allow sufficient time to thoroughly evaluate the employee's performance, it may be extended for a specified period.



HUMAN RESOURCES POLICY MANUAL

Policy: HIRING POLICY - INTERNAL

Policy No: 1.1.5

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date:

POLICY

The Commissionaires North Saskatchewan Division (CNSD) will post, at its discretion, position vacancies within the Division prior to seeking external candidates.

SCOPE

This policy applies to all the employees of the Division. Employees who have completed their probationary period are eligible to apply for posted positions. Employees who change positions through the Job Posting procedure will normally be prohibited from applying again until they have completed a minimum of ninety (90) days in the new position. This waiting period may be waived due to extenuating circumstances that are acceptable to the responsible managers. All employees commencing a new position are required to complete a minimum ninety (90) day probationary period in each new position regardless of any probationary period served previously.

PROCEDURE

Following is the procedure to be followed when applying for internal positions. Position vacancies will be posted, and if time permits, mentioned in the monthly newsletter. Each posting will state the location, position title, description duties and any special qualifications and/or experience required:

- A resume must be submitted to the Human Resources Department before the deadline stated on the Job Posting. No applications will be accepted after that deadline
- All applications will be reviewed by the Human Resources Department and the applicable Contract Manager. Consideration will be given to the applicant's previous job performance, work history and qualifications.
- If a current employee is chosen, the employee's start date in the new position will be mutually agreed upon by the applicable Contract Manager.



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HUMAN RESOURCES POLICY MANUAL

Policy: EMPLOYMENT EQUITY

Policy No: 1.2.1

Page No 1 of 6

Effective Date: 1 April 2014

Revision Date:

INTENT

The Commissionaires North Saskatchewan Division is committed to achieving and maintaining employment equity in accordance with the employment equity standards of the Federal Contractors Program. The Federal Contractors Program holds to the principle that all people are entitled to equal treatment and requires employers to ensure there is no intentional or systemic discrimination specifically against women, aboriginals, visible minorities and the disabled. Furthermore, employers are required to take measures which will improve the representation of these designated groups in defined occupational groups, and to indicate, through periodic reports, the results of these measures.



Policy: EMPLOYMENT EQUITY

Policy No: 1.2.1

Page No 2 of 6

Effective Date: 1 April 2014

Revision Date:

OBJECTIVES

Under Employment Equity, CNSD has the following objectives:

- a. To promote the full participation and advancement of members of the designated groups under the Canadian Human Rights Act and Employment Equity Act (women, indigenous peoples, members of visible minority groups and persons with disabilities) in the CNSD workforce;
- b. Develop policies, programs, practices and traditions that facilitate the full participation and advancement of members of historically disadvantaged groups in Canada (women, Aboriginal peoples, persons with disabilities and members of visible minorities) by eliminating direct, indirect and systemic discrimination;
- c. To implement such special measures as are required to attract, retain and promote members of the designated groups and to ensure that individuals in positions to make or influence decisions regarding the status or working conditions of current and prospective employees are aware of such special measures and have received training in their application;
- d. To identify those areas of the CNSD workforce wherein members of the designated groups are under-represented and to focus special measures to redress such under-representation and to ensure that individuals in positions to make or influence decisions regarding the status or working conditions of current and prospective employees are aware of such special measures and have received training in their application;
- e. To ensure that individuals in positions to make or influence decisions regarding the status or working conditions of current and prospective employees are aware of this policy and have received training in its meaning and application, that they implement its core values in all decisions and that they communicate and apply them to all members of staff;
- f. To collect and analyze workforce data, develop a formal employment equity plan and prepare an annual report which will contain specific recommendations for action to be undertaken by the senior officers of this organization and which will detail the progress of those recommendations;
- g. Recruit and retain staff on the basis of individual merit and achievement, while ensuring that all persons and, in particular, members of designated groups, will have genuine, open and unhindered access to employment opportunities free from artificial barriers;



Policy: EMPLOYMENT EQUITY

Policy No: 1.2.1

Page No 3 of 6

Effective Date: 1 April 2014

Revision Date:

- h. Achieve equality in the workplace so that no member of a designated group is denied employment opportunities or benefits for reasons unrelated to ability by giving effect to the principle that employment equity means more than treating persons in the same way but also requires special measures and the accommodation of differences.

POLICY

Policy Statement:

The Commissionaires North Saskatchewan Division (CNSD) is committed to remaining compliant with the provisions of the Government of Canada Employment Equity Act and the Federal Contractors Program.

A. Background, Details and Policy Aims

1. The Employment Equity Act requires employers to implement employment equity by:
 - a) identifying and eliminating employment barriers against persons in designated groups that result from the employer's employment systems, policies and practices that are not authorized by law; and
 - b) instituting such positive policies and practices and making such reasonable accommodations as will ensure that persons in designated groups (women, Aboriginal Peoples, persons with disabilities and members of visible minorities) achieve a degree of representation in each occupational group in the employer's workforce that reflects their representation in
 - i. the Canadian workforce; or
 - ii. those segments of the Canadian workforce that are identifiable by qualification, eligibility or geography and from which the employer may reasonably be expected to draw employees.



Policy: EMPLOYMENT EQUITY

Policy No: 1.2.1

Effective Date: 1 April 2014

Page No 4 of 6

Revision Date:

2. Under the terms of the Federal Contractors Program and Employment Equity Act, any organization with 100 or more employees is required to sign a Certificate of Commitment when bidding on federal government contracts or standing offers valued at \$1,000,000. The Certificate of Commitment is a legally binding contract to implement an Employment Equity program in the workplace and an agreement to fulfill the Federal Contractors Program's criteria for its implementation. The Employment Equity program must be implemented continuously from the time an organization receives a contract or standing offer.
3. Here are the Federal Contractors Program requirements:
 - a) Adopt accountability mechanisms for employment equity and assign a senior official;
 - b) Communicate to employees regarding employment equity;
 - c) Consult and collaborate with bargaining agents and/or employee representatives;
 - d) Collect workforce information;
 - e) Complete a workforce analysis;
 - f) Complete an employment systems review;
 - g) Establish short-term and long-term goals;
 - h) Adopt measures to remove barriers;
 - i) Adopt special measures, positive policies and practices and reasonable accommodation measures;
 - j) Adopt monitoring procedures;
 - k) Make reasonable efforts and achieve reasonable progress; and
 - l) Review and revise the employment equity plan.
4. The Human Resources Director is appointed as the executive responsible for the implementation of Employment Equity within the Commissionaires North Saskatchewan Division.



Policy: EMPLOYMENT EQUITY

Policy No: 1.2.1

Page No 5 of 6

Effective Date: 1 April 2014

Revision Date:

B. Responsibilities in Support of Policy

1. It is the responsibility of the Human Resources Director, as manager for Employment Equity, to:
 - a) execute and monitor this policy ensuring compliance with Federal Statutes;
 - b) develop and implement a plan with numbers consistent with our mandate and agreeable to Government of Canada;
 - c) provide the Board of Governors and Executive Management with semi-annual updates on Employment Equity status, said updates to be issued April 15th and October 15th annually.

C. Authorities

1. Issued under authority of the Chief Executive Officer.
2. No changes can be made to this policy without specific permission of the Human Resources Director.



Policy: EMPLOYMENT EQUITY

Policy No: 1.2.1

Effective Date: 1 April 2014

Page No 6 of 6

Revision Date:

IMPLEMENTATION

Commissionaires North Saskatchewan Division (CNSD) will ensure the implementation of this Policy by:

- a. Developing an employment equity plan appropriate to each employee sector together with guidelines to assist those who make employment decisions in implementing the plan;
- b. Ensuring that these plans address equity in the hiring, promotion, and recognition in all sectors of the workforce;
- c. Ensuring that those in positions to make or influence employment decisions are aware of (CNSD) employment equity policy and the employment equity plan relevant to their sector;
- d. Ensuring that all “position requirements” constitute bona fide and necessary requirements for the position advertised;
- e. Requiring appropriate units to report on the status of employment equity within the unit;
- f. Ensuring that the heads of units actively support CNSD initiatives in furtherance of the objectives of this Policy;

However, in its pursuit of employment equity it is understood that CNSD will not:

- Engage in Reverse Discrimination - Employment equity works to change the composition of a workforce so it better reflects that of society. Employment equity is not reverse discrimination, which occurs when a less qualified candidate is hired over a better qualified one.
- Impose Quotas - Employment equity does not involve the imposition of quotas for the hiring of members from designated groups. Rather, its goal is the enlargement of the pool of appropriately qualified candidates by encouraging applications from a broader range of persons, and all candidates within this pool then compete for the position.



HUMAN RESOURCES POLICY MANUAL

Policy: NEW EMPLOYEE ORIENTATION

Policy No: 1.3.1

Page No 1 of 3

Effective Date: 1 April 2014

Revision Date:

PURPOSE

The purpose of new employee orientation is to ensure that, regardless of how much previous work experience they have, they are made to feel comfortable in their new working environment as an employee. More specifically, this program is designed to:

- Welcome new employees to the CNSD and accelerate their integration as part of our field staff;
- Provide new employees with useful, accurate information about the CNSD and what we really do; and
- Advise new employees of the CNSD policies and procedures.

SCOPE

It is the policy of CNSD to provide a carefully planned induction and orientation of information to help new employees learn more about our organization and what we expect from them as a member of our organization. This is accomplished through using the New Employee Orientation Checklist used by Operations during the Operations briefing. The New Employee Safety Orientation Checklist and the Employee Handbook.

PROCEDURE

The following Policy and Procedures apply to all new Employees and affected Headquarters departments.

RESPONSIBILITIES

Human Resources Personnel

Administers the New Employee Orientation Program and ensures that employees receive a positive transition into the CNSD. To do this, Human Resources:



Policy: NEW EMPLOYEE ORIENTATION

Policy No: 1.3.1

Page No 2 of 3

Effective Date: 1 April 2014

Revision Date:

- Completes all required hiring documentation including but not limited to Letter of Offer, Security Guard Licence documents, Confidentiality/Non Disclosure Agreement, Federal Security Clearance documents, pay deduction agreements etc.
- Brief the employee on probationary periods and any extraordinary conditions of their employment, Spare Board placement for example.
- Conduct a safety briefing for all newly hired employees using the Safety Orientation Checklist (copy attached). This briefing will include but is not limited to Work Alone legislation, WCB Responsibilities and use of PPE.

- Brief the new employee on the pay system including confirming pay dates.

Operations

The Operations Contract Manager will ensure that all new employees are briefed on what is expected of them and what they will need to know to be successful in the field. The briefing may be given by the Contract Manager or anyone on his/her staff that he/she appoints to carry out this task. Regardless of who gives the Operations briefing, they will use the Site Orientation/On the Job Training form and ensure that it is signed by the employee and witnessed by the briefer. As well, the New Employee Health and Safety Orientation Checklist must also be completed and signed off.

Quartermaster

- Issue the appropriate uniform items for the post the employee is going to. In order to do that the Quartermaster will liaise with the Contract Manager.
- If required, issue the appropriate documentation to have the new employee draw uniform items from our local supplier when the required item is not in stock.



Policy: NEW EMPLOYEE ORIENTATION

Policy No: 1.3.1

Page No 3 of 3

Effective Date: 1 April 2014

Revision Date:

Training

New employees will be given a briefing on what training is available and how an employee can be listed to receive this training.

Orientation Completion

Once all the steps have been completed the employee will be returned to the Human Resources Department and a member of Human Resources will answer any questions that may have come to the new employee during his/her orientation and above all ensure that the employee has been briefed by all the appropriate stakeholders and he/she indeed understands the briefings that have been given.



HUMAN RESOURCES POLICY MANUAL

**Policy: PRIVATE INVESTIGATORS AND SECURITY
GUARD ACT LICENSING PROGRAM**

Policy No: 1.5.1

Effective Date: 1 April 2014

Page No 1 of 2

Revised Date: 12 March 2015

PURPOSE

1. The purpose of this policy is to explain the Ministry of Justice licensing requirements and the administrative processes which the Commissionaires North Saskatchewan Division will use to ensure compliance with the Private Investigators and Security Guards Act, 1997.

QUALIFICATIONS

2. Individuals applying for a licence under this program must:
 - Be eighteen (18) years of age;
 - Be a Canadian citizen or legally entitled to work in Canada by providing proof by way of a Permanent Resident Card or an Immigration Record of Landing/Work Permit;
 - Have no outstanding criminal charges;
 - Not be subject of a current criminal investigation; and
 - Be fluent in English.

SECURITY GUARD LICENCE

3. No individual shall act as a security guard or private investigator without a licence. The Identification Branch will assist all new employees in completing the required documentation to obtain their security guard licence. The following documents are required by the Registrar, Ministry of Justice when applying for a security guard licence:
 - Completed Application Form 'B';
 - Completed and authorized criminal record check (cost to be borne by the licensee);
 - One (1) colour photograph of applicant taken by the Identification Branch;
 - Two pieces of government issued documentation, with one piece bearing the signature of the applicant;
 - Immigration documents for non-Canadian citizens;



**Policy: PRIVATE INVESTIGATORS AND SECURITY
GUARD ACT LICENSING PROGRAM**

Policy No: 1.5.1

Effective Date: 1 April 2014

Page No 2 of 2

Revised Date: 12 March 2015

- Certificate or document attesting to successful completion of approved security guard training; and
- Payment of \$25.00 from the Division for a one (1) year licence.

When on duty, the Commissionaire must have his/her security guard license in their possession at all times and produce that licence to anyone who requests to see it.

LICENSE RENEWALS

4. Each Commissionaire is responsible for keeping their security guard license current. License renewal applications should be submitted at the beginning of the month of expiry. A Commissionaire who fails to keep his/her license current will be unable to work and will have to complete the full license application process from the beginning. Payment of the license renewal fee is the responsibility of the Division.
5. Failing to renew after one month has elapsed, may result in termination of employment based on job abandonment, due to the legal requirement of having a valid license on the person at all times while working.



HUMAN RESOURCES POLICY MANUAL

Policy: EMPLOYMENT AND WORK ASSIGNMENTS

Policy No: 2.1.1

Page No 1 of 4

Effective Date: 1 April 2014

Revision Date:

PURPOSE AND SCOPE

This document outlines the Division's policies and procedures related to Employment and Work Assignments.

These policies and procedures apply to all employees of the Division, including Division Office Staff, and include general policy for employment and work assignments; as well as provisions for:

- General;
- Types of Work Assignment;
- Rules Governing Work Assignment;
- Removal from a Work Assignment

GENERAL

An employee is considered an employee of the Division after signing all hiring documentation.

Work assignments are subject to the availability of work, acceptable performance and continued ability to meet the skills, physical and knowledge requirements associated with the assigned site.

The Division will continue to employ an employee provided he or she meets the above requirements, work assignments are available and there is a client who will accept him or her. If there is no work assignment for an employee, he or she may be placed on the Spare Board or his or her employment may be terminated.

TYPES OF WORK ASSIGNMENT

There are three kinds of work assignments in the Division.

- **Full time.** Assignment to a site providing regular shifts, normally of 8, 10 or 12 hours duration.



Policy: EMPLOYMENT AND WORK ASSIGNMENTS

Policy No: 2.1.1

Page No 2 of 4

Effective Date: 1 April 2014

Revision Date

- **Part time**. Assignment for short periods on a regular schedule (e.g. weekends). This kind of assignment does not preclude an employee from requesting additional work, up to the statutory maximum, through the Spare Board.
- **Spare Board**. All employees not covered by the above are assigned to the Spare Board. Those on the Spare Board are assigned to short term contracts with a wide variety of "casual" clients, or for vacation or sick relief. Employees on the Spare Board may refuse assignments; however, it is assumed that they maintain active status because they want employment. Employees who are not available for work will, after ninety (90) days, be released from employment. Unless alternative arrangements are in place beforehand, employees on the Spare Board are expected to make themselves available for work as required. Refusal to work, together with rationale, will be recorded by the Operations Dispatcher. Employees on the Spare Board may reasonably notify the Operations Dispatcher when they are not available for work.

RULES GOVERNING WORK ASSIGNMENT

Employees hired for field postings are not hired for a specific position and their work assignments may vary from time to time and as a result pay rates will also vary as they are directly linked to specific clients. Movement between sites will happen from time to time for operational reasons; changes of work assignments are not to be construed as punitive. Removal from a work assignment can happen for a variety of reasons. Some of the predominant reasons are, but not limited to:

- Upon request of the client;
- Termination of a contract by the client;
- Reduction in a contract by the client;
- The employee not meeting the skills, physical or knowledge requirements of the site;
- Other occurrences beyond the control of the employee;
- Misconduct or poor performance by the employee that may result in release from employment; or
- Upon request from the employee.

All work assignments depend on providing the kind of service a client requires. The Division Office staff will ensure that the employee has the required skills to work at a specific site. Through contractual obligation, a client may in writing request that an employee be removed from a site. Regardless, unless removal was for a disciplinary reason that could result



Policy: EMPLOYMENT AND WORK ASSIGNMENTS

Policy No: 2.1.1

Page No 3 of 4

Effective Date: 1 April 2014

Revision Date:

in release from employment for cause, the employee will receive another work assignment. If the removal was for disciplinary reasons, an investigation will be conducted and appropriate action taken.

On enrolment, in accordance with employment standards, all employees shall complete a probationary period of ninety (90) days from their first day worked. Any extension of the probationary period will be decided on by the Contract Manager and Human Resources. This extension shall not affect the employee's rights under the Saskatchewan Employment Standards.

Regardless of the work assignments to which employees are assigned, they remain employees of the Division. No employee shall be assigned to a site, or accept a shift assignment without the approval of the applicable Contract Manager or Operations Staff.

All work assignments are based on the availability of client contracts. If a client decides to alter or terminate a contract, the ranks or specialty levels may change or the job could be eliminated. For that reason, all postings are on a "while so employed" basis. Supervisory and/or specialty levels may vary between clients depending on the conditions established on negotiating the contract and how long the contract has been in place.

If positions are lost either through reduction in coverage or non-renewal of a contract, it does not necessarily mean termination of employment. Every effort will be made to place the involved employees on other work assignments. To do this they will be given first priority for any assignment for which they are considered qualified and suitable. If alternate work is not immediately available, employees will then be assigned to the Spare Board.

The intent of the Division work assignment policy is to ensure that employees employed in full time positions that are eliminated are given a fair opportunity to obtain comparable alternative employment. It is not the intent to encourage employees to pick and choose until they find a "perfect job". If an employee turns down an offer of suitable alternate employment in a full time position, he or she will be advised they will only be given one more offer when available. If he or she turns down a second offer, they will not be offered another full time position but may continue on the Spare Board. In each case, a record of job refusal is recorded by Operations staff.

The Division has a responsibility to select employees, who have the characteristics required by the client at a site to satisfy the contract. It is not unusual for clients to make it a



Policy: EMPLOYMENT AND WORK ASSIGNMENTS

Policy No: 2.1.1

Page No 4 of 4

Effective Date: 1 April 2014

Revision Date:

condition of the contract that they participate in the selection process; however, the final decision rests with the applicable Contract Manager. Some considerations are:

- Credibility in the role assigned;
- Professional appearance, commanding respect;
- Public relations skills;
- Proven record of performance (evaluations);
- Acceptability to the client;
- Qualifications;
- Reliability;
- Compatibility;
- Attitude;
- Physical requirements of the position;
- Language skills;
- Computer skills

REMOVAL FROM A WORK ASSIGNMENT

Where removal from a work assignment is deemed necessary the Division policies and procedures for Removal from a Work Assignment will apply.

COMPLAINTS OR APPEALS

Where an employee seeks redress and wishes to appeal any decisions or actions described above, or resulting from the above, they may do so.

In these cases the Division policies and procedures for Complaints, Appeals, and Grievances apply.



HUMAN RESOURCES POLICY MANUAL

Policy: REMOVAL FROM A WORK ASSIGNMENT

Policy No: 2.1.2

Page No 1 of 3

Effective Date: 1 April 2014

Revision Date:

PURPOSE AND SCOPE

This document outlines the Division's general policies and procedures related to removal from a work assignment. These policies and procedures apply to all employees of the Division, excluding Division Office Staff, and include provisions for:

- Reasons for removal from a work assignment;
- Requests for removal of an employee from a work assignment;
- Investigation;
- Intervention;
- Removal for disciplinary reasons; and
- Appeals.

REASONS FOR REMOVAL FROM A WORK ASSIGNMENT

Removal from a work assignment can happen for a variety of reasons. Some of the predominant reasons are, but not limited to the following:

- Upon request of the client;
- Termination of a contract by the client;
- Reduction in a contract by the client;
- The employee not meeting the skills, physical or knowledge requirements of the site;
- Other occurrences beyond the control of the employee;
- Misconduct or poor performance by the employee that may result in release from employment; or
- Upon request from the employee.

REQUESTS FOR REMOVAL FROM A WORK ASSIGNMENT

Where it is considered necessary, a Supervisor will request the removal of an employee from a work assignment, on a timely basis. This request will be communicated in writing to the Contract Manager. The employee may also, in circumstances of gross misconduct, be removed immediately.



Policy: REMOVAL FROM A WORK ASSIGNMENT

Policy No: 2.1.2

Page No 2 of 3

Effective Date: 1 April 2014

Revision Date:

INVESTIGATION

In all cases when an employee has been employed at a site for more than ninety (90) days and is requested to be removed or is removed from that site, for reasons other than:

- Termination of a contract,
- Reduction in a contract, or
- At the request of the employee or the Client

An investigation will be conducted to determine the circumstances surrounding the removal. The investigation will normally be conducted by the appropriate Contract Manager and or Human Resources.

Once the investigation has been completed, the findings will be recorded on the individuals personnel file and the employee will be advised. Further, the investigator will make a recommendation to the Director of Operations on future employment of the employee as to whether the employee is given a different work assignment, moved to the Spare Board or released from employment.

INTERVENTION AND DISPENSATION

If the investigation determines that the employee was involved in circumstances beyond his/her control, which resulted in a client request for removal, then intervention with the client may take place, with the concurrence of the employee, to restore the employee to that work assignment. If unsuccessful, then the employee will be given priority assignment from the Spare Board.

As all sites have different wage rates according to the contract, those employees that change work assignments may suffer a wage decrease or a wage increase at their new post. All attempts will be made to ensure the new wage rate is as close as possible to the wage being paid prior to the move to a new post.



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Policy: REMOVAL FROM A WORK ASSIGNMENT

Policy No: 2.1.2

Page No 3 of 3

Effective Date: 1 April 2014

Revision Date:

COMPLAINTS OR APPEALS

Where an employee seeks redress and wishes to appeal any decisions or actions described above, or resulting from the above, they may do so.

In these cases the Division policies and procedures for Complaints, Appeals, and Grievances apply.



HUMAN RESOURCES POLICY MANUAL

Policy: HOURS OF WORK AND REPORTING TIME

Policy No:2.1.3

Page No 1 of 4

Effective Date: 1 April 2014

Revision Date: April 7, 2015

PURPOSE AND SCOPE

This document outlines the Division's general policies and procedures related to hours of work and reporting of time, and related matters.

These policies and procedures apply to all hourly employees of the Division and include the Division's general policy related to hours of work and reporting of time, as well as provisions for:

- Scheduling of Shifts;
- Reporting for Duty and Remaining on Duty;
- Hours of Work, Regular and Overtime Hours;
- Shift Times;
- Notice of Shift Change;
- Call-in and Call Back; and
- Part-Time Employees and Job Sharing.

GENERAL

The requirement for security coverage is greatest during silent hours when the regular employees are not in the building. To meet this requirement, the Division has established and maintains a system of rotating shifts. The majority of these shifts are afternoon and midnight shifts.

The system of allocating employees to shifts attempts to ensure that everyone is treated in a fair and equitable manner. The most popular shift with most employees is the day shift. Because there are only limited numbers of day shift jobs available, the Division must be selective in their allocation in order to serve the greatest need and to satisfy the client's requirements.

It is recognized that there are times when a member, for personal or compassionate reasons, can work only the day shift. If such a situation exists, the employee and the supervisor are encouraged to try to resolve the matter. If they cannot, the supervisor should arrange for the employee to discuss the problem with the applicable Contract Manager.



Policy: HOURS OF WORK AND REPORTING TIME

Policy No:2.1.3

Page No 2 of 4

Effective Date: 1 April 2014

Revision Date: April 7, 2015

SCHEDULING OF SHIFTS

Shift schedules are assigned by Operations or a Contract Manager based on the terms of the Division contract with the client and the coverage required. Schedules shall not be changed unless authorized by either the Contract Manager or Operations. In the event that the client directs a change, the Supervisor or employee will advise Operations as soon as possible. Individual employees may exchange shifts with the permission of the Site Supervisor provided Operations is notified. Failure to notify could jeopardize WCB, insurance, or proper allocation of benefits and wages.

REPORTING FOR DUTY AND REMAINING ON DUTY

Employees **should** arrive on site before scheduled shift change to facilitate a proper handover. Employees will not leave their place of employment until properly relieved. Overtime will be paid for any additional time required to maintain the coverage in response to a request by an authorized member of the client's staff. Overtime incurred by late relief or client request shall be reported to the Operations Staff immediately. The Contract Manager can authorize overtime.

An employee who leaves a post without authority or until properly relieved, is liable to be released from employment.

HOURS OF WORK, REGULAR AND OVERTIME HOURS

In accordance with the Saskatchewan Employment Standards Act, hours worked are counted against the day on which the hours occur, as recorded on the timesheet. When a shift routinely requires more than eight (8) hours in a day or forty (40) hours in a week worked, a variance will be sought in accordance with the Saskatchewan Employment Standards.

SHIFT TIMES

The Division authorized shift times are in accordance with contracted requirements.

PERMANENT SHIFTS

Permanent shifts are defined as shifts which do not form part of a normal three shift rotation, e.g. one member works steady days, one member steady evenings and a third member works steady midnights.



Policy: HOURS OF WORK AND REPORTING TIME

Policy No:2.1.3

Page No 3 of 4

Effective Date: 1 April 2014

Revision Date: April 7, 2015

Supervisors will not implement permanent shifts without the prior approval of the Contract Manager. All requests must be fully substantiated in writing and be supported by the client, the supervisor and the members affected (if the proposal is part of an existing contract).

The Saskatchewan Employment Standards Act governs the Division. As an employer, we must always ensure that we conform to the applicable legislation when setting up shift schedules.

NOTICE OF SHIFT CHANGE

All attempts will be made to give at least twenty four (24) hours notice of a change in shift unless the change results in an overtime situation.

CALL-IN AND CALL BACK

If an employee is called to work by the Division, on a day other than his/her regular work day, and is required to work for less than three (3) hours or the requirement no longer exists, he/she is entitled to pay equal to three (3) hours of work at regular pay. This does not apply to employees whose regular hours of work on a regular workday are three (3) hours or less, or to employees scheduled to work three (3) hours or less on the day in question.

Note: If the condition of an employee when reporting for work is such that he/she is not competent to perform his/her duties or does not comply with accident prevention regulations of the Workers' Compensation Board, the facts will be reported to the Division Office and the above minimums do not apply.

If the employee has been assigned and then recalled by Operations or the Site Supervisor prior to the commencement of the shift, there will be no pay.

Division Supervisors will complete time sheets in accordance with current instructions and indicate the charge is a result of a call back.

To ensure that the Commissionaires North Saskatchewan Division and the client have the same understanding regarding hours of work paid and billed for completed work, the following is the Division policy with respect to remuneration to employees and charges to clients in cases where employees are called out for duties:

- Where Division personnel are called out for work and the client's contractor does not show, three (3) hours will be paid.
- Where Division personnel are called out for work and the contractor remains on the job more than three but less than eight hours the actual hours worked will be paid.



Policy: HOURS OF WORK AND REPORTING TIME

Policy No:2.1.3

Page No 4 of 4

Effective Date: 1 April 2014

Revision Date: April 7, 2015

SPARE BOARD AND JOB SHARING

Spare Board

As shifts become available through the Spare Board, Operations will communicate with those employees on the Spare Board to ascertain if they are interested in filling one or more of the available shifts. The success of meeting our contractual obligations relies fully on our employees' willingness to work the shifts as they come available. Therefore Operations will immediately begin tracking the names and number of times employees have declined shifts. If any employee declines three (3) requests from Operations in any calendar month, this may be 'just cause' for termination of employment. From time-to-time there may be a legitimate reason for declining a shift, such as an illness in the family. In such an instance Operations will carefully consider the reasoning provided by the employee for not accepting the shift.

Job Sharing

Members requesting approval to "Job Share" must comply with and adhere to the following conditions:

- Approval of the applicable Contract manager must be sought;
- Supervisor will obtain client approval.
- Employee interested in job sharing is to find or enlist a job share partner.
- Employees replace each other as required to maintain position coverage.
- Vacation relief is to be coordinated between job sharing partners and Supervisor whenever possible.
- Either the client or the Division may withdraw approval of job sharing.
- Should one of the job sharing partners opt out, there is no guarantee of immediate employment, and the Division Office must be immediately informed.



HUMAN RESOURCES POLICY MANUAL

Policy: JOB SECURITY

Policy No:2.1.4

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date:

PURPOSE AND SCOPE

This document outlines the Division's policies and procedures related to job security.

These policies and procedures apply to all employees of the Division, including Division Office Staff, and include general policies related to job security; as well as provisions for:

- Loss of Contract;
- Removal From a Work Assignment;
- In The Event of Sickness or Injury; and
- Complaints and Appeals

GENERAL

The employee's employment is with the Division. Throughout employment with the Division, the employee may be assigned to various work assignments. It is the intention of the Division to provide suitable full time employment for all employees who desire such work. If work assignments come to an end for any reason, other than removal for cause, the Division will provide full legal notice and will do everything possible to place the employee in suitable alternate employment as soon as possible.

LOSS OF CONTRACT

If a contract is lost, then normally all employees involved will receive a transfer notice, pay in lieu of notice, or a combination thereof, in accordance with Saskatchewan Employment Standards.

Employees working full time and coming from a terminated contract will be given priority consideration for suitable full time assignment. Employees working part time and coming from a terminated contract will be given priority consideration for suitable part time assignments.

Reassignments for whatever reason are handled in accordance with Division policies and procedures for Employment and Work Assignments.



Policy: JOB SECURITY

Policy No:2.1.4

Page No 2 of 2

Effective Date: 1 April 2014

Revision Date:

REMOVAL FROM A WORK ASSIGNMENT

Employees, working full time, who are removed from a work assignment for non-disciplinary reasons, will be given priority consideration for suitable, alternate, full time assignment. Employees, working part time, who are removed from a work assignment for non-disciplinary reasons, will be assigned to the Spare Board.

Removal from a work assignment, for whatever reason, is handled in accordance with Division policies and procedures for Removal from a Work Assignment.

IN THE EVENT OF SICKNESS OR INJURY

If an employee who is working full time is off work, due to sickness or injury, for a period of less than ninety days, he or she will be returned to the work assignment that he/she previously held. There is no pay for leave due to sickness or injury, other than benefits paid by Workers Compensation Board or Employment Insurance.

If an employee is off work, due to sickness or injury, for more than ninety days, he or she will be given priority assignment from the Spare Board until suitable alternate work is found.

In the case of absences in excess of three (3) days, before being assigned, the employee will provide the Division Office with medical proof of fitness to return to work. Medical certificates may be required for absences of less than three days.

COMPLAINTS OR APPEALS

Where an employee seeks redress and wishes to appeal any decisions or actions described above, or resulting from the above, they may do so.

In these cases the Division policies and procedures for Complaints, Appeals, and Grievances apply.



HUMAN RESOURCES POLICY MANUAL

Policy: PERSONNEL MOVEMENT NOTICE

Policy No: 2.1.5

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date:

PURPOSE

The purpose of this policy is to outline the guidelines and procedures to be followed to ensure movement of employees between posts is administered properly.

POLICY

It is the policy of the Division that all work assignment changes that take place with employees in full time positions are accurately recorded.

PROCEDURES

Whenever an employee changes a position to/from a position at a long term contract site, it is the responsibility of the **gaining** Contract Manager to advise the Human Resources Department and appropriate Operations staff of the change. This will be done using e-mail.

The following information shall be included in the notice:

- Employee's name and employee number
- New Work Assignment
- Effective date of change
- Wage Rate

Information Systems

The following administrative action shall be taken:

- Change the HRIS (Langui) details
- Change ISE – Operations Centre staff / InTime Administrator



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HUMAN RESOURCES POLICY MANUAL

Policy: JOB COMPENTECY

Policy No: 2.1.6

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date:

PURPOSE

The Commissionaires North Saskatchewan Division (CNSD) has adopted this policy in an effort to ensure the ongoing health and safety of our staff members and the quality of work performed by our organization. All work performed by CNSD employees must be completed by qualified, appropriately trained and competent staff who are trained both in a formal classroom setting as well as On the Job Training.

POLICY

1. CNSD shall ensure that employees, prior to being assigned to work, have either been formally trained in a classroom setting, On the Job Training (OJT) or a combination of both.
2. CNSD shall create, maintain and utilize appropriate job descriptions for each job title that sets forth the regular job duties, expectations, and necessary qualifications / certifications for the successful completion of work.
3. CNSD will check the references of all candidates, and shall ensure that all candidates provide appropriate supporting documentation regarding qualifications, certifications, licences etc.
4. CNSD shall ensure that all staff members are provided with appropriate orientation, and health and safety training, and job-specific training.



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HUMAN RESOURCES POLICY MANUAL

Policy: HONOURS AND AWARDS – NEW CHILD

Policy No: 2.2.1

Page No 1 of 1

Effective Date: 1 April 2017

Revision Date:

PURPOSE AND SCOPE

The Commissionaires North Saskatchewan Division (CNSD) recognizes that the most important asset we have as Commissionaires is our personnel. This award is to recognize the importance of family to all of us at the Corps. The policy that follows applies to all employees of the Division and covers the qualification for and application of the award.

Qualification and Award

Any Commissionaire that is expecting a child is to notify the HR Manager for the award to be processed. Information that needs to be included in this notification is the expected due date or adoption date of the child. All awards issued under this program will be tracked by the HR Manager.

The award will consist of a Congratulations card from the CEO, as well as a \$50 gift card to celebrate this wonderful life event.



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HUMAN RESOURCES POLICY MANUAL

Policy: HONOURS AND AWARDS - PERFORMANCE

Policy No: 2.2.2

Page No 1 of 1

Effective Date: 1 April 2017

Revision Date:

PURPOSE AND SCOPE

The Commissionaires North Saskatchewan Division (CNSD) recognizes that the most important asset we have as Commissionaires is our personnel. The award of Recognition of Performance is made to recognize personnel that have gone above and beyond the course of normal duty and to encourage this behavior by all employees. The policy that follows applies to all employees of the Division and covers the qualification for and application of the award.

Qualification and Award

Any Client commendations received will be eligible. All commendations should be sent to the HR Manager to place on the employees' file, as well as to enter into the awards file. Each quarter, a meeting will be held with the VP, HR Manager, and the Contract Managers to pick the three most worthy commendations on file.

The final three chosen, will receive a Thank You card from the CEO for their actions, as well as a \$80 gift card.

There are no limits to the frequency a person can win, as the award is to recognize and encourage outstanding performance.



HUMAN RESOURCES POLICY MANUAL

Policy: HONOURS AND AWARDS - NATIONAL AWARDS **Policy No: 2.2.3**

Effective Date: 1 April 2014

Page No 1 of 3

Revision Date: 29 Sept 2015

PURPOSE AND SCOPE

The policy that follows applies to all employees of the Division and includes a general policy for honours and awards as well as policy and procedures for specific awards including:

- The Employee Long Service Medal;
- The Employee Distinguished Service Medal;
- The Employees' Medal of Bravery

As well, it sets-out provisions for:

- Ceremony;
- Qualifying Previous Service.

GENERAL

All files are reviewed to confirm eligibility prior to submitting award requests to our National Office. Only those employees that are in good standing with the Division will be considered for these awards.

THE EMPLOYEE LONG SERVICE MEDAL

Effective April 21, 1998, the Governor General in Council recognized the Employee Long Service Medal as an official medal in the Canadian Honours System. As a condition of that recognition, the period of service required for the medal was extended from ten years to twelve years, with bars (rosettes) awarded in subsequent five-year increments.

Anyone who joined the corps after April 1, 1998 will receive a long service medal after 12 years service and a bar (rosette) awarded in 5 year increments (17, 22 and 27 years). A certificate is awarded with the Employee Long Service Medal.

To be eligible to receive the Long Service Medal and incremental awards, an employee must have worked a minimum of 160 hours each calendar year to qualify.

Periods of extended leave over 90 days (excluding Maternity and Military leave) will not be included in the calculation of years of service.



Policy: HONOURS AND AWARDS - NATIONAL AWARDS

Policy No: 2.2.3

Page No 2 of 3

Effective Date: 1 April 2014

Revision Date: 29 Sept 2015

SERVICE BARS

For each additional five (5) years of service an employee may be awarded a silver bar with a maple leaf in the centre to be worn on the medal ribbon halfway between the medal bar and the top of the ribbon. A maximum of three (3) such bars may be awarded and worn.

There is no certificate presented with the Service Bar.

MINIATURE MAPLE LEAF

A silver miniature maple leaf, surmounted by a crossed sword, anchor and eagle to be known as the Division rosette, is worn on the jacket ribbon as follows:

- One for seventeen years service
- Two for twenty-two years service; and
- Three for twenty-seven years service.

No further rosettes are presented, indicating more than twenty-seven years of service.

THE EMPLOYEE DISTINGUISHED SERVICE MEDAL

The National Board of Governors established this medal in June 1989, to recognize distinguished service above and beyond the faithful performance of duty, which has not involved an element of bravery or personal risk by the recipient.

This medal is awarded on the recommendation of the Chief Executive Officer, approved by the Board of Governors, approved by the Employees' National Honours and Awards Committee and by the National Board of Governors.

The medal is worn on the left breast of the jacket, to the left of all other decorations or medals authorized by the Government of Canada. It takes precedence over and is worn ahead of the Employee Long Service Medal.

A certificate is presented with the Employee Distinguished Service Medal.



Policy: HONOURS AND AWARDS - NATIONAL AWARDS

Policy No: 2.2.3

Page No 3 of 3

Effective Date: 1 April 2014

Revision Date: 29 Sept 2015

THE EMPLOYEES' MEDAL OF BRAVERY

This medal may, on the recommendation of the Chief Executive Officer and the Board and with the approval of the National Board of Governors be awarded in exceptional circumstances, which involve an element of bravery or of personal risk, and the recommendation will normally require the evidence of independent witnesses.

The medal is worn on the left breast of the jacket, to the left of all other decorations or medals authorized by the Government of Canada. It takes precedence over and is worn ahead of the Employee Distinguished Service Medal.

A certificate is presented with the Employees' Medal of Bravery.

CEREMONY

All recipients of awards should attend a Medals presentation ceremony to receive their medal and certificate or service bar from an Officer of the Division.

QUALIFYING PREVIOUS SERVICE

Periods of service from any Division will be credited in the same manner as that used to calculate adjustments to the Taken on Strength (TOS) date, e.g. partial and broken period of service may count towards awards. Periods of previous service will be credited in full if the period of broken service is less than ten (10) years.



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HUMAN RESOURCES POLICY MANUAL

Policy: HONOURS AND AWARDS - SERVICE PINS

Policy No: 2.2.4

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date:

PURPOSE AND SCOPE

The Commissionaires North Saskatchewan Division (CNSD) recognizes that the most important asset we have as Commissionaires is our personnel. The award of Service Pins is made to recognize long serving personnel. The policy that follows applies to all employees of the Division and covers the qualification for and issue of Service Pins.

Qualification and Award

Service Pins are issued once five (5) years of service have been completed.

For the definition of 'years of service' please refer to Policy 2.2.3.

Service Pins shall be awarded on the anniversary of the employees' enrolment in the Division. Service Pins should be presented at an Awards Ceremony.



Policy: HONOURS AND AWARDS - SERVICE PINS

Policy No: 2.2.4

Page No 2 of 2

Effective Date: 1 April 2014

Revision Date:

Wearing

The pin may be worn as an **optional** item while in uniform. Those who choose to wear the pin will mount the pin on their uniform as follows:

- **Summer Dress** – centred on the right shirt breast pocket between the bottom of the pocket flap and the bottom of the pocket proper or centred on the right shirt breast pocket flap.
- **Winter Dress** – on the sweater two inches from bottom of and centred on the left cloth shoulder pad.
- For those who wear a Blazer as daily order of dress the pin may be worn centred on the left lapel.

Division Gratuity Awards

Division Gratuity Awards, not related to National Awards, are presented as follows:

5 years - \$100.00
12 years - \$150.00
17 years - \$200.00
22 years - \$250.00
27 years - \$300.00



HUMAN RESOURCES POLICY MANUAL

Policy: EXPRESSIONS OF SYMPATHY

Policy No: 2.4.1

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date: 13 April 2015

PURPOSE

The purpose of this policy is to outline the procedures for sending expressions of sympathy to employees and applies to all employed within the Division.

DEFINITION

Immediate Family – full or step members as follows:

- Spouse
- Mother or Father
- Son or Daughter
- Sister or Brother
- Grandchildren

It is the policy of the Commissionaires North Saskatchewan Division (CNSD) to convey expressions of sympathy to an employee upon the passing of a member of the employee's immediate family.

PROCEDURE

When a situation arises where the sending of sympathy is warranted, the appropriate Manager will advise the Chief Executive Officer, the Director of Operations and the Executive Assistant providing all relevant information. The Executive Assistant will be responsible to ensure appropriate expressions of sympathy are sent on behalf of the Division.



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HUMAN RESOURCES POLICY MANUAL

Policy: DRESS AND DEPARTMENT - GENERAL

Policy No: 3.1.1

Page No 1 of 6

Effective Date: 1 April 2014

Revision Date:

PURPOSE

This document outlines the policies and procedures related to the dress and department of uniformed employees.

SCOPE

These policies and procedures are directly applicable to employees engaged in the provision of security where a uniform is worn. Other uniformed personnel shall abide by the spirit of these policies and procedures.

GENERAL

Employees of the Commissionaires North Saskatchewan Division (CNSD) are part of the greater Canadian Corps of Commissionaires and as such are subject to the Corps standards and branding policies as modified to meet provincial or territorial regulations governing the security industry.

The Commissionaires North Saskatchewan Division (CNSD) uniforms are as authorized by the Chief Executive Officer. The uniform may vary from site to site or by work assignment. Changes in dress policy, uniform design, uniform accessories, accoutrements or insignia will only be made with the approval of the Chief Executive Officer.

Employees shall wear the authorized uniform and accoutrements when on duty and on special occasions as authorized by the Chief Executive Officer. Dress and department shall at all times reflect credit upon the individual, the Division and the Corps. This also applies to employees in uniform enroute to or returning from their place of duty.

Employees in uniform shall be well groomed. Uniforms will be clean, pressed and well fitted. Shirts/blouses and where appropriate trousers/pants will be clean and ironed. Buttons, fasteners, and zippers will be kept closed under normal circumstances. Behaviour such as chewing gum, slouching, hands buried in pockets, smoking or eating in public is not permitted.

It is the responsibility of all supervisors to ensure that by their vigilance, actions and example, the policies and procedures herein are adhered to by all employees. Employees found to be in contravention of these dress and department policies and procedures may be subject to disciplinary action.



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Policy: DRESS AND DEPARTMENT - GENERAL

Policy No: 3.1.1

Page No 2 of 6

Effective Date: 1 April 2014

Revision Date:

UNIFORM STANDARDS

In addition to meeting the Corps of Commissionaires branding standards, uniforms for security personnel must comply with the Private Investigators and Security Guards Act. All personnel must carry their Security Guard/Private Investigators licence.

UNIFORM ORDERS OF DRESS

Unless site specific Post Orders or Contract Managers dictate otherwise, the following Orders of Dress are standard:

Summer Dress:

- Light blue short sleeved shirt
- Uniform pants
- Uniform jacket
- Employee ball cap (optional)
- Corps belt and buckle; Veterans may use their regimental belt and buckle
- Black or dark blue socks
- Black footwear
- Employee slip-ons
- Authorized rain gear



Policy: DRESS AND DEPARTMENT- GENERAL

Policy No: 3.1.1

Page No 3 of 6

Effective Date: 1 April 2014

Revision Date:

Winter Dress: In addition to the basic summer uniform:

- Uniform Sweater
- Black clip-on necktie
- Dark navy blue branded toque
- Black gloves or mitts
- Black winter footwear
- Jacket with liner or parka if issued

Soft Dress: Colors and accoutrements may be site specific:

- Blazer
- Grey pants
- Long sleeve white shirt
- Corps belt and buckle; Veterans may use their regimental belt and buckle
- Clip on tie
- Black socks
- Black footwear

Uniform General Notes:

- Uniform pants may be standard issue or cargo depending on the site Post Orders.
- Marked coveralls may be issued for some sites.
- NOMEX fire retardant clothing may be required for some sites.
- Undress ribbons, hazardous skills badges if awarded and authorized employee insignia may be worn on the basic uniform shirt. See **Appendix A** for placement detail.
- Sunglasses may be worn when conditions warrant. They must be of conservative design.
- Black footwear will be capable of being polished and conservative in design. It may consist of shoes or boots with standard heels (wedge or spike heels are not permitted). CSA approved steel toed boots will be worn where site specific regulations call for them. Footwear will be maintained in a blackened semi-polished, scuff free state as a minimum.



Policy: DRESS AND DEPARTMENT- GENERAL

Policy No: 3.1.1

Page No 4 of 6

Effective Date: 1 April 2014

Revision Date:

- Personal Protective Equipment (PPE) will be worn on sites where required.
- Head gear unless otherwise stated is optional.

RESTRICTIONS

- Commercial headsets for personal electronics will not be worn on duty except where required in the performance of duty.
- Fanny packs or other non-uniform accoutrements will not be worn on duty except where required in the performance of duty.
- The mixing of uniform and non-uniform civilian clothing is not permitted
- The wearing of uniform when not going to or from a place of duty or when not on duty is not permitted.
- Only authorized pins may be worn as per **Appendix A**.

EXCEPTIONS/EXEMPTIONS

- Cultural, religious or other reasonable requests will be handled on an individual basis through the applicable Contract Manager. The accommodation may not compromise safety, contravene Provincial regulations, nor bring discredit on the brand or image of the employees.

CLOTHING WEAR TIME

Upon being hired, or when transitioning to a new site with specialized uniform requirements, an employee will receive an initial issue of uniform items. Clothing will not be automatically replaced, however, clothing that is damaged or worn to the point where its appearance is unacceptable is to be exchanged. The decision to replace an item will be based on wear life and the judgment of the Quartermaster. The estimated wear life for each item of clothing is listed at **Appendix B**. Returned jackets, pants and sweaters, if serviceable, will be dry cleaned and reissued where practical.



Policy: DRESS AND DEPARTMENT - GENERAL

Policy No: 3.1.1

Page No 5 of 6

Effective Date: 1 April 2014

Revision Date:

PERSONAL APPEARANCE – MALE PERSONNEL

Hair on the Head. Hair will be kept relatively short and trimmed as to present a neat appearance. Exaggerated styles including those with excessive fullness, extreme height or unusual color are not permitted. Sideburns will not extend below the middle of the ear.

Facial Hair. The face will be clean shaven except when beards are worn. Beards will be kept neatly trimmed. Moustaches will be kept neatly trimmed and will not extend below the upper lip line.

Jewelry. Neck chains or medallions will not be visible while in uniform. Visible body piercings are not permitted while in uniform.

Body Art. Visible tattoos must be conservative. Extensive tattooing, when possible must be concealed while in uniform.

Scents. Both male and female employees shall limit the use of scented perfumes, lotions, balms, aftershave so that these scents do not offend or compromise co-workers that need to work in a scent-free environment due to medical reasons.

PERSONAL APPEARANCE – FEMALE PERSONNEL

Hair on the Head. Hair shall be kept neat and well groomed, and shall not extend below the lower edge of the jacket collar. Exaggerated styles, including those with excessive fullness, extreme height or unusual color are not authorized. The Contract Manager may authorize below shoulder length hair provided the intent of this policy is maintained.

Hair Accessories. These shall be conservative, blend with the member's hair color, and worn only to support a specific hairstyle. Bright colours and excessive embellishment are not permitted while in uniform.

Jewelry. Shall be conservative. Neck chains or medallions shall not be visible while in uniform. Only one pair of earrings may be worn and are to be plain and shall not exceed 1 cm in diameter. Dangling earrings are not permitted. Visible piercings are not permitted while in uniform.



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Policy: DRESS AND DEPARTMENT - GENERAL

Policy No: 3.1.1

Effective Date: 1 April 2014

Page No 6 of 6

Revision Date:

Makeup. Makeup shall be worn conservatively while in uniform. Use of heavy eyeliner, brightly colored eye shadow, brightly colored nail polish and lipstick or excessive facial make-up is not permitted.

Body Art. Visible tattoos must be conservative. Extensive tattooing, when possible, must be concealed while in uniform.



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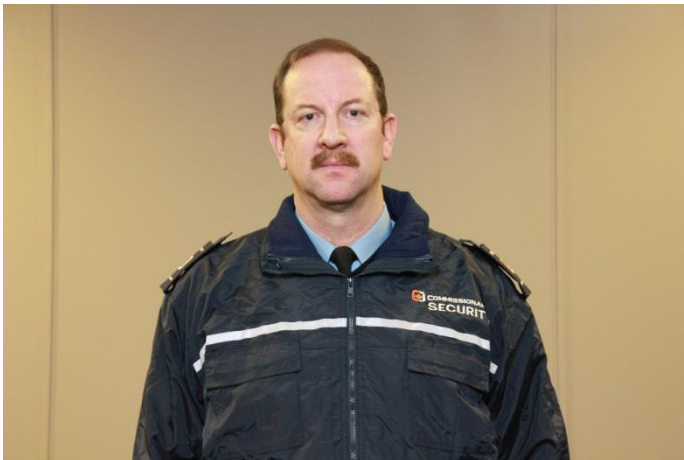
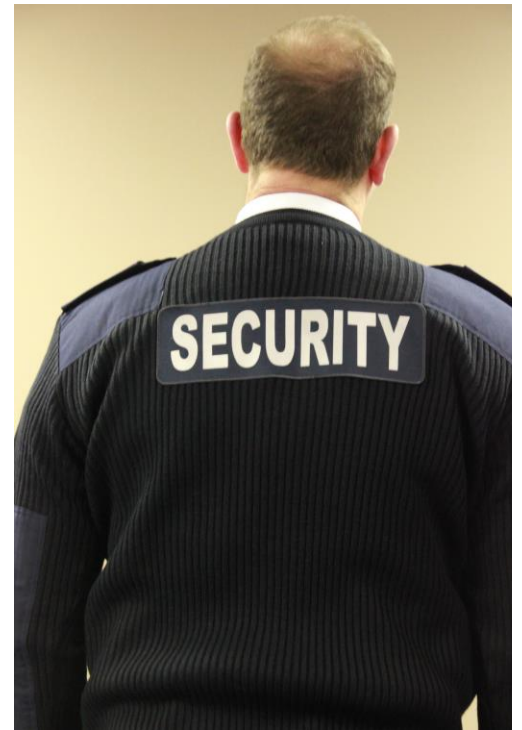
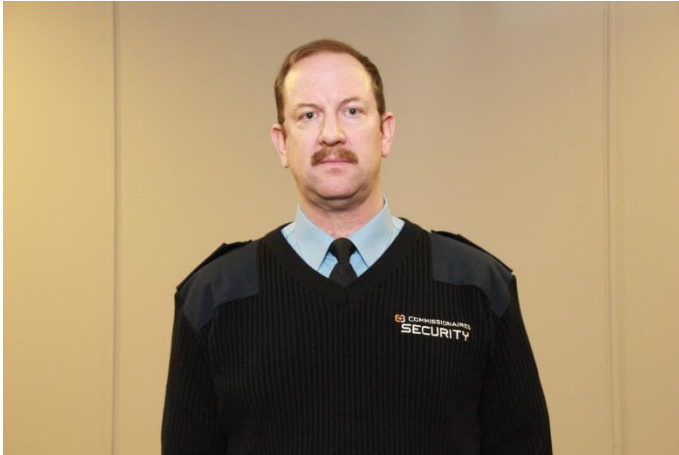
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Appendix A Uniform Orders of Dress

Summer Dress



Winter Dress





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Soft Dress



Placement of Undress Ribbons, Hazardous Skills Badges and Authorized Pins



Notes:

- Name tags are site specific
- Commendation or similar award pins may be worn centred on the left hand pocket. If the wearer is not authorized to wear such pins, the Divisional Anniversary pin may be worn here.



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Appendix B **Wear Times – New Clothing**

The wear time for each item of new clothing is listed below.

Shirts	One Year
Trousers/Pants	One Year
Sweater	Two Years
Combination Jacket	Three Years
Parka	Four Years
Raincoat	Three Years
Blazer	Two Years
Grey Trousers	One Year
Ball Cap	One year
Toque/Balaclava/Neck Warmer	Three Years
Gloves	Three Years
Tie	One Year
Slip-ons	Six Months



HUMAN RESOURCES POLICY MANUAL

Policy: PAY

Policy No: 4.1.1

Page No 1 of 4

Effective Date: 1 April 2014

Revision Date:

PURPOSE

This document outlines the Division's general policies and procedures related to pay (i.e. compensation).

These policies and procedures apply to all hourly paid employees of the Division, and include provisions for:

- Pay Structure;
- Pay Periods;
- Overtime Pay
- Vacation Pay;
- Payroll Deductions;
- Compensation for Scheduled Travel;
- Payroll Adjustments;
- Pay Advances;
- Direct Deposit; and
- Restrictions

Pay and working conditions can have a significant impact on employee morale. Both have the potential for creating satisfaction among employees or, conversely, a level of dissatisfaction that may eventually lead to problems. Employee satisfaction with compensation practices is usually attained when:

- Employees know and understand the principles under which pay and wages are determined, and adjusted; and
- Compensation practices are competitive with other comparable employees in the industry and/or community

Wages, allowances and benefits are negotiated on a separate contract basis with individual clients; therefore they may vary between clients or even between different positions at a particular location. The Commissionaires North Saskatchewan Division (CNSD) negotiates with each client to obtain the best possible wages, allowances and benefits for all employees, given existing market conditions, competition wage scales and the nature of the work being performed.



Policy: PAY

Policy No: 4.1.1

Page No 2 of 4

Effective Date: 1 April 2014

Revision Date:

Pay Periods

Paydays will be bi-weekly with the payday being the second Wednesday following the cut-off. Cut off is effective at midnight on Saturday. A calendar is available upon request.

Overtime Pay

Overtime earned will be paid in accordance with Saskatchewan Employment Standards and the terms of the individual contract negotiated between CNSD and the Client. Overtime will be paid in conjunction with regular wages on regular paydays.

Vacation Pay

Vacation pay for all hourly employees will be paid on each cheque.

Payroll Deductions

The organization is required by law to make certain federal and provincial deductions including:

- **Federal Income Tax:** Employers are required to withhold a portion of an employee's wage, upon payment of that wage, as payment of the employee's Federal Income Tax obligation.
- **Canada Pension Plan (CPP):** Employers are required to withhold a percentage of an employee's wage, upon payment of that wage, as the employee's contribution to the Canada Pension Plan. Employers are required to match these funds as the employer contribution to the program. Employers must deposit both their own contribution and the employee's withholding. Employees already drawing CPP must declare their intention to have deductions continued or discontinued.
- **Employment Insurance (EI):** Employers are required to withhold a percentage of an employee's wage, upon payment of that wage, as the employee's premiums for the federal EI System. Employers are also required to pay premiums to the program *on an established multiple* of the employee's premiums.



Policy: PAY

Policy No: 4.1.1

Page No 3 of 4

Effective Date: 1 April 2014

Revision Date:

- **Workers' Compensation Insurance:** The employer is required to pay a percentage of gross annual payroll as a payroll tax for Workers' Compensation benefits that are provided to injured or disabled workers by the Workers Compensation Board. Employees are not required to contribute to this plan.
- **Garnishments:** Any action on the part of employees that may result in involving the organization in legal proceedings started by the employee's creditors is viewed as a serious matter. If a creditor obtains a garnishment on an employee's earnings, the employer is required by law to deduct the necessary payment.
- **Additional deductions:** In addition to required source deductions, the organization will make deductions from an employee's pay cheque, as authorized by the employee, for benefits offered. Employees will be required to complete the necessary paperwork identifying those deductions they authorize at the beginning of their employment. Should an employee wish to make any changes in his/her deductions, the appropriate form can be obtained through the employee's supervisor or through the Payroll department. Additional deductions such as increased Income Tax deduction may be arranged on an individual request.

Compensation for Scheduled Travel

The Division will reimburse employees travelling on Division business.

Payroll Adjustments:

Employees are responsible for reviewing the accuracy of an individual pay cheque and the attached stub to determine whether processing errors have occurred. Although an error-free payroll is our ultimate goal, from time to time corrections and adjustments are required as a result of over or under-payment.

Employees becoming aware of discrepancies or questions regarding pay or deduction and/or reduction amounts must report them to the Finance Department.

In the case of underpayment, Finance will immediately notify the employee and the manager or supervisor of the employee's site, of the correction required. The Finance department will make the proper adjustment and issue the required paycheck as soon as is practical.



Policy: PAY

Policy No: 4.1.1

Page No 4 of 4

Effective Date: 1 April 2014

Revision Date:

In the case where an employee has been overpaid, and a correction is required, the payroll department is to immediately notify the employee and the manager or supervisor of the employee, of the adjustment required. Overpaid wages, where circumstances dictate will be recovered immediately unless circumstances dictate otherwise. At no time will the repayment schedule extend beyond six months.

Pay Advances

Advances between paydays will be considered under exceptional circumstances only. Requests are to be referred through the applicable Contract Manager to the Chief Executive Officer for approval.

Direct Deposit

All employees hired, are required to be paid by direct deposit. Each new or rehired employee, at the time of employment or return to the payroll, shall designate one financial institution and associated checking or savings account for the direct deposit of pay by submitting a personal cheque with the word "VOID" written across it.

Direct deposit payments are available in employees' designated accounts at the financial institution's opening of business the morning of payday.

Employees receive a direct deposit advice that details pay information and indicates the bank and account to which the net pay has been deposited. Where possible this will be done electronically.

Restrictions

No employee, at any time, is to discuss in any manner, the issue of wages, allowances and benefits with the client or with other employees. Such discussion by persons not aware of all information relating to, or considered during negotiations, may be detrimental to existing and future contracts. The Commissionaires North Saskatchewan Division (CNSD) remain the employer, in all cases, and any and all questions or comments regarding wages, allowances and benefits shall be forwarded to the appropriate department at headquarters. Contravention of this restriction may be cause for disciplinary action up to and including dismissal.



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HUMAN RESOURCES POLICY MANUAL

Policy: TRAINING PAY RATES

Policy No: 4.1.2

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date:

PURPOSE

This document outlines the Division's policy on how the amount paid for training is arrived at and in what circumstances each rate is paid.

This policy applies to all hourly paid employees of the Division. Listed below are the two possible scenarios where a training rate is paid and the rate associated with it:

- Site Specific Training not sponsored by the client – will be paid at the site rate. This training is at Corps expense and cannot be invoiced to the client.
- Site Specific Training sponsored by the client. This training must be completed by any employee prior to being employed on a specific site. However, the rate paid will be the appropriate site rate and this is paid by the client. **An example would be the client's request to change the terms of the contract which results in a training requirement.**

The above rate may be adjusted from time to time and any changes will be announced as an amendment to this policy. **Exceptional circumstances that may arise from time to time will be addressed as needed.**



HUMAN RESOURCES POLICY MANUAL

Policy: GROUP LIFE INSURANCE

Policy No: 4.2.1

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date: August 1, 2021

PURPOSE

This document outlines the Division's policies and procedures related to Group Life Insurance.

Group Insurance

The Division provides Group Life Insurance, for full-time employees under age sixty-five (65) who qualify for the Division Benefit plan or applies for Life Only. The plan has a Basic Policy of \$25,000. The Division pays the premium for this policy in full and will list it as a taxable benefit on your T4. Details on the Group Plan benefits are contained in the Group Benefit Plan Booklet.

Application for Coverage

Participation in the life insurance offered by the Commissionaires North Saskatchewan Division (CNSD) is automatic when an employee is enrolled in the Health and Dental Benefits. If Health/Dental is waived, an employee may still be enrolled for the Life Insurance only. Employees qualify for enrollment after six (6) months of employment and must be working a minimum of thirty (30) hours per week on average. An Employee may waive the Health/Dental portion if they already have comparable coverage.

Dependent Coverage

Spousal (\$5000), and Dependent Child (\$2500), death benefit coverage is also included where applicable for those in the life insurance plan under age 65.

Beneficiary Designation

A beneficiary must be designated on application for insurance. If a change in circumstances invalidates a designated beneficiary, it is very important that a "Change of Beneficiary Form", available through the company Benefits Administrator, be completed as soon as possible. The Commissionaires is obligated to pay premiums only to the designated beneficiary, regardless of any subsequent changes to the policyholder's personal circumstances and intentions.

Death Benefit

A flat \$5000 death benefit is payable by the Commissionaires to beneficiaries of employees **over age 65** that had been maintaining the minimum 30 hours per week at the time of their death. An employee on a Leave of Absence of more than 90 days from the last day worked is not eligible for this benefit.



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HUMAN RESOURCES POLICY MANUAL

Policy: GROUP HEALTHCARE PLAN

Policy No: 4.2.2

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date: August 1, 2021

PURPOSE

This document outlines the Division's policies and procedures related to the Division Group Health Benefit Plan.

Application for Coverage

All new employees will complete an application for benefits at time of enrolment and will be enrolled in the Group Benefit Plan on the first of the month following completion of six (6) full months of service as a condition of employment, unless proof of comparable coverage is provided.

An employee must work an average of thirty (30) hours per week and be under age 70 to be enrolled in the Benefit plan. Hours are reviewed periodically to ensure average minimum hours worked is maintained. A drop in hours worked per week, may result in loss of coverage.

Group Extended Healthcare

Details on the Group Plan benefits are contained in the Group Benefit Plan Booklet. This Booklet will be issued to employees upon their enrolment in the plan; however, a copy may be previewed prior to enrolment. A benefit outline can also be obtained from Reception. There are three categories of benefits available: single, couple and family. Employees must notify the Benefit Administrator within 30 days of any changes/additions to dependents.

Premiums are taken by payroll deduction on each pay period. Employees must contact the Benefits Administrator to continue benefits while on an approved leave of absence for up to 90 days. **Payment of the premiums must be arranged before they leave when possible.** If premium payments are not arranged, the employee runs the risk of losing coverage after two missed pay periods. An employee may not remain on the benefit plan while on a leave of absence for more than 90 days.

If an employee does not have the required hours for any reason other than an approved leave, benefits may be terminated **without notice**. Employees who lose benefits may reapply after three consecutive months of service at the required level of hours.



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Policy: GROUP HEALTHCARE PLAN

Policy No: 4.2.2

Page No 2 of 2

Effective Date: 1 April 2014

Revision Date: August 1, 2021

Termination of Coverage

Benefit coverage will cease when employment with the Division ceases, the minimum thirty (30) hours per week is not maintained, or the employee reaches the age of 70.

Suspension of Benefits

Employees who work at sites that close each year for an extended period, and choose not to take shifts at other locations to maintain their eligibility, will have their benefits suspended until they return to work at the required level.

Employees whose coverage has terminated may obtain conversion information to move their coverage to a private plan if they choose. Contact the Benefit Administrator for information. You have 30 days to obtain other coverage without having to submit a medical questionnaire.

Changes

If an employee waives benefits due to other coverage, and then loses that coverage, they must apply within 31 days of loss of other coverage or be considered a late applicant and subject to a medical questionnaire.

Changes in dependents (spouse and children) should be reported to the Benefits Administrator as soon as possible.

Supervisor's Responsibilities - Employment Status Change

Since hours worked determine eligibility of Group Healthcare Benefits, it is imperative that the Operations Staff and Contract Managers inform the Human Resources Department and the Benefits Administrator, when there is a change to an employee's regular hours of work.

Additional Information

Additional Information on the Group Benefits Plan and cost of premiums can be obtained by contacting the Benefits Administrator.



Policy: Leave of Absence BENEFIT Policy

Policy No: 4.2.3

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date: August 1, 2021

PURPOSE

This document outlines the Division's policies and procedures related to the Division Group Health Benefit Plan while on a Leave of Absence (LOA).

POLICY

Employees on an approved Leave of Absence (LOA), that are also enrolled in the Commissionaires Employee Group Benefits plan, will be allowed to continue benefits where the LOA is less than 90 days. Those on a Medical Leave may continue benefits for up to 17 weeks. Benefit premiums, normally taken through payroll deduction, must be submitted for the corresponding pay periods.

Those employees taking a Leave of Absence for other employment will have benefits suspended for the duration of their leave. Employees who work at sites that close annually for an extended period must also suspend benefits if they choose not to accept shifts at other posts during the closure.

This policy is not applicable to those taking Maternity, or Parental Leave. Employee may remain on the benefit plan for the term of leave. Payment of benefit premiums for the duration of the leave need to be arranged if wishing to continue the benefits during leave.

Employees must contact our Benefits Administrator, at (306)667-2881 to arrange payment of benefit premiums before leave begins, when possible. If an employee does not arrange payment of premiums, they risk benefits being cancelled with notice.

Those whose benefits lapse or are cancelled, may have their benefits re-instated after they return to work for a period of three (3) months, at a full time level (over 30 hours per week).

Employees whose benefits are terminated due to reaching the maximum age of our plan, may contact the office for conversion information on transferring from the group plan to a single coverage plan. An employee has only 31 days from the time their benefits are terminated to apply for conversion benefits that would not require a medical questionnaire.



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HUMAN RESOURCES POLICY MANUAL

Policy: DISTRESS LOANS

Policy No: 4.3.1

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date:

PURPOSE

This policy applies to all employees of the Commissionaires North Saskatchewan Division (CNSD) and its' purpose is to provide a vehicle to assist employees in times of financial distress caused by unforeseen and unavoidable personal circumstances.

POLICY

The Division will where possible and feasible assist any employee who has been forced into an unstable financial situation through no fault of his/her own.

GUIDELINES

A Distress Loan will only be granted in the case of extreme financial distress. It is not a "Payday" loan. Any employee may apply for a Distress Loan directly. Also, any Site Supervisor or member of the Division Staff may recommend a Distress Loan in an emergency. All applications for a Distress Loan must have all the supporting documentation/explanation attached, and be approved by the Chief Executive Officer. Employees who have not completed their probationary period will not be considered for a Distress Loan.

Loans will be granted in \$250.00 increments to a maximum of \$1,500.00.



Policy: DISTRESS LOANS

Policy No: 4.3.1

Page No 2 of 2

Effective Date: 1 April 2014

Revision Date:

PROCEDURES

Applicant Selection and Approval

A Committee henceforth known as the Distress Loan Committee, consisting of two (2) members (Director of Operations, Director of Finance and Director of Human Resource) will review all applications. The duties of this Committee are as set out below:

- The Distress Loan Committee will meet when required to review an application. In order to allocate funds there **must** be a minimum of two members of the committee in a meeting.
- If there should be more than one applicant, all applications will be reviewed and the most urgent selected. Should two applications have an equal urgency, the application of the senior Corps member will take precedence.
- A synopsis of the meeting and selections will be forwarded to the Chief Executive Officer for approval. Once approved the list and amounts will be forwarded to the Director of Finance for the issue of funds.

RE-PAYMENT SCHEDULE

The loan is interest free and must be re-paid over a maximum of a twelve (12) month period.

PROMMISSARY NOTE

In order to receive the loan applied for, an applicant must sign a Promissory Note allowing the recovery of any amount remaining on their loan from wages or vacation accrual should the employee terminate his/her employment with the Corps whether voluntary or due to dismissal.



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HUMAN RESOURCES POLICY MANUAL

Policy: EMPLOYEE EXPENSES REIMBURSEMENT

Policy No: 4.4.1

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date:

PURPOSE

The Expense Report is used to claim for all expenses incurred by an employee in connection with the business of the Commissionaires North Saskatchewan Division (CNSD). This report also serves as a basis for making proper accounting distribution of such expenses. A sample of the Employees Expense Report is included with this policy.

PROCEDURE

To receive prompt reimbursement of expenses, employees must submit their Expense Reports within two weeks after the expense is incurred and in no case later than thirty days after the expense is incurred. The Employer is not obligated to reimburse any expense that was not previously authorized.

The following points must be observed when preparing the Expense Report:

- Must show a description and reason for the trip
- All expenses must be recorded on a daily basis and by type of expense such as meals, taxis, other etc.
- Individual hotel bills must be listed on the day they were actually paid
- Supported receipted detailed statements will be required for all expenses
- If mini bar or pay TV service charges are incurred they are the responsibility of the employee and are to be deducted from the hotel bill
- The expense report **must be** signed by the employee and if applicable authorized by the Chief Executive Officer
- Completed Expense Reports are to be forwarded to the Finance Department.



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HUMAN RESOURCES POLICY MANUAL

Policy: TRAVEL ADVANCE POLICY

Policy No: 4.4.2

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date: 1 August 2017

POLICY

The Commissionaires North Saskatchewan Division (CNSD) recognizes the need, in certain situations, for employees who normally incur expenses on behalf of the organization to retain a travel advance. Receipts for expense purposes are necessary and they enable the employee to keep accurate records. When employees are required to travel on business, an advance may be issued.

PROCEDURE

In order to secure a travel advance the following procedures must be followed:

- All requests for advances, accompanied by a cheque request will be forwarded to the Chief Executive Officer by the appropriate Manager at least two weeks prior to the travel date
- The Chief Executive Officer will have a cheque raised and forwarded to the appropriate Manager for issue to the employee
- The Manager will have the employee complete and sign a Cash Advance Acknowledgement (sample attached) and forward it to the Finance Department for reconciliation.

If for any reason the employee is terminated, the full amount of the advance will be refunded to the Employer in cash or the balance outstanding that cannot be substantiated by receipts will be paid by the employee to the Employer. This amount may also be taken from any monies owed the employee before the issue of any final cheques.



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HUMAN RESOURCES POLICY MANUAL

Policy: TRAVEL BENEFITS - HOTEL, MEALS AND MILEAGE

Policy No: 4.4.3

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date: 1 September 2017

POLICY

When members of the Commissionaires North Saskatchewan Division (CNSD) travel outside of their normal area of residence, they are entitled to accommodation, meals and if applicable paid mileage for the duration of their travel.

ACCOMODATION

Hotel costs while having a set limit may need to be increased on an individual need basis due to the fluctuation of rates dependent on city travelling to and the economy of that area of the country. Unless approved by the Chief Executive Officer or Director of Operations, accommodations shall not exceed \$150.00 per night (including applicable taxes and fees).

MEALS

Meal rates are set, reviewed and published on a quarterly basis.

MILEAGE

All travel by vehicle will be either using Commissionaires resources or a rental vehicle. The use of Privately Owned Motor Vehicle (POMV) will only be authorized for exceptional circumstances and only for travel in the province of residence. Should an employee be required to use his/her POMV for business travel he/she shall be reimbursed at the current Treasury Board rate per km.

TRAVEL TIME

Effective the date of revision, travel time will be paid at the base rate, only if a site is more than one (1) hours drive outside of the City. If travel time treatment is covered in the contract with the client, the agreed upon contract will supersede this policy.



HUMAN RESOURCES POLICY MANUAL

**Policy: PROMOTIONS AND SUPERVISORY
COMPETITIONS**

Policy No: 5.1.1

Effective Date: 1 April 2014

Page No 1 of 2

Revision Date:

PURPOSE

This document outlines the Division's policies and procedures related to Promotions and Supervisory Competitions. These policies and procedures apply to all employees of the Division, and include general policies and procedures for eligibility and enrolment; including provisions for:

- Position openings;
- Supervisory Probation; and
- Performance Review.

The purpose of this policy is to outline the procedures and guidelines for promotion or appointment of supervisory personnel within the division. It is the policy of the Commissionaires North Saskatchewan Division (CNSD) to determine the most suitable personnel for supervisory positions in a fair and equitable competitive manner.

PROCEDURE

Division supervisory positions are site specific and determined on the basis of competitions. In most cases, the Division Human Resources department will announce available positions and the closing date for submissions. Notice of pending competitions will be posted. The newsletter may also be used when practical. The application list will normally be reviewed for suitability and only those deemed suitable based on experience, qualifications and skills will be afforded an interview.

Assignment Review

The applicable Contract Manager and either a member of the Human Resources staff or another member of the Operations staff will sit to interview and evaluate the potential candidates based upon previously identified job descriptions and objective competition guidelines. Occasionally, the client or a member of the Supervisory staff may be one of the members of this panel.



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**Policy: PROMOTIONS AND SUPERVISORY
COMPETITIONS**

Policy No: 5.1.1

Effective Date: 1 April 2014

Page No 2 of 2

Revision Date:

Occasionally, tender documents require that the supervisor be identified with the contract bid. In this case, the Division staff will select a suitable individual for the purposes of the bid. However, if the bid is successful, the position may still be subject to a competition. Should it be in the best interests of the Division, the Director of Operations has the authority to appoint a supervisor in the field and may determine that a competition is not required.

Supervisory Probation

Supervisors will be on probation for six months (6) days from the effective date of their appointment, or longer as determined by the Director of Operations or the client. Supervisors will normally only move to another supervisory assignment upon successfully applying for and winning any other competition.



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HUMAN RESOURCES POLICY MANUAL

**Policy: USE OF COMPUTERS AND
TELECOMMUNICATION DEVICES**

Policy No: 5.2.3

Effective Date: 1 April 2014

Page No 1 of 2

Revision Date:

PURPOSE

The purpose of this policy is to identify to all employees the proper use of computers and telecommunication equipment. This policy applies to all employees that use either the Commissionaires or Client equipment.

GUIDELINES

Under the Criminal Code of Canada, every one who, fraudulently and without colour of right, obtains any computer service, intercepts or causes to be intercepted any function of a computer system, or uses or causes to be used a computer system with intent to commit an offence in relation to data or a computer system, is guilty of an indictable offence. Improper use of any device which could be used to copy or steal proprietary or confidential information is cause for dismissal. This includes but is not limited to photocopiers, fax machines, rewriteable media such as CDs, DVDs, USB storage devices, cameras, phones etc.

An employee who uses a company supplied device or a company supplied vehicle is prohibited from using a cell phone or similar device while driving. Cell phones are a distraction in the workplace, potentially jeopardizing a Commissionaire's ability to respond to emergencies or client requests in a timely manner. Employees are permitted to use personal cell phones only in emergencies or during authorized breaks.



**Policy: USE OF COMPUTERS AND
TELECOMMUNICATION DEVICES**

Policy No: 5.2.3

Effective Date: 1 April 2014

Page No 2 of 2

Revision Date:

Specifically, the use of Divisional or Client equipment for the following are prohibited and are grounds for performance correction up to and including dismissal:

- Violation of a Client's computer, cell phone, telephone or other electronic equipment policy.
- Viewing or collecting pedophilia or pornographic material, or any other material that violates Canadian laws.
- Harassment of another individual via electronic means.
- Downloading of copyrighted material such as music, movies or programs without permission.
- Using computer accounts without authorization or gaining access to computer or data without authorization.
- Knowingly performing an act which will interfere with the normal operation of computers, terminals, peripherals or networks.
- Abuse of e-mail systems by sending misleading messages, chain mail, unsolicited mail or any other act that results in wastage of resources.
- Inappropriate use of business cell phones including talking while driving (excluding hands-free usage), downloading of ring tones or screensavers, web browsing or excessive personal or long distance calls without permission.

ELECTRONIC AND TELEPHONE MONITORING

Employees are not to expect workplace privacy when using Division or Client equipment. Computers, e-mail, fax and telephone usage may be monitored to ensure they are not being used for personal use or other business at the expense of the Division or Client.



HUMAN RESOURCES POLICY MANUAL

Policy: COMPLAINTS, APPEALS AND GRIEVANCES

Policy No: 5.3.1

Page No 1 of 3

Effective Date: 1 April 2014

Revision Date:

Purpose and Scope

This document outlines the Division's policies and procedures related to complaints, appeals, and grievances. These policies and procedures apply to all employees of the Division, and include general policy for complaints, appeals, and grievances; as well as provisions for:

- Complaints or Appeals Process; and
- Confidentiality and Nondisclosure.

Note: For complaints or inquiries concerning harassment, refer to Policy No.: 5.6.2 *Respectful Workplace and Harassment Policy*.

General Policy

The success of the Division depends on the ability of all members to work together. When work related or administrative concerns or issues are adversely affecting employees, misunderstandings can develop and morale suffers. Additionally, employees have the right to:

- Complain about matters related to their terms and conditions of employment; and
- Appeal (seek redress) disciplinary or other action if they consider that:
 - i. they have been treated unfairly, and/or
 - ii. the action taken does not conform to the Division's policies and procedures, or to the Saskatchewan Employment Standards Act.

It is Division policy that employees are dealt with fairly and that complaints, appeals, or grievances are dealt with promptly and effectively. All complaints, appeals, or grievances related to disciplinary action will be treated in the same manner and will be generally referred to as either complaints or appeals.



Policy: COMPLAINTS, APPEALS AND GRIEVANCES

Policy No: 5.3.1

Page No 2 of 3

Effective Date: 1 April 2014

Revision Date:

Complaints or Appeals Process

Complaints or appeals will be handled in five stages. With the exception of the Senior Management Team, all cases, complaints or appeals are the responsibility of the Chief Executive Officer. Certain responsibilities are normally delegated as outlined below. The Chief Executive Officer reserves the right to delegate other matters relating to complaints or appeals as appropriate.

Step 1. As soon as possible after the incident or action that gives rise to the complaint, but in any case within fourteen (14) working days, the employee shall discuss the situation with his/her Site Supervisor in an effort to reach an informal resolution. If the Site Supervisor is not available within the fourteen (14) day period, or if the Supervisor is the subject of the complaint, the employee may go directly to Step 2. The individual receiving the complaint has a maximum of seven (7) days to respond to the complaint or the individual making the complaint may go to Step 2. Step 1 is normally verbal.

Note: In the case of disciplinary action, the first stage is submission of the complaint to the next individual in the chain of responsibility from the one who administered the discipline. The individual making the complaint should then proceed directly to the appropriate Step.

Step 2. If the complaint is not resolved at Step 1, the complaint shall be forwarded in writing, within seven (7) days of forfeiture of step 1 above, to the next level in the chain of responsibility: the Contract Manager. The individual receiving the complaint will investigate the situation and provide a written response within seven (7) days of receiving the complaint.

Step 3. If the complaint is not resolved at Step 2, the original complaint may be forwarded to the Director of Human Resources for resolution. The Director of Human Resources has fourteen (14) days to respond to the complaint. The response will be in writing, but may also be verbal. If the Director of Human Resources is absent or unable to respond within the fourteen (14) days, the complaint will be directed to the Chief Executive Officer.

Step 4. If the complaint is not resolved at Step 3, the original complaint may be submitted in writing within seven (7) days of forfeiture of Step 3, to the Chief Executive Officer for resolution. This is the final step in the process. Complaints so directed shall be sent to the Division Office, marked Complaint, Attention: Chief Executive Officer. The Chief Executive Officer has fourteen (14) days to respond to the complaint. The response will be in writing. If the Chief Executive Officer is absent or is unable to respond within fourteen (14) days of receipt of the complaint, the complainant will be so advised by the Division Office and will be given a date by which the Chief Executive Officer will respond.



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Policy: COMPLAINTS, APPEALS AND GRIEVANCES

Policy No: 5.3.1

Page No 3 of 3

Effective Date: 1 April 2014

Revision Date:

Under no circumstances will employees discuss complaints or disciplinary matters with the client, the client's personnel or members of the public. Disciplinary action and complaints are internal Division matters. The Operations staff or Site Supervisors, as directed, will conduct any required communication with the client. Due to privacy requirements, discipline of employees will not be discussed with other employees who are not in the chain of responsibility.



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HUMAN RESOURCES POLICY MANUAL

Policy: COMPLAINTS FROM THE PUBLIC

Policy No: 5.3.2

Page No 1 of 5

Effective Date: 1 April 2014

Revision Date:

POLICY

Commissionaires North Saskatchewan Division (CNSD) is a people oriented service provider and as such we will periodically receive complaints from the public regarding the conduct of our staff. This policy outlines how such complaints are to be dealt with.

Unresolved complaints have the potential to harm our reputation for quality service, undermine confidence in our ability and could ultimately jeopardize our licence with the Ministry of Justice. Consequently **all complaints** will be taken seriously and acted upon. In general complaints are to be resolved at the lowest level possible, however, if not resolved they must be pushed up the chain-of-command.

PROCEDURE

A complaint must be received by the Commissionaires within ninety days of the action or circumstance that prompted the complaint. The best case scenario would see the complaint being handled by the employee receiving it or the local supervisor. However, this will not always result in a satisfactory resolution in the eyes of the complainant. If the employee can not solve the problem and satisfy the complainant, he or she will ask the complainant to submit their complaint in writing. Should the complainant be unable to provide a written document due to a valid reason such as language barrier or disability, the employee shall take the necessary steps to have the complaint recorded in writing and have the complainant sign the document. The local supervisor shall contact the applicable Contract Manager if he or she is unable to resolve the complaint.



Policy: COMPLAINTS FROM THE PUBLIC

Policy No: 5.3.2

Page No 2 of 5

Effective Date: 1 April 2014

Revision Date:

The Contract Manager will, within thirty (30) days of receiving the complaint, acknowledge receipt of the complaint. In acknowledging the complaint, the Contract Manager will notify the licenced employee who is the subject of the complaint unless:

- The complainant may be placed in danger.
- The complainant may face other inappropriate action by the licenced employee should the licenced guard be informed.
- The notification may impede the gathering of evidence during an internal investigation.
- A reasonable likelihood exists that the complaint may lead to charges under federal or provincial legislation and that notification could impede any resulting police or other investigative agency investigation.
- Any other situation identified by the employer or Registrar in which it may be appropriate to delay informing the licenced employee.

Within ninety (90) days, the employer will:

- Investigate and dispose of the complaint.
- Notify the complainant, the licenced employee who is the subject of the complaint and the Registrar, in writing, of the disposition of the complaint with reasons.

The letter of disposition must advise the complainant of their right to request a review of the outcome by the Registrar. The letter will indicate:

- If dissatisfied with the outcome of the CNSD investigation the complainant may request a review of the disposition by the Registrar.
- Any request for review must be made in writing within thirty (30) days of receipt of the disposition by the complainant.
- Requests for review must be submitted to:

Commissionaires North Saskatchewan Division (CNSD)
1219 Idylwyld Drive North
Saskatoon, SK
S7L 1A1
P 306 244 6588
F 306 244 6191



Policy: COMPLAINTS FROM THE PUBLIC

Policy No: 5.3.2

Page No 3 of 5

Effective Date: 1 April 2014

Revision Date:

CRIMINAL MATTERS

Any allegations of criminal misconduct **must** be reported to the police service of jurisdiction for investigation. Complaints that contain allegations of excessive force are considered to be criminal allegations.

In allegations of criminal misconduct the Commissionaires will consider the obligation to reach a conclusion within ninety days, fulfilled if:

- The police service had been notified.
- The complainant has been provided with written notification.
- The Registrar has been provided written notification that this action has occurred.

A concurrent internal investigation may be conducted however the CNSD will ensure the internal investigator(s) interact/cooperate with the police service and take such steps that are necessary to avoid contaminating the criminal investigation. If a concurrent investigation is conducted it must be completed within ninety days and the outcome reported as per the procedures outlined above.

COMPLAINTS NOT REQUIRING INVESTIGATION

Some complaints will be made under circumstances in which an investigation is not required. Under the following conditions, CNSD may choose not to investigate a complaint:

- An informal resolution process is utilized.
- The employee no longer works for the Commissionaires.
- Contact with the complainant after submission of the initial complaint cannot be made (document all attempts to contact and keep with the complaint file).
- Anonymous complaints.
- Frivolous complaints (a complaint intended merely to harass or embarrass).
- Vexatious complaints (no basis in fact or reason, with its purpose to bother, annoy and embarrass the individual or the Commissionaires).
- Bad faith filing of a complaint with intentional dishonesty or with intent to mislead.
- After regard of all the circumstances, no investigation, in the opinion of the Commissionaires or the Registrar is deemed necessary.



Policy: COMPLAINTS FROM THE PUBLIC

Policy No: 5.3.2

Page No 4 of 5

Effective Date: 1 April 2014

Revision Date:

CNSD shall notify the complainant within ninety (90) days of receipt of the complaint that the matter will not be investigated, except where an informal resolution process is undertaken, the complainant cannot be contacted or the complaint is anonymous.

As with the procedures described above, a letter must be sent to the complainant of their right to request a review of the outcome by the Registrar. The letter shall contain:

- If dissatisfied with the outcome of the CNSD investigation the complainant may request a review of the disposition by the Registrar.
- Any request for review must be made in writing within thirty (30) days of receipt of the disposition by the complainant.
- Requests for review must be submitted to:

Commissionaires North Saskatchewan Division (CNSD)
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S7L 1A1
P 306 244 6588
F 306 244 6191

Anonymous complaints are not considered a complaint under the act. However, if the nature of the complaint is serious, CNSD will review the matter and consider what, if any, further action should or can be taken. In the event some element of substance to the allegation is uncovered the Commissionaires shall, within ninety (90) days:

- Investigate and dispose of the complaint, and
- Notify the Registrar in writing of the disposition of the complaint with reasons.

INFORMAL RESOLUTIONS OF COMPLAINTS

Should an informal resolution be successful the formal investigation may be discontinued. If, in the Commissionaires opinion and having regard to all of the circumstances, no investigation is necessary, the Commissionaires may discontinue the investigation:

- In order to obtain a resolution to any complaint the investigator (Contract Manager) will contact the complainant after he/she has conducted a thorough investigation and share the results of the investigation with the complainant. Further, the complainant shall be advised by the Contract Manager of what action has been or is to be taken to prevent a



Policy: COMPLAINTS FROM THE PUBLIC

Policy No: 5.3.2

Page No 5 of 5

Effective Date: 1 April 2014

Revision Date:

recurrence of the events that resulted in the complaint. This shall be summarized in a document that describes the complaint, the investigation and the action to be taken to resolve the complaint.

- Should the above result in the complainant being satisfied with the outcome of the investigation and action to be taken the conversation should be well documented and if possible the complainant's signature be obtained on the above mentioned document with a copy being given to the complainant for his or her records as proof the matter has been informally resolved. This document will serve as proof that the complaint has been dealt with to the complainant's satisfaction should a review by the Registrar be required.



HUMAN RESOURCES POLICY MANUAL

Policy: CODE OF CONDUCT

Policy No: 5.3.3

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date:

PURPOSE

The purpose of this policy is to ensure all employees are familiar with the Code of Conduct expected of them while employed with the Commissionaires North Saskatchewan Division (CNSD).

SCOPE

This policy outlines the minimum standard expected of all employees while in uniform.

POLICY

These minimum standards are in accordance with the Provincial Private Investigator and Security Guards Act, 1997. Failure to comply with this policy may result in disciplinary action being taken.

CODE OF CONDUCT

Employees are to act in professional, dignified manner at all times while on duty. Image is an important part of securing our reputation as a quality service provider, and to that end, the standard of conduct expected by employees of the Corps often exceeds those which meet the principles of behavior common in our society and in the security and service industry.

In particular, the following actions are strictly forbidden and may be cause for performance correction up to and including dismissal:

- Possession of a weapon or explosive device in the workplace.
- Workplace violence, harassment, or discrimination.
- Dishonesty including theft, fraud, misrepresentation; offering or taking a bribe, or embezzlement.
- Attempting to perform one's duties while impaired by alcohol or other substances.
- Abandoning one's post.
- Wilful misconduct.
- Insubordination.
- Wilful noncompliance with Post Orders.
- Found guilty of criminal offence.
- Asleep at one's post.



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Policy: CODE OF CONDUCT

Policy No: 5.3.3

Page No 2 of 2

Effective Date: 1 April 2014

Revision Date:

- Entering into a dispute, using profane language to, or insulting a co-worker, client, client's employee or customer or member of the public while performing one's duties.
- Unauthorized soliciting or canvassing.
- Distributing unauthorized handbills, circulars or other material and engaging in any unauthorized commercial activity.
- Unauthorized release of Corps or client information or other breach of confidentiality
- Violating any federal, provincial, or municipal legislation while on or off duty, or on or off the worksite, that would reflect unfavourably on the Corps' reputation or that of its clients, or otherwise cause disrepute to the Corps.
- Failure to work safely in accordance with Occupational Health and Safety policies, procedures and practices.
- Making threatening or intimidating comments or gestures.
- Improper use of computer equipment, the internet or personal cell phones/devices.
- Reporting for work in a condition rendering the employee unable to perform his or her required duties.

The Division may, at its discretion, impose a lesser penalty than termination on a case by case basis depending on the merits of the specific case. Imposition of a less severe penalty will not be a binding precedent on future cases of similar nature.



HUMAN RESOURCES POLICY MANUAL

Policy: WHISTLEBLOWER POLICY

Policy No: 5.3.4

Page No 1 of 3

Effective Date: 1 April 2014

Revision Date: 21 March 2019

PURPOSE:

The fundamental objective of the Commissionaires North Saskatchewan Division (CNSD) is to uphold the standards of ethical conduct in all of its activities. Our Board of Governors and employees observe high standards of business and personal ethics and comply with laws and regulations in all matters.

POLICY:

In keeping with our commitment to fostering a workplace conducive to open two way communications regarding the Corporation's business practices and to protect individuals from retaliation and discrimination for having properly disclosed or reported illegal or unethical conduct, the Whistleblower Policy:

1. Requires employees to report instances of actual or suspected unethical conduct;
2. Establishes guidelines for employees to report in a confidential and anonymous manner; and
3. Provide protection against reprisals for employees who report instances of actual or suspected unethical conduct.

PROCEDURES:

These procedures are a guide for employees on how to report instances of actual or suspected unethical conduct.

1. Corporation employees have a duty to report any incidents of actual or potential unethical conduct including conflicts of interest, violations of applicable laws, violations of approved policies or procedures, violations in accounting or auditing standards and controls, fraud, theft, harassment, privacy, safety and environmental concerns, or knowingly directing or counseling an individual to commit such wrongdoing.



Policy: WHISTLEBLOWER POLICY

Policy No: 5.3.4

Page No 2 of 3

Effective Date: 1 April 2014

Revision Date: 21 March 2019

2. Corporation employees with knowledge of an actual or suspected occurrence of unethical conduct should communicate in confidence with any of the following as may be appropriate to the circumstances:

- a) Immediate supervisor;
- b) Supervisor's manager; and
- c) Chief Executive Officer.

3. Where employees for whatever reason are uncomfortable with established reporting lines, they may report the matter to the Vice Chairman or if appropriate, Chairman of the Board.

4. Reports should include a written description of the suspected unethical conduct and any evidence to support the claim. Unsigned letters of complaint from Corporation employees and the public will be investigated to the extent allowed by the details provided.

5. Employees are not required to provide their name or in any way identify themselves as part of this communication.

6. Employees also have the option to report any unlawful conduct through the Saskatchewan Crime Stoppers Tip Line at 1-800-222-8477.

7. Whatever method Corporation employees choose to report unethical conduct, their identity will be kept confidential to the extent permissible by law and feasible to permit the proper investigation.

8. Corporation employees who report unethical conduct will be protected from reprisal as long as their actions are in good faith and on reasonable grounds and the matter is not frivolous. The Corporation will not permit any employee to harass, retaliate or discriminate against those who in good faith report unethical conduct. Retaliation in any form will not be tolerated.

9. Any reprisal or attempted reprisal against Corporation employees reporting unethical conduct is considered a breach of the Code of Conduct and Ethics policy. Corporation employees engaging in conduct of this nature may be subject to discipline up to and including termination.

10. Corporation employees, including Corporation management will ensure that their conduct towards Corporation employees reporting unethical conduct is and appears to be at all times fair and without prejudice. Information received shall be disclosed only to those in the Corporation with a need to know the information to discharge their duties and in accordance with any applicable laws, policies or procedures.



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Policy: WHISTLEBLOWER POLICY

Policy No: 5.3.4

Page No 3 of 3

Effective Date: 1 April 2014

Revision Date: 21 March 2019

11. Corporation employees who feel that they have been discriminated against as a result of reporting unethical conduct should document the discriminatory actions and submit a confidential report directly for the Chief Executive Officer's investigation. The Board of Governors is the final avenue of internal appeal.

12. The Chief Executive Officer will conduct the appropriate investigation of all instances of suspected unethical conduct reported. With prior approval of the Board of Governors, outside legal counsel, accountants, private investigators, or any other resources deemed necessary to conduct a full and complete investigation of the allegations may be engaged.

13. Reports will be made immediately to the Chair of the Board of Governors where warranted and in regular quarterly reports.

14. The Chief Executive Officer, upon due consideration and authorization by the Board of Governors, shall make any necessary and appropriate reports to the Royal Canadian Mounted Police or appropriate police agency.

CONCLUSION:

The Board of Governors and the management team of the Corporation shall ensure that these policies are distributed and explained to Corporation employees, and that any questions are addressed.



HUMAN RESOURCES POLICY MANUAL

Policy: CONFLICT OF INTEREST POLICY

Policy No: 5.3.5

**Effective Date: 1 December
2016**

Page No 1 of 4

Revision Date:

PURPOSE

Corps of Commissionaires North Saskatchewan Division must meet high ethical standards in order to merit the trust of its clients and the public at large. The integrity of the Division depends on ethical behavior throughout the organization, and in particular, on fair, well-informed decision making. The ability to make a decision is sometimes affected by other interests (personal or professional) of individuals in the organization. Such conflict of interest situations are a regular part of organizational and personal life and cannot simply be eliminated. The objective of this policy is to permit the Division to manage conflict of interest situations successfully, and resolve them fairly.

DEFINITIONS

“Division” means the Commissionaires North Saskatchewan Division (CNSD);

“Conflict of Interest” means a situation in which a person has a private or personal interest sufficient to appear to influence the objective exercise of his or her official duties at the Division;

“Private or personal interest” refers to an individual’s self-interest (e.g. to achieve financial profit or avoid loss, or to gain another special advantage or avoid a disadvantage); the interests of the individual’s immediate family or business partners; or the interests of another organization in which the individual holds a position.

“Objective exercise of duties” refers to an individual’s ability to carry out her or his responsibilities in the best interest of the Division.

APPLICATION

This policy shall apply to all persons recruited by the Division for all regular, temporary, casual or part-time positions.



Policy: CONFLICT OF INTEREST POLICY

Policy No: 5.3.5

Effective Date: 1 December 2016

Page No 2 of 4

Revision Date:

TYPES OF CONFLICT

An employee of the Division may be in a conflict of interest situation that is:

- a) Actual or real, where their official duties are or will be influenced by their private interests.
- b) Perceived or apparent, where their official duties appear to be influenced by their private interests.
- c) Foreseeable or potential, where their official duties may be influenced in the future by their private interests.

RESPONSIBILITIES

Overall Responsibility

Members of the Division are responsible for managing conflict of interest situations in order to ensure that workplace behavior and decision-making throughout the Division are not influenced by conflicting interests.

Responsibility for Prevention

The Division supports an organizational culture in which people freely take responsibility for both “self-declaring” possible conflicts of interest, and respectfully raising possible conflicts faced by others in the organization (please refer to the HR manual Whistleblower Policy 3.3.4 for further information). This culture makes it possible to avoid many such situations from arising in the first place.

Responsibility for Managing

Where prevention is not the solution, conflict of interest situations must be managed. Here are the steps to be taken by those involved in such situations, working together and supporting one another’s ethical responsibilities.



Policy: CONFLICT OF INTEREST POLICY

Policy No: 5.3.5

Effective Date: 1 December 2016

Page No 3 of 4

Revision Date:

1. Declare it. Ensure transparency by self-declaration, and by making sure that a record of the declaration is made.
2. Discuss it. In a doubtful situation, ensure time is taken to discuss the situation with the Manager, Contract Manager, HR Manager, VP or CEO as applicable.
3. Deal with it. Measures to mitigate or eliminate a conflict of interest will depend on what is appropriate to the severity of the situation. Options include:
 - a. Restrict the involvement of the individual. For example, withdraw from the decision-making. This would not be appropriate if the conflict of interest arises frequently, or if the individual cannot be separated from parts of the activity.
 - b. Recruit a third party to assist. For example, ask a disinterested party to sit on a hiring board.
 - c. Remove the individual from affected duties. When restrict and recruit are not suitable options, the individual with the conflict may be removed from duties related to the conflict. The individual could transfer to other duties.
 - d. Relinquish the private interest. In cases of serious conflict, the individual may choose to drop the private interest, such as being an employee of another organization, which is causing the conflict.
 - e. Resign from the official duties. In serious cases where other solutions are not possible, the individual may have to resign from the position creating the conflict.
 - f. Document what has been done.



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Policy: CONFLICT OF INTEREST POLICY

Policy No: 5.3.5

**Effective Date: 1 December
2016**

Page No 4 of 4

Revision Date:

POLICY APPLICATION

This policy must be explained to all new employees of the Division. Where a possible conflict of interest situation may occur, the employee must agree in writing from the outset that they will abide by this policy.

All employees must disclose possible conflict situations to all concerned parties, before any possible impacted discussion or decision-making occurs.

The CEO has all final decision making authority regarding any contentious conflict of interest situations.



HUMAN RESOURCES POLICY MANUAL

Policy: PERFORMANCE STANDARDS

Policy No: 5.4.1

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date:

PURPOSE AND SCOPE

This document applies to all employees and outlines the Commissionaires North Saskatchewan Division (CNSD)'s policies, standards, and expectations related to conduct and performance.

GENERAL

The Division has established and maintains a performance management system. This system includes both:

- A formal (documented) system of performance evaluation and appraisal, and
- An informal (undocumented) system of ongoing coaching and feedback.

As well, this system employs the use of defined and documented performance standards and expectations.

The Division uses this system of performance management to assist employees in reaching and maintaining standards required by the Division and its clients. This may include moving an employee to a site more suited to his/her qualifications, strengths and capabilities. The objective is to give each employee every opportunity to succeed.

If an employee does not respond to coaching, his/her behaviour or performance may become a disciplinary matter.

STANDARDS AND EXPECTATIONS

The following performance standards are established to assist employees to be successful at all times in their employment with the Division.



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Policy: PERFORMANCE STANDARDS

Policy No: 5.4.1

Page No 2 of 2

Effective Date: 1 April 2014

Revision Date:

Employees shall, while in uniform:

- When in uniform, pay the usual marks of respect (addressing them as sir or madam) to military, RCMP and senior client representatives.
- Maintain a high standard of dress and deportment.
- Minimize personal cell phone usage, and personal business dealings, to break times only.
- Not provide information to the media concerning the Division or job site incidents. Media persons should be directed to the Chief Executive Officer or another Division officer or to the client depending on the situation.
- Treat clients with courtesy and respect.
- Treat members of the public with courtesy and respect and maintain a friendly, helpful image. In a confrontational situation, apply conflict resolution principles.
- Work as a team member on the site and work in harmony with other employees.
- Refrain from controversial or political statements while on duty or in uniform.
- Comply with all reasonable instructions of the client and, if in doubt, review the instructions with the Supervisor or, in his/her absence, the Operations staff at the Division Office.
- Keep the post clean and tidy at all times.
- Comply with no smoking policies established on client premises.
- Not enter a commercial drinking establishment while in uniform unless required to do so by his/her assigned duties.
- Not participate in any activity that would impair his or her ability to perform the duties required safely and to the standards required by the client and the Division.



HUMAN RESOURCES POLICY MANUAL

Policy: PERFORMANCE EVALUATION AND APPRAISAL

Policy No: 5.4.1

Page No 1 of 3

Effective Date: 1 April 2014

Revision Date:

PURPOSE

This document outlines the Division's general policies and procedures related to performance evaluation and appraisal. These policies and procedures apply to all employees of the Division, and include the Division's general policy related performance evaluation and appraisal, as well as general provisions for:

- Evaluation and appraisal of Supervisors and or Employees;
- Evaluation and appraisal of Division Office Staff and Management Personnel
- Preparation, Delivery, and Documentation; and
- Appeals.

GENERAL POLICY

The Division has established and maintains a performance management system. This system includes both:

- A formal (documented) system of performance evaluation and appraisal, and
- An informal (undocumented) system of ongoing coaching and feedback.

As well, this system employs the use of defined and documented performance standards and expectations.

Performance Evaluation and Appraisal reports are established to assist Managers by observing their subordinates strengths and weaknesses and identifying means for improvement or recommendations for advancement in the Division.

Performance standards and expectations are established to set out the conduct and behaviours expected of all Supervisors, and to assist Supervisors to be successful at all times in their employment with the Division. This system of performance management is designed to assist Supervisors in reaching and maintaining standards required by the Division and its clients. This may include moving a Supervisor to a site more suited to his/her qualifications, strengths and capabilities. Ultimately, the objective is to give each Supervisor every opportunity to succeed.



Policy: PERFORMANCE EVALUATION AND APPRAISAL

Policy No: 5.4.1

Page No 2 of 3

Effective Date: 1 April 2014

Revision Date:

EVALUATION AND APPRAISAL OF SUPERVISORS

Site Supervisors will receive a Performance Appraisal Review at least once a year. This evaluation and appraisal is intended to:

- Provide Supervisors with feedback on their job performance at least once a year, from their supervisors, and an opportunity to discuss their own employment related concerns;
- Provide an opportunity for Supervisors to request a change of work assignment;
- Provide Division Office with information to assist in selection of Supervisors for work assignments and courses; and
- Assist and improve service to clients.

PREPARATION, DELIVERY, AND DOCUMENTATION

All Performance Evaluation or Appraisal Reports are:

- Prepared,
- Delivered, and
- Reviewed

In confidence with affected personnel on an annual basis, and are due March 1 of each year.

Managers preparing evaluations must have observed the Supervisor's performance for at least three months before submission of an evaluation, extension may be required.

No report will be submitted without prior discussion, in the form of a Performance Appraisal Review, with the Supervisor concerned and his/her signature being applied as having read the report or, certification that the person concerned refused to sign (refusing to sign indicates having read the report, but disagreeing with its content).

The performance evaluation reports will be retained on individual personnel files and will be used, together with other information, to make decisions including:

- Selection for training,
- Promotions,
- Demotions,
- Assignments and
- Reassignments, including assignments to high profile jobs.



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Policy: PERFORMANCE EVALUATION AND APPRAISAL

Policy No: 5.4.1

Page No 3 of 3

Effective Date: 1 April 2014

Revision Date:

COMPLAINTS OR APPEALS

Where an employee seeks redress and wishes to appeal any decisions or actions described above, or resulting from the above, they may do so.

In these cases the Division policies and procedures for Complaints, Appeals, and Grievances apply.



HUMAN RESOURCES POLICY MANUAL

Policy: DISCIPLINE

Policy No: 5.5.1

Page No 1 of 9

Effective Date: 1 April 2014

Revision Date:

PURPOSE AND SCOPE

This document outlines Commissionaires North Saskatchewan Division (CNSD) general policies and procedures related to discipline and apply to all members of the Division.

GENERAL POLICY

The disciplinary process is applied when an employee performs an action or omission which:

- Affects the credibility of the Division.
- Violates one or more of the Division's policies and procedures.
- Fails to meet the performance standards expected by the client and the Division.
- Puts the jobs of other employees in jeopardy.

It is the responsibility of the Division that its management and supervisors follow a uniform policy that is fair and consistent amongst all. This means that:

First, an employee will have had sufficient notice that a continuance of improper actions will bring about disciplinary measures, and

Second, a report in writing shall be made of all warnings given and disciplinary measures taken.

Management recognizes its continuing responsibility to develop and administer the necessary organizational regulations and disciplinary measures in a fair and consistent manner, and the obligations of all members to conform with these rules and regulations applicable to their assignment.

The Division seeks to establish and maintain appropriate administrative procedures, Commissionaires rules, and regulations that will support the most efficient and effective operation and provide proper disciplinary action whenever warranted.



Policy: DISCIPLINE

Policy No: 5.5.1

Page No 2 of 9

Effective Date: 1 April 2014

Revision Date:

One of the reasons that employee releases may be troublesome is not usually because there was insufficient reason for a release, but because adequate written records were not made of the employee's misconduct or the warnings and chances given for improvement.

ROLE OF SUPERVISORS AND MANAGEMENT

The role of the supervisor or manager is to coach and counsel an employee effectively in order to obtain the best possible job performance and job behaviour. To the extent that either of these is not consistent with desired work standards, it is a supervisory responsibility to counsel each employee to achieve this acceptable performance.

The Division and its supervisors have an obligation under legislation not only to prove cause for discipline or dismissal but also to give employees a reasonable opportunity to improve behaviour or performance in a sequential way.

DISCIPLINARY POWERS

The overall authority regarding disciplinary issues rests with the Chief Executive Officer.

Supervisors and/or Headquarters staff may be delegated disciplinary power in writing by the Chief Executive Officer in order to immediately deal with situations encountered during their tour of duty. Circumstances requiring the exercise of delegated powers will be reported to the Chief Executive Officer as soon as is practical so that follow-up action is initiated soonest.

PROGRESSIVE DISCIPLINE

To be effective, disciplinary action should emphasize correcting the problem rather than punishing an offence. It should maintain the member's dignity and self-respect. It should provide for progressive and increasingly serious steps if the problem is not resolved. Ultimately it should result in the desired change in the employee's performance and behaviour.

In keeping with the organization's commitment to nondiscriminatory practices, consistency and proper documentation are required of all supervisors and managers in the disciplinary process. In terms of discipline, many types of action are available. In all serious cases headquarters, specifically the Chief Executive Officer, or delegated authority, must be involved.



Policy: DISCIPLINE

Policy No: 5.5.1

Page No 3 of 9

Effective Date: 1 April 2014

Revision Date:

Degrees of discipline are generally progressive and are used to ensure that the employee has the opportunity to correct his or her performance. There is no set standard of how many oral warnings must be given prior to a written warning or how many written warnings must precede termination. Factors to be considered are:

- How many different offences are involved?
- The seriousness of the offence.
- The time interval and employee response to prior disciplinary action(s).
- Previous work history of the employee.

Exceptions - For serious offences, such as fighting, theft, insubordination, threats of violence, the sale or possession of drugs or abuse of alcohol on Commissionaires or client property, etc., termination may be the first and only disciplinary step taken. Any step or steps of the disciplinary process may be skipped at the discretion of the appropriate manager after investigation and analysis of the total situation, past practice, and circumstances.

In general there are two dimensions to correcting job performance issues. First is development where training followed by feedback and coaching is used to teach the required behaviour. Only after this has been done is disciplinary action appropriate.

Feedback – Simply letting members know how you view their performance can have a very positive effect on the group. Many employees are willing to make an adjustment in their performance when their shortcomings are brought to their attention. Often employees are unaware of their shortcomings. Feedback is also used to compliment employees on performing their duties in an above average manner; after all if something is done in a manner, which brings credit to the employee or site, it should be noted.

Coaching – Coaching is the process of recognizing that a particular individual is not performing up to standard. The purpose of coaching is to improve performance. When substandard performance appears to be due to a lack of job knowledge or skills, then coaching should be appropriate. Supervisors should work with employees to teach, guide and encourage them. After proper coaching, disciplinary action may not be required at all.

Once the decision is made to proceed with disciplinary action the following points should be borne in mind:

- Be aware of various Legislative Acts and Regulations within the Province in addition to the policies and accepted practice of the Division.
- Keep good personnel records, particularly of inadequate behaviour or performance.
- Investigate violations of rules, regulations or Post Orders.



Policy: DISCIPLINE

Policy No: 5.5.1

Page No 4 of 9

Effective Date: 1 April 2014

Revision Date:

- Keep your immediate superior informed.
- Apply discipline as soon as possible;
- Relate the discipline to the violation, not to the individual.
- Discipline in private.
- Warn of the consequences of repeat offences.

Disciplinary action will normally be administered in four stages, except in the case of a serious incident resulting in termination for cause. In all cases, discipline is the responsibility of the Chief Executive Officer or the Director of Operations. Certain responsibilities are normally delegated as outlined below. The Chief Executive Officer reserves the right to delegate other matters of discipline as appropriate.

Verbal Correction: The first step in the progressive disciplinary procedure is for the supervisor to meet with the employee to discuss behavioural or performance problems. It may be used if an employee is not responding to coaching or else in response to a performance or conduct concern. The employee's immediate supervisor will normally conduct a verbal warning. The supervisor must explain to the employee the reason for the rule that has been violated, explain to the employee the specific changes that are required, offer assistance as necessary, and express confidence that the employee will correct the problem and that no further action will be needed. **The supervisor will make a note of the conversation on a Record of Conversation form and ensure this form is sent to Human Resources for filing.**

Written Correction: If the problem continues, the supervisor must again approach the employee. The supervisor will conduct a written warning. This is normally used when a problem previously discussed continues or recurs, or else in response to a single event that, if repeated, may result in more serious disciplinary action: removal from the work assignment or termination. The supervisor must tell the employee what is expected and ask the employee to confirm that he or she knows what changes must be made. The supervisor must, in collaboration with the Contract Manager (and where appropriate HR) prepare a Recorded Warning and Counselling Record (RWCR) describing the inappropriate behaviour or performance and the corrective action required. The employee must sign the RWCR, signifying that this conversation took place. The signature does not, in of itself, signify that the employee may agree with the contents of the RWCR. If for whatever reason the employee refuses to sign the RWCR, the supervisor shall write "Refused to Sign" on the appropriate signature line. The employee is to be given a copy of the RWCR and the original copy is to be given to Human Resources to file.

If the unacceptable behaviour or performance continues, there should be further progressive discipline. With each application of discipline, a record in writing must be made. The number of corrective steps will depend upon the severity of the questionable actions of the employee and the degree of improvement shown.



Policy: DISCIPLINE

Policy No: 5.5.1

Page No 5 of 9

Effective Date: 1 April 2014

Revision Date:

Decision-Making Leave / Suspension: With the next level, management may choose to suspend the employee who refuses to make the necessary changes. If an employee fails to meet expectations placed upon him/her, he/she may be issued with a suspension of up to two (2) days. This decision will be made by the appropriate Contract Manager and Human Resources. The employee is told to stay home (without pay), and to take time to make a final decision as to whether he or she can meet the organization's standards. The employee is told that the organization wants to keep him or her as a productive member of the workforce, the decision is up to the employee, and future violations will result in termination. The employee is told to report back to the supervisor after the decision-making leave / suspension to let the supervisor know the decision. Conversations and decisions surrounding the suspension of an employee should be documented in written form, signed by the employee and the supervisor, and placed on the member's personnel file.

Termination: If release becomes necessary, it will mean in most cases that the counseling efforts have failed. Accordingly, when the decision is made to release an employee it will be communicated to him/her by way of a letter of release. The release should not be a surprise because the discussion and counseling sessions prior to release should have warned him/her of the pending consequences. Each release shall be fully documented with the exact reasons for release clearly stated in the release letter. All releases of personnel that have completed their probationary period shall be signed by the Chief Executive Officer or his designate in his absence. In all cases, the Chief Executive Officer, designate, and Human Resources, must be advised **before** release action is taken.

ACTIONS REQUIRED REGARDLESS OF THE STAGE

At each stage of the disciplinary process, the person administering the counseling or warning shall:

1. Provide a clear statement of the performance shortfall;
2. Give the employee the opportunity to present his/her perception of the problem;
3. Provide an opportunity for the employee to make suggestions as to how it should be resolved;
4. Decide on a course of action to resolve the problem, if possible by agreement with the employee;
5. Issue a verbal or written warning;
6. Set a date for a follow up review of progress made;
7. In the case of a written warning, have the employee involved sign the warning to indicate that it has been read and discussed (it should be noted that signing the warning does not imply that the employee agrees with the warning); if an employee refuses to



Policy: DISCIPLINE

Policy No: 5.5.1

Page No 6 of 9

Effective Date: 1 April 2014

Revision Date:

sign the warning, the person issuing the warning shall note that the employee refused to sign the warning, indicate the date and time and will sign to that affect.

ADMINISTRATIVE SUSPENSION/JOB SITE TEMPORARY SUSPENSION

In the event of a serious incident that may result in serious disciplinary action, a supervisor may suspend an employee, without pay, for 24 hours or until noon of the day following a weekend or general holiday whichever is later. In the event that there is no supervisor, or the supervisor is not available the suspension may be administered by a member of the Operations Staff.

Following the suspension of an employee, the applicable Contract Manager and Human Resources shall be notified within twenty four (24) hours or by noon of the day following a weekend or general holiday, and may extend the suspension up to five (5) working days pending investigation. If the employee is found not to be at fault, he or she shall be paid for the time that he or she would have otherwise worked.

It should be emphasized again, that supervisors are not required to go through all four steps in this disciplinary guideline. Discipline may begin at any step in the procedure depending upon the seriousness of the offence committed. In addition, the supervisor may repeat any of the first three steps when he / she feel it is necessary as long as the discipline is commensurate with the action or behaviour committed. If there is any doubt on the part of the supervisor as to what step to begin with, he / she must consult with the applicable Contract Manager.

CONSEQUENCE GUIDELINES FOR SPECIFIC OFFENCES

Consequences for Group 1:

First offence: Oral or written correction

Second offence: Suspension or termination

Consequences for Group 2:

First offence: Suspension or termination (or lesser penalty)

Group 1: Offences include:

- Knowingly filling out time sheet of another employee
- Having one's sheet filled out by another employee
- Being tardy habitually without reasonable cause
- Being absent without notification or excuse



Policy: DISCIPLINE

Policy No: 5.5.1

Page No 7 of 9

Effective Date: 1 April 2014

Revision Date:

- Leaving your job or your regular working place during working hours for any reason without authorization from your supervisor, except for lunch, rest periods and going to the restrooms
- Disorderly conduct on Commissionaires or Client property
- Leaving work before end of shift or not being ready to go to work at the start of shift
- Interfering with the work of other employees
- Inefficiency or lack of application of effort on the job
- Violations of Commissionaires policies outlined in sections of this policy manual
- Violations of the Commissionaires safety manual/policy
- Contributing to unsanitary conditions or poor housekeeping
- Negligent performance of duties
- Failure to maintain acceptable standards of dress, deportment and hygiene

Group 2: Offences include:

- Gambling on Commissionaires or Client property
- Possession of narcotics, or consuming narcotics on Commissionaires or Client property
- Reporting for work in an intoxicated condition
- Unauthorized altering of a time sheet
- Immoral conduct or indecency on Commissionaires property
- Malicious gossip and/or the spreading of rumors which can reflect negatively on the image of the employees
- Responsibility for instigating fighting on Commissionaires or Client property
- Dishonesty or removal of another employee's, Commissionaires or Client property without permission
- Wilful destruction of Commissionaires or Client property
- Insubordination (refusal to perform service connected with an employee's immediate supervisor or refusal to obey any reasonable order or instruction related to the performance of duties, given by an employee's supervisor or by management)
- Imperiling the safety of other employees
- Misrepresentation of physical condition or other important facts in seeking employment
- Refusal to perform work assigned to an employee
- Absence for two consecutive working days without notification to the Commissionaires or without acceptable excuse
- Thievery
- Possession of firearms, fireworks or explosives on Commissionaires or Client property
- Security breaches or violations
- Any violations of the Commissionaires safety program that results in injury/death or damage/loss of Commissionaires or Client property



Policy: DISCIPLINE

Policy No: 5.5.1

Page No 8 of 9

Effective Date: 1 April 2014

Revision Date:

- Discuss with any unauthorized person, the system, procedures, policies or financial affairs relating to the Employee services and our clients

PROBATION

A person may be placed on probation in connection with a written warning for a period of time determined by the Chief Executive Officer. Wage increases, vacations and transfers will not be given during this period, but all other benefits will continue.

INVESTIGATIVE SUSPENSION

An investigative suspension is a period, not to exceed three (3) working days, during which time an employee is relieved of his or her job because of alleged serious misconduct, while the investigation is carried out.

An employee may be placed on investigative suspension when it is necessary to make a full investigation to determine the facts of the case, as in a fighting, insubordination or theft incident. This is not a disciplinary action. This period of time is to be used in cases where it is important to remove a person from a position, due to the alleged seriousness of the incident, and where all the facts have not been ascertained.

If after the investigation:

Discharge is warranted, the employee shall not be paid for the period of investigative suspension—the discharge shall be effective on the date of the termination interview.

Misconduct is determined, but not of a sufficiently serious nature to warrant discharge, the employee shall receive a warning notice and may forfeit pay lost as a result of the investigative suspension and may be placed on disciplinary suspension. If no misconduct is determined, the employee shall return to work within the prescribed period and be paid for the time lost as a result of the investigative suspension.

RELEASE FROM EMPLOYMENT

When the employee is released as a result of a serious offence, or as the final step in an accumulation of infractions for which a warning notice or notices have been written, the employee will be released for cause instead of being given the option to resign, be laid off, or retire. An employee, when not responding to progressive discipline, may be recommended for termination of employment. The decision to terminate will be made by the Chief Executive Officer.



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Policy: DISCIPLINE

Policy No: 5.5.1

Page No 9 of 9

Effective Date: 1 April 2014

Revision Date:

DOCUMENTATION

The Supervisor will document a disciplinary process beginning with the first verbal warning. A report of the disciplinary action will be retained in the employee's personnel file. Should a challenge arise regarding the disciplinary action in the report, the report may be used in the ensuing grievance proceeding or arbitration.

COMPLAINTS OR APPEALS

Where an employee seeks redress and wishes to appeal any decisions or actions described above, or resulting from the above, they may do so.

In these cases the Division policies and procedures for Complaints, Appeals, and Grievances apply.



HUMAN RESOURCES POLICY MANUAL

Policy: SUBSTANCE ABUSE

Policy No: 5.5.2

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date

PURPOSE

This document outlines the Division's policies and procedures related to Substance Abuse and apply to all employees of the Division.

GENERAL POLICY

Substance abuse refers to the use of illegal drugs, controlled substances or consumption of alcohol that may affect an employee's ability to perform his/her duties responsibly, or put him/her, other employees or members of the public at risk.

Substance or alcohol abuse shall be deemed to have occurred when:

- It interferes with the performance of duty, including irregular attendance at work;
- It reflects on the credibility of the Division;
- Any person has been put at risk as a result of the abuse.

The misuse of alcohol or drugs by employees is not condoned and could result in disciplinary and administrative actions up to and including termination.

The policy of the Division is to help employees and other employees overcome dependency on or misuse of drugs or alcohol. Support is provided by referred assistance to employees who feel they may have a problem.

ALCOHOL ABUSE

If an employee is, or is perceived to be under the influence of alcohol while on duty the potential exists for accidents or inadequate performance of duty. Additionally, the employee may be at risk in the event of legal proceedings and subject to disciplinary action by the Division.

Employees who report for work either under the influence of alcohol, smelling of alcohol, or who are unable to perform their duties due to prior indulgence shall be sent home by their supervisor or the employee they are relieving.



Policy: SUBSTANCE ABUSE

Policy No: 5.5.2

Page No 2 of 2

Effective Date: 1 April 2014

Revision Date:

If an employee consumes alcohol on the job, he or she will be immediately relieved of his/her duties and sent home. If they are deemed unfit to drive they will be encouraged to leave their car at work and take a bus home, or will be placed in a taxi and the Division will pay the fare.

Following such action, the supervisor or the employee who was to be relieved, will immediately contact the Dispatcher or the Site Supervisor to arrange for a replacement. The employee will remain at his/her post until properly relieved.

It is the responsibility of any employee to report any incident involving influence of alcohol to the Operations Staff.

DRUG ABUSE

The Division's position on legal and illegal drugs and controlled substances is the same as that for alcohol.

If any employee is taking prescribed medication that may affect his/her ability to perform his/her duties, he/she has a responsibility to inform the Division Office or his/her Supervisor to avoid misunderstandings or placing himself/herself in a potentially dangerous situation.

EMPLOYEE ASSISTANCE

Assistance is available to all employees through the Divisions Employee Assistance Program. The Division cannot force a person to seek help. A person can only be encouraged to take advantage of a rehabilitation program.

DISCIPLINARY AND OTHER ACTION

In the event that a client becomes aware of a substance abuse problem on site, the client may request removal of the employee concerned. In these cases the Division policies and procedures for removal from a work assignment, will apply.

If deficiencies or actions of an employee are sufficiently serious to terminate for just cause rather than pursue rehabilitation, the recommendation will be fully documented and forwarded to the Chief Executive Officer for approval.

In any case the Division's policies and procedures for discipline may apply.



HUMAN RESOURCES POLICY MANUAL

Policy: WORKPLACE VIOLENCE

Policy No: 5.6.1

Page No 1 of 6

Effective Date: 1 April 2014

Revision Date: 5 April 2022

PURPOSE

The purpose of this policy is to ensure that employees of the Division have a safe and violence free workplace.

EMPLOYERS COMMITMENT

Workplace violence will not be tolerated. It is the policy of the Division that all employees are entitled to perform their work regardless of location, whether on the Divisions premises or elsewhere, free from violence. Any employee who commits an act of violence at work against a person or property will face disciplinary action up to and including dismissal and if appropriate, the matter will be referred to legal authorities.

The management recognizes the potential for violent acts or threats directed against staff by persons other than workers. Every effort has been made to identify the sources of such action and procedures have been developed to eliminate or minimize the risks to workers.

The Commissionaires North Saskatchewan Division will ensure that all workers are aware of violence hazards and are properly trained to protect themselves.

Workers shall follow the procedures to reduce the risk of violence, and immediately report all incidents of violence to their Supervisor or Contract Manager. Contract Managers will report all violent incidents to Senior Management. This policy will be administered by the Contract Managers as part of their regular duties.

Identification of Work Sites

This policy applies to all worksites that employees work at.

Identification of Jobs at Risk

All Commissionaire sites will have a current hazard assessment and daily field assessment forms on-site. The hazard assessment is used to identify and evaluate the health and safety hazards associated with job tasks assigned to that particular post. Ordinarily the hazard assessment will be conducted and periodically reviewed by the Contract Manager in collaboration with the Commissionaires assigned to the post. Additionally, at any time post orders change and assigned tasks are added or modified, the hazard assessment must be updated.



Policy: WORKPLACE VIOLENCE

Policy No: 5.6.1

Page No 2 of 6

Effective Date: 1 April 2014

Revision Date: 5 April 2022

DESCRIPTION

Workplace violence is violence against employees or employers that takes place in the workplace is committed by persons who have either an employment related connection to the Commissionaires or are outsiders and involves and one or more of the following:

- Physical acts against persons or employer property
- Verbal threats or vicious statements that are meant to harm or cause a hostile environment
- Written threats, vicious cartoons or notes and other written conduct of intense distortion that is meant to threaten or create a hostile environment
- Visual acts that are threatening or intended to convey injury or hostility

PROCEDURES

Workplace violence can and must be prevented. To achieve this goal will require the combined efforts of all employees. Anything less than total commitment to the elimination of workplace violence is not enough. The Commissionaires North Saskatchewan Division intends to see that it is stopped and all employees must do their part to see that it is. These are the five (5) keys to prevention that employees are expected to observe:

- Understand what violence is.
- Understand themselves, their attitudes, motivations and decision-making styles so that they will not resort to violence.
- Follow prescribed security measures.
- Use any designated security devices.
- Report any persons who may have committed an act of violence.

All employees are entitled to perform their work, regardless of location, whether on the employer's premises or elsewhere, free from violence. Therefore, all employees are expected to report any act of violence or threat of violence. Employees should bring their concern directly to the attention of their supervisor or Contract Manager. All such reports will be fully investigated. Any employee who has been exposed to a violent incident should seek medical attention immediately if required and/or seek referral for post incident counselling. Commissionaires has an Employee Assistance Plan (EAP). Contact FSEAP at 1-866-757-6620 for free confidential services.



Policy: WORKPLACE VIOLENCE

Policy No: 5.6.1

Page No 3 of 6

Effective Date: 1 April 2014

Revision Date: 5 April 2022

Any employee who takes reprisal, regardless of the magnitude of it, against an employee who reports an act of violence or a suspicion of violence shall be subject to immediate discipline up to and including dismissal.

Procedures to Inform Workers About the Risk of Violence

Potential Risks

The following procedures have been developed to advise and instruct employees about the potential risks of violence identified as a result of the risk assessment conducted by the company in consultation with workers and the Clients. In some circumstances, the procedures may vary slightly from the Post Orders, depending on the Clients requirements.

Preventing robberies

1. Ensure location is as well lit as possible.
2. Be aware of poorly lit areas both inside and outside the building.
3. Identify all possible escape routes.
4. During tool box talks, and during each shift, check to ensure that outside lighting are on and working. If there is a problem with the lighting, notify the appropriate authority as per the site post orders.
5. During “dead hours” ensure all external doors are locked, based on the post orders.
6. Be sure you know the location of the post orders as it lists all of the emergency contact numbers as per the Clients and our requirements.
7. Ensure that you have incident reports and incident investigation reports on hand.
8. Keep active and alert at all times.
9. Engage any persons entering the building. This can be done by greeting them or making eye contact. In the case of a suspicious loiterer, keep looking and following the individual. If they do not leave, follow the process outlined in the sites post orders or call operations/dispatch if uncertain.

What to do during and after a robbery

1. **DO NOT RESIST. OBEY THE ROBBERS. DON'T BE A HERO!** Don't fight, use weapons, or jeopardize your safety or the safety of others. Remain as cool and calm as you can.
2. Give the robbers everything they request without delay or argument.
3. Tell the robbers of any possible surprises – such as another person in the building, so that they will not be surprised and react violently.



Policy: WORKPLACE VIOLENCE

Policy No: 5.6.1

Page No 4 of 6

Effective Date: 1 April 2014

Revision Date: 5 April 2022

4. If you must reach for something or move in anyway, ask the robbers for instructions. Keep your actions short and smooth.
5. Activate the alarm system only after the robbers have left, not while they are still in the building. Or, if you are in a secure and locked location separated from the robbers, immediately call the police.
6. Observe what the robbers look like, including identifying features, what they were wearing and their size. Note the type and colour of weapons. Listen carefully to what they say and how they say it. Note any accents, speech peculiarities and so forth.
7. Do not chase the robbers.
8. Immediately after the robbers have left, activate the alarm, call the police, and notify operations/dispatch.
9. Tell the police the direction that the robbers took when they left. Describe their vehicle, if any. Describe what the robbers looked like. Describe any weapons that they used. State the time of the robbery.
10. Stay on the phone until the police tell you that they have all the information they need.
11. Protect the crime scene. Ask any witnesses to wait for the police. Get their names and addresses. Do not touch evidence. Be careful not to damage any fingerprints left by the robbers.
12. Complete the Clients required documentation as outlined in the post orders, as well as, an incident report that will be submitted to the appropriate Contract Manager for review and investigation.

Dealing with irate members of the public

Since you work with the public, it is almost inevitable that you will have to deal with an angry person at some time.

1. Focus on emotions first, try to remain calm, and try to calm the other person.
2. Try to avoid escalating the situation. Find ways to help the irate person save face.
3. Listen carefully and try to put yourself in the persons shoes so you can better understand how to solve the problem.
4. If you can't calm the person, ask for help.
5. If you are alone and can't calm the person, stop talking and wait until the person realizes you are not responding. When the person pauses, ask them to leave the area.
6. If the person refuses to leave, becomes increasingly agitated or threatening, follow the directions of the Client as listed in the post orders.

When making deposits

1. Wait until your escort arrives to take you to the cash office, as per the Clients post orders.



Policy: WORKPLACE VIOLENCE

Policy No: 5.6.1

Page No 5 of 6

Effective Date: 1 April 2014

Revision Date: 5 April 2022

2. Follow the Clients post orders regarding the amount of allowable cash onsite (maximum and minimums).
3. If you are attacked, run to the nearest populated area, yell and scream as long as necessary for help to arrive. If all else fails, fight to get away to the nearest location that help is available.
4. If someone does grab your deposit bag, or any of your personal property – do not resist, nor chase the thief. Remember, your job is to observe, denote and report.

Working alone

Working alone applies to any employee who is working alone at a work site and assistance is not readily available if there is an emergency or the worker is injured or ill. If an employee is scheduled to work alone or at an isolated site, these locations will be instructed to call into the Operations/Dispatch desk at the beginning of their shift and every two hours after that, and then again at the end of the shift. If the Operations phone line is busy, employees should leave a message as their check-in. If an employee does not make their check-in calls, within a reasonable amount of time (20 minutes) Operations/Dispatch will call the individual to check on their status. If the individual cannot be reached, Operations/Dispatch will attend the site to check on the individuals' wellbeing.

Parking at the job site

- Visualize where you will park when you arrive at work and have a back-up plan.
- If you are driving alone, ensure that you have everything you need for work on the front seat beside you.
- Your vehicle should be locked and windows rolled up as you drive in.
- As you enter a parking lot, scan the area for suspicious persons.
- Before getting out of the car, scan the area for suspicious looking people. If it is safe, gather everything you will need for work. Check if you have the key to the building, a whistle or other personal alarm, etc. Do not reach back into the vehicle for items after you have exited. Ensure that your vehicle is locked and windows are up.
- Proceed directly and quickly to the building. Try to avoid secluded entrances.
- Prepare to leave the building with everything you need.
- Scan the area for suspicious persons prior to leaving the store. Try to avoid the use of secluded exits.
- Walk directly to your vehicle. If possible, go with other workers or alert workers in the building that you are leaving so someone can watch while you walk to your car. Once in your vehicle, ensure all the doors are locked and the windows are up.



Policy: WORKPLACE VIOLENCE

Policy No: 5.6.1

Page No 6 of 6

Effective Date: 1 April 2014

Revision Date: 5 April 2022

Violent incident report

Workers who have been victims of violence in the workplace must report the incident to the appropriate Contract Manager. An incident report must be completed as soon as possible. The form is in the forms section.

An Incident Investigation Report will then be completed by Supervisor or Contract Manager.



HUMAN RESOURCES POLICY MANUAL

**Policy: RESPECTFUL WORKPLACE AND HARASSMENT
POLICY**

Policy No: 5.6.2

Effective Date: 1 April 2014

Page No 1 of 6

Revision Date: 07 July 2022

Statement of Commitment

Every worker is entitled to employment free of harassment. The Commissionaires North Saskatchewan Division is committed to ensuring a productive work environment where the dignity and worth of every person is respected. Workplace harassment will not be tolerated and the Commissionaires North Saskatchewan Division will take all reasonable steps to prevent harassment and stop it if it occurs as per the Section 3 – 1 (1)(1) of the Saskatchewan Employment Act.

Definition of Harassment

This harassment policy covers the following:

Harassment Based on Prohibited Grounds

This includes any inappropriate conduct, comment, display, action or gesture by a person that:

- Is made on any prohibited grounds as defined in the Saskatchewan Human Rights Code 2018. This includes on: the basis of race, creed, religion, colour, sex, sexual orientation, marital status, family status, disability, physical size or weight, age, nationality, ancestry or place of origin; and
- Constitutes a threat to the health and safety of the worker.

This type of harassment is prohibited in the (SEA) and The Saskatchewan Human Rights Code. It also extends to sexual harassment, which is conduct, comment, gesture or contact of a sexual nature that is offensive, unsolicited or ought to reasonably know is unwelcome.

Sexual harassment may include:

- A direct or implied threat of reprisal for refusing to comply with a sexually orientated request
- Unwelcome remarks, jokes, innuendos, propositions or taunting about a person's body, attire, sex, or sexual orientation
- Displaying pornographic or sexually explicit pictures or materials
- Unwelcome physical contact
- Unwelcome invitations or requests, direct or indirect, to engage in behaviour of a sexual nature



**Policy: RESPECTFUL WORKPLACE AND HARASSMENT
POLICY**

Policy No: 5.6.2

Effective Date: 1 April 2014

Page No 2 of 6

Revision Date: 07 July 2022

- Refusing to work with or have contact with workers because of their sex, gender or sexual orientation

Personal Harassment

This includes any inappropriate conduct, comment, display, action or gesture by a person that:

- adversely affects a worker's psychological or physical well-being; and,
- The perpetrator knows or ought to reasonably know would cause the worker to be humiliated or intimidated.

Personal harassment must involve repeated conduct or a single, serious incident that causes a lasting harmful effect on the worker. All incidents of inappropriate conduct should be appropriately addressed to ensure that the workplace remains respectful and free of harassment.

Personal harassment may include:

- verbal or written abuse or threats
- insulting, derogatory or degrading comments, jokes or gestures
- personal ridicule or malicious gossip
- unjustifiable interference with another's work or work sabotage
- refusing to work or co-operate with others
- interference with or vandalizing personal property

What is Not Harassment

This harassment policy does not extend or apply to day-to-day management or supervisory decisions involving work assignments, job assessment and evaluation, workplace inspections, implementation of appropriate dress codes and disciplinary action. These actions are not harassment, even if they sometimes involve unpleasant consequences. Note that managerial actions must be carried out in a manner that is reasonable and not abusive.

The policy also does not extend to harassment that arises out of matter or circumstances unrelated to the worker's employment. For example, harassment that occurs during a social gathering of co-workers that is not sponsored by the employer is not covered. However, harassment that occurs while attending a conference or training session at the request of the employer, is covered within this policy.



**Policy: RESPECTFUL WORKPLACE AND HARASSMENT
POLICY**

Policy No: 5.6.2

Effective Date: 1 April 2014

Page No 3 of 6

Revision Date: 07 July 2022

Other situations that do not constitute harassment include:

- physical contact necessary for the performance of the work using accepted industry standards
- conduct which all parties agree is inoffensive or welcome
- conflict or disagreements in the workplace, where the conflict or disagreement is not based on one of the prohibited grounds

Harassment can exist even where there is no intention to harass or offend another. Every person must take care to ensure his or her conduct is not offensive to another.

Employer's Commitment

Commissionaires North Saskatchewan Division and its managers and supervisors will take all complaints of harassment seriously. We are committed to implementing this policy and to ensuring it is effective in preventing and stopping harassment, as well as creating a productive and respectful workplace.

Informing All Persons in the Workplace of their Rights and Obligations

- A copy of the harassment policy is available to all employees on our website.
- A copy of the harassment policy is posted on the company bulletin board.
- The company's policy statement on harassment will be posted in each work area (where possible) in a location that is visible to all staff and the public.

Training All Persons in the Harassment Policy

- All Supervisors will review the policy with new workers as part of their orientation.
- Persons designated to receive, investigate or resolve complaints will be trained in their roles and responsibilities under the policy.
- All Commissionaires North Saskatchewan Division Managers and Supervisors will be asked to set a good example and help foster a respectful workplace.
- All Senior Managers are able to receive complaints.

Assigning Responsibility for this Policy

- All Supervisors, Managers and Senior Managers may receive harassment complaints and assist in facilitating their resolution.
- Human Resources and Senior Management are responsible to investigate harassment.



**Policy: RESPECTFUL WORKPLACE AND HARASSMENT
POLICY**

Policy No: 5.6.2

Effective Date: 1 April 2014

Page No 4 of 6

Revision Date: 07 July 2022

- Commissionaires North Saskatchewan Division designates all Contract Managers as authorized to take corrective action in accordance with this policy.

Protecting Workers Trying to Prevent or Stop Harassment

- Harassment complaints and investigations will be held in the strictest of confidence except where the disclosure is necessary for the purposes of investigating the complaint, taking corrective action with respect to the complaint or as required by law.
- Action will be taken to prevent reprisal against persons who make a harassment complaint in good faith, which may mean informing complainants and alleged harassers of this commitment.

Promptly Taking action Necessary to Stop and Prevent Harassment

- Appropriate action, sufficient to ensure the harassment stops and does not happen again, will be taken against persons who are or were engaged or participated in harassment.
- When necessary, customers, contractors or other visitors to the workplace will be informed that certain conduct directed towards staff will not be tolerated or allowed to continue.

Ensuring the Policy Remains Current

- The effectiveness of this policy will be reviewed in consultation with the OHC every 3 years.

Employee's Duty

In accordance with section 3 of the (SEA) and the Saskatchewan Occupational Health and Regulations 2020, all employees, including managers and supervisors employed by the Commissionaires North Saskatchewan Division shall refrain from causing or participating in the harassment of another worker, and co-operate with any person investigating harassment complaints.

REPORTING AND INVESTIGATION



**Policy: RESPECTFUL WORKPLACE AND HARASSMENT
POLICY**

Policy No: 5.6.2

Effective Date: 1 April 2014

Page No 5 of 6

Revision Date: 07 July 2022

An employee who believes that he or she has been subjected to harassment is encouraged to first clearly and firmly make known to the alleged harasser that the harassment is objectionable and must stop.

Where this cannot be done, or is unsuccessful, the employee should report the alleged harassment to the employer, or to one of the persons designated by the employer to receive complaints of harassment, namely:

Danielle Cote

Les Speers

Quenton Robins

Lorne Gelowitz

Director of HR

Director of Operations

Contract Manager

CEO

Once a person designated by the employer to receive complaints of harassment receives a complaint, that person shall immediately bring the complaint to the attention of the employer.

Where employees for whatever reason are uncomfortable with established reporting lines, they may report the matter to the Vice Chairman or if appropriate, Chairman of the Board.

The employer will discuss options to resolve the complaint with the complainant. Where the conflict cannot be promptly resolved in a matter satisfactory to the complainant, the employer will notify the alleged harasser of the complaint, provide the alleged harasser with the information concerning the circumstances of the complaint and undertake a confidential investigation.

Following the conclusion of the investigation, the employer will inform the complainant and the alleged harasser of the results of the investigation.

Where harassment has been substantiated, the employer will take appropriate corrective action to resolve the complaint.

Confidentiality

Commissionaires North Saskatchewan Division will not disclose the identity of the complainant or alleged harasser or the circumstances of the complaint, except where disclosure is necessary for the purposes of investigating or taking disciplinary action in relation to the complaint, or where such disclosure is required by law.



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**Policy: RESPECTFUL WORKPLACE AND HARASSMENT
POLICY**

Policy No: 5.6.2

Effective Date: 1 April 2014

Page No 6 of 6

Revision Date: 07 July 2022

This policy sets out three different types of complaint procedures that may be used following instances of harassment.

Other Options for Complaints

Nothing in this policy prevents, discourages or prohibits a Commissionaire from filing a harassment complaint with the Saskatchewan Human Rights Commission or the Provincial Office of Occupational Health and Safety; however, Commissionaires are encouraged to utilize the internal process to resolve any complaints of harassment. An employee also retains the right to exercise any other legal avenues available.

Saskatchewan people have the right to healthy and safe work environments free from harassment.



HUMAN RESOURCES POLICY MANUAL

Policy: HEALTH AND SAFETY GENERAL

Policy No: 6.1.1

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date:

PURPOSE

This document outlines the Division's general policies and procedures related to Health and Safety and apply to all employees of the Division, including Division Office Staff, and Management personnel; and include the Division's general policy related to workplace health and safety, as well as general provisions for:

- Management Responsibilities;
- Employee Responsibilities;
- Accident/Incident Reporting; and
- Workers Compensation.

General Policy

The Division, as an employer, has responsibility for the health and safety of employees on the job. Every reasonable precaution is taken for the protection of employees:

- In negotiating contracts, every effort is made to have clients include employees in their own safety programs.
- Division training includes identification of work place hazards, including information of Workplace Hazardous Materials Information Systems and how to deal with hazardous wastes or spills.
- Information and safety tips are published in the Division newsletter.
- Supervisors are responsible for the health and safety of employees on their site.
- Every employee is responsible to protect his/her own health and safety by following safe work practices, working in compliance with the law and following safe work and health practices established by the client.

Management Responsibilities

The Director of Operations has responsibility for overseeing the health and safety of employees on the job.



Policy: HEALTH AND SAFETY GENERAL

Policy No: 6.1.1

Page No 2 of 2

Effective Date: 1 April 2014

Revision Date:

The duties and functions of the Contract Managers and the Health and Safety Advisor as they relate to health and safety are to:

- Identify situations that may be unhealthy or unsafe for employees and advise on effective response to such situations;
- Consider and expeditiously deal with concerns to the health and safety of employees;
- Consult with employees and the Division on issues related to Occupational Health and Safety of employees;
- Make recommendations to the Division and to the Client for the improvement of the occupational health and safety of employees;
- Make recommendations to the Division on educational programs promoting the health and safety of employees and compliance with WCB policy and to monitor the effectiveness of any such training;
- Advise the Division on programs and policies required under regulations for the workplace and to monitor their effectiveness;
- Advise the Division on proposed changes to the workplace or the work process that may affect the health and safety of employees;
- Ensure that accident investigation and regular inspections are carried out as required by WCB regulations;
- Participate in inspections, investigation and inquiries as required by WCB;
- Carry out other duties and functions prescribed by regulations.

Employee Responsibilities

Every worker must protect their own health and safety by working in compliance with the law and with safe work practices and procedures established by the Client.

Accident/Incident Reporting

All accidents shall be reported to the Site Supervisor. He or she will contact the Contract Manager who will conduct an initial investigation and submit his/her findings to the Human Resources Manager for review and action.

If the accident results from a hazardous workplace situation further investigation may be required with follow up action to improve safety.

All personnel and vehicle accidents will be reported to the Division office within twenty-four (24) hours. No employee is required to drive a CNSD or CNSD leased vehicle that does not meet the safety standards as set out by the Province.



HUMAN RESOURCES POLICY MANUAL

Policy: PERSONAL PROTECTIVE EQUIPMENT

Policy No: 6.1.2

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date: 25 Nov. 2015

POLICY

It is the policy of the Commissionaires, North Saskatchewan Division (CNSD), to have all employees use the proper Personal Protective Equipment (PPE) when and where required. When PPE is issued to an employee, it is a mandatory requirement that it be used.

Personal Protective Equipment (PPE)

PPE is equipment worn by a worker to minimize exposure to specific occupational hazards. Examples of PPE are respirators, gloves, aprons, fall protection, and full body suits, as well as head, eye and foot protection including the use of cleats to prevent slips and falls. Using PPE is only one element in a complete safety program that would use a variety of strategies to maintain a safe and healthy occupational environment. PPE does not reduce the hazard itself nor does it guarantee permanent or total protection.

Role of Personal Protective Equipment (PPE)

Hazards exist in every workplace so strategies to protect workers are essential. The priority should be the elimination and control of hazards at their source or along the path between the source and the worker. Many methods are available, and those most appropriate to the specific situation should be used.

Controlling a hazard at its source should be the first choice because this method will eliminate it from the workplace altogether or isolate it from the worker. This “safe place” approach may require substitution of a material with non hazardous ones, isolation of hazards, addition of safety features to existing equipment, redesign of the work processes, or purchase of new equipment. When the hazard **cannot be removed or controlled adequately**, Personal Protective Equipment (PPE) must be used if the work process is to continue.

Selection

The immediate Supervisor of any site shall ensure that all personal protective equipment used is appropriate for the application or the hazards that are or may be present at the work site and is certified for such application.



Policy: PERSONAL PROTECTIVE EQUIPMENT

Policy No: 6.1.2

Page No 2 of 2

Effective Date: 1 April 2014

Revision Date: 25 Nov. 2015

Responsibility

The Health and Safety Advisor along with the immediate Supervisor of any site including the client's representative shall ensure that the work site is evaluated as necessary to identify the hazards that are or may be present. That a proper control strategy, including where appropriate, personal protective equipment deemed is employed to reduce the potential hazard, and that all persons entering upon such a site are provided with and trained as to the proper use and maintenance.

All persons entering any site shall operate with all aspects of the control strategy developed to minimize the hazard potential as may be present, including the use of personal protective equipment. In situations where the use of PPE has been prescribed, all persons entering the site, as a condition of entry, shall utilize such PPE and make themselves aware as to when such equipment is to be used, the proper procedures for use, the warning signs, if any, that the PPE is not effective and the proper care and maintenance of PPE as required.

Basic Rules

1. All visitors and personnel shall wear hard hats, steel toed boots, eye protection, long pants, long sleeved shirts and or any other PPE the client or the duties may require.
2. All PPE shall be in good condition and maintained according to manufacturers instructions.
3. All PPE will conform to government Occupational, Health and Safety, CSA requirements and relevant Safety Standards
4. All PPE will be inspected at time of issue.
5. All PPE that is of questionable reliability, damaged or in need of service will be removed from service immediately.
6. All PPE that is removed from service will be tagged and will remain tagged until repaired.
7. All PPE will be inspected prior to use.

Penalty

If an employee suffers an injury as a result of failing to use the PPE specifically provided by the employer, this then becomes a disciplinable offence resulting in the injured employee being removed from that site and placed on the Spares Board. The employee will be entitled to request a Record of Employment (ROE) based on a reduction of hours.



Policy: PERSONAL INJURY – ACCIDENT REPORTING

Policy No: 6.1.3

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date: 29 July 2021

POLICY

It is the policy of the Commissionaires North Saskatchewan Division (CNSD) to promote and maintain a system of accident reporting that complies with Federal and Provincial legislation as set out below.

Legislation

Reporting Injuries and Accidents

Section 3 - 21 of the Occupational Health and Safety Regulations, 2020 requires an employer to give notice to the Occupational Health and Safety Division as soon as is reasonably possible of every accident at a place of employment that causes or may cause the death of a worker, or will require the worker to be admitted to a hospital as an in-patient for a period of seventy-two (72) hours or more.

Section 3 - 20 of the Occupational Health and Safety Regulations, 2020 obligates an employer to ensure that every dangerous occurrence is investigated as soon as is reasonably possible. Section 3 - 20 of the Occupational Health and Safety Regulations, 2020 states that following the investigation of a dangerous occurrence an employer will prepare a written report.

What Types of Injuries and Accidents Have To Be Reported?

Section 3 - 20 of the Occupational Health and Safety Regulations, 2020 describes “dangerous occurrence” as any occurrence that does not result in, but could have resulted in, a condition or circumstance set out in 3 - 20, and includes:

- a) the structural failure or collapse of:
 - i. a structure, scaffold, temporary false work or concrete formwork; or
 - ii. all or any part of an excavated shaft, tunnel, caisson, coffer, dam, trench or excavation
- b) the failure of a crane or hoist or the overturning of a crane or unit of powered mobile equipment
- c) an accidental contact with an energized electrical conductor
- d) the bursting of a grinding wheel
- e) an uncontrolled spill or escape of a toxic, corrosive or explosive substance
- f) a premature detonation or accidental detonation of explosives
- g) the failure of an elevated or suspended platform, and
- h) the failure of an atmosphere-supplying respirator



Policy: PERSONAL INJURY – ACCIDENT REPORTING

Policy No: 6.1.3

Page No 2 of 2

Effective Date: 1 April 2014

Revision Date:

Accident/Incident Investigation and Reporting

This Accident Reporting and Investigation Plan prescribe methods and practices for reporting and investigating accidents. This Accident Reporting and Investigation Plan provide a means to deal with workplace accidents in a standardized way. In addition, it is the policy of the Commissionaires North Saskatchewan Division (CNSD) to comply with all workers' compensation laws and regulations.

Accident Reporting Procedures

- Headquarters employees injured on the job are to report the injury and any damage to equipment/property to the Human Resources Department as soon as possible after the incident/accident utilizing the Employee Injury/Incident Report. "Near Miss" accidents or incidents should be reported as well (i.e., when an employee nearly has an accident but is able to avoid it). Should an employee injure him or herself they are to immediately report the injury to their Site Supervisor or should a Site Supervisor not be available nor a supervisor in place, to the Dispatch Operations section.
- The Health and Safety Advisor is to complete an accident Investigation with the Site Supervisor, any witness, and or other relevant people as soon as possible after the accident is reported.
- Any employee witnessing an accident at work is to call for emergency help or whatever assistance appears to be necessary.
- In addition, the employee is to immediately report the accident to his or her supervisor and take part in answering questions related to the Accident Report and Accident Investigation.



HUMAN RESOURCES POLICY MANUAL

Policy: ALCOHOL AND DRUG POLICY

Policy No: 6.2.0

Page No 1 of 3

Effective Date: 1 April 2014

Revision Date: 1 Sept 2018

PURPOSE

The Commissionaires North Saskatchewan Division (CNSD) is committed to protecting the safety of our team members, consultants, service providers, stakeholders, clients and the public. Maintaining a safe and productive working environment along with all other aspects of safety in the workplace is an integral part of our culture and a critical business requirement.

The use of illicit, and other psychoactive substances, the inappropriate use of alcohol, and the misuse of medications can have serious effects on the job safety and performance of our team members, consultants and service providers. It can also place property and operations at risk. This Alcohol and Drug Policy is intended to communicate CNSD's direction on this subject and emphasize CNSD's commitment to a **goal of zero** incidents and an injury-free environment.

SCOPE

This policy identifies the governing practices and procedures for each area that CNSD operates within. This policy applies to all persons including but not limited to CNSD employees, consultants and contractors when engaged in business, working on or visiting CNSD sites including those that are safety-sensitive, and while operating CNSD vehicles.

GUIDANCE AND STANDARDS

In addition to the obligations set out in this policy, all employees must comply with any additional site specific standards.

1. RESPONSIBILITIES

- a) Employees will perform their job safely and responsibly, and in all ways consistent with established Commissionaires practices. In addition, all employees will:
 - i. Report Fit for Duty for all scheduled or unscheduled duty and remain Fit for Duty while on Commissionaires business and Commissionaires or Clients premises;
 - ii. Read, understand and abide by this policy, post orders and supporting policy;



Policy: ALCOHOL AND DRUG POLICY

Policy No: 6.2.0

Page No 2 of 3

Effective Date: 1 April 2014

Revision Date: 1 Sept 2018

- iii. Seek advice either through the Commissionaires Employee Assistance Program (EAP) or private sources and follow appropriate treatment if they have a current or emerging problem, and follow recommended monitoring programs after attending treatment;
 - iv. Cooperate with any work modification related to safety concerns;
 - v. Notify their supervisor if they believe a co-worker or visitor is not Fit for Duty on the site; and
 - vi. Cooperate as required with an investigation into a violation of this policy or supporting standards, including any request to participate in the testing program as and when required to do so under this policy
- b) The Division is responsible for:
- i. Ongoing leadership and supervision to ensure safe operations and effectiveness of the program;
 - ii. Determining and providing appropriate levels of training for employees;
 - iii. Guiding employees who voluntarily seek assistance for a personal problem to appropriate resources (EAP and/or other local resources) while maintaining confidentiality in accordance with paragraph 10 of this policy;
 - iv. Making arrangements for an assessment through the EAP if, in the course of any performance related discussion, an employee states he or she has a problem with alcohol or drugs;
 - v. Taking appropriate steps to investigate any possible violation of the requirements set out in this policy and supporting policy and
 - vi. Implementing the requirements of this policy and supporting policy

REQUIREMENTS AND PROHIBITIONS

- a) The following are prohibited while on Commissionaires business or at Commissionaires premises:
- i. the use, possession, cultivation, manufacture, storage, distribution, offering or sale of alcohol, legal drugs, illicit drugs or drug paraphernalia;
 - ii. the possession, storage or use of prescription medications prescribed for another individual or the possession, storage or use of prescription medications without being able to produce a legally, medically obtained prescription;



Policy: ALCOHOL AND DRUG POLICY

Policy No: 6.2.0

Page No 3 of 3

Effective Date: 1 April 2014

Revision Date: 1 Sept 2018

- iii. the distribution, offering or sale of medications;
- iv. reporting to work or being at work while not Fit for Duty; and
- v. the consumption of alcohol, or any drugs that may cause impairment, or the consumption of any product containing alcohol while on duty including during meals or breaks unless otherwise permitted in accordance with the social and business hosting standard.

b) Employees must comply with the following requirements:

- i. report Fit for Duty and remain Fit for Duty while at work;
- ii. report for testing and participate in testing as required and promote the integrity of the testing process without tampering, adulterating or interfering with testing (e.g. masking agents, diluting);
- iii. use medications responsibly and seek appropriate guidance regarding medications that may influence safe work performance. Medications of concern are those that inhibit or may inhibit an employee's ability to perform their job safely;
- iv. if an employee is under the influence of alcohol or drugs and is contacted by the Commissionaires to perform unscheduled services, employees must decline the work request without any adverse consequences to the employee;
- v. Employees must advise a Supervisor if a person may not be Fit for Duty, may be under the influence of alcohol or drugs, or may otherwise be in violation of this policy and supporting standards. Reports must be made as soon as possible;

DRUG AND ALCOHOL TESTING

Some clients have a corporate drug and alcohol testing policy which includes contract personnel. Employees must agree in writing to undergo such testing when assigned to such a post.



HUMAN RESOURCES POLICY MANUAL

Policy: EMPLOYEE RECORDS MANAGEMENT

Policy No: 7.1.1

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date:

SCOPE

The Commissionaires North Saskatchewan Division (CNSD) creates and maintains records on employees and ensures the accuracy and relevance of the information retained. CNSD is responsible for the storage and privacy of this information and takes precautions to prevent misuse of the information.

No information is retained or disseminated which contravenes Human Rights legislation or other provincial or federal legislation regarding employee information.

PROCEDURE - Creation of a File

Upon hire, a personnel file is to be made for each employee. This file is to contain, but is not limited to, the following:

- Name, address, birth date and social insurance number
- Commissionaires application form and, if submitted a written letter of application and/or resume
- Proof of qualifications, where specific qualifications were a condition of employment (i.e. driver's license, first aid certificate, proof of military service)
- Income Tax Information (TD1)
- Group benefit application(s)/enrollment(s)/beneficiaries
- Leaves of absence, suspensions, layoffs, call backs, termination and any severance or termination pay
- Corrective action, or letters of commendation
- Change of status forms for any term of employment or personal information that is altered
- Performance evaluation forms (i.e. Personal Evaluation Report or Post Inspection Report)
- Security Clearance Forms
- Licence application and supporting documentation
- CPIC (Criminal Record Check)

There is to be only one official personnel file maintained by CNSD for each employee. The originals of the above documents are to be forwarded to the Human Resources Department for all employees. Personnel files are retained by the Director of Human Resources until scanned to the Human Resource drive and then destroyed.



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HUMAN RESOURCES POLICY MANUAL

Policy: USE OF COMMISSIONAIRES ASSETS

Policy No: 7.3.1

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date:

SCOPE

This policy applies to all employees of the Commissionaires North Saskatchewan Division (CNSD).

POLICY

Personal activities on office equipment by employee personnel either within the Headquarters office or on a Client's premises place an administrative burden on operations in both tracking and recovering costs.

The following types of activities are not allowable by employee personnel whether using Corps or Client assets. They include, but are not limited to:

- Personal phone calls using CNSD or Client cell phones
- Texting for personal use
- Personal long distance phone calls of any kind
- Personal long distance faxes
- Personal courier packages are not allowed unless the employee is paying costs directly to the courier service
- Personal purchases from any employee supplier must be made directly and not billed to CNSD
- Personal photocopying
- Use of the postage meter
- Personal use of Commissionaires vehicle



HUMAN RESOURCES POLICY MANUAL

Policy: RECORDS RETENTION AND DESTRUCTION

Policy No: 7.4.1

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date:

PURPOSE

This document outlines the Division's policies and procedures for the retention and destruction of Commissionaires records. For the purpose of this document records means all administrative files, personnel files and all financial files and documents.

GENERAL

There is legislation in place that governs the retention time and destruction of certain records and documents. Some financial records must be kept for a minimum of seven years (7) for example while other documents should be kept for historical purposes and some destroyed outright after a time expiry date as set by the Commissionaires. CNSD shall follow the procedures noted below.

PROCEDURES

Retention Time

Following is the retention time for records:

Financial Records including payroll, accounts receivable and accounts payable – 6 years

Personnel Files – 7 years

Administrative Files – up to 5 years

Destruction of Records

- No files or documents shall be destroyed without the authority of the responsible manager i.e. Controller for financial files and records and Director of Human Resources for personnel and administrative files and records.
- **All** documents and records shall be destroyed by shredding. It is the responsibility of individual departments to shred said documents, they are not to be left in the shredding area but kept in secure storage until they can be destroyed.



HUMAN RESOURCES POLICY MANUAL

Policy: VACATION - EMPLOYEES

Policy No: 8.1.1

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date: 12 March 2015

PURPOSE

1. This document outlines the Division's policies and procedures related to vacation time allotment for all hourly-paid employees of the Division.

GENERAL

2. In accordance with Section 2-24(1) of *The Saskatchewan Employment Act*, every employee is entitled to an annual vacation of three (3) weeks after the completion of each year of employment, and to an annual vacation of four (4) weeks after the completion of ten (10) years of employment. For the purpose of calculating vacation entitlement, the date an employee is taken on strength shall be used.
3. Vacation pay is issued on each pay cheque. The amount of vacation pay is calculated on 3/52 (1 to 10 years of service) or 4/52 (10 years or more service) of an employee's bi-weekly salary.

SCHEDULING OF VACATION

4. All requests for leave must be submitted no less than fourteen (14) days before the requested leave date. The *Leave Request* form must be submitted to the Contract Manager or Operations Supervisor for recommendation then forwarded to the Human Resources Manager for approval. It is the responsibility of the Contract Manager or Operations Supervisor to ensure the *Actual Last Day Worked* and the *Scheduled Return to Work Date* are completed on the *Leave Request* form before forwarding to the Human Resources Manager for approval.
5. Contract Managers or Operations Supervisors must ensure that suitable replacements have been put in place for those employees seeking approval of their leave requests. Approval of leave requests is subject to employment demands as first and foremost our contracts / clients needs must be met.



HUMAN RESOURCES POLICY MANUAL

Policy: STATUTORY HOLIDAYS

Policy No: 8.1.2

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date:

PURPOSE

This document outlines the Division's policies and procedures related to holidays. These policies and procedures apply to all employees of the Division, including Division Office Staff, and include provisions for the scheduling of statutory holidays.

PROCEDURE

General Holidays

The Division recognizes ten general holidays:

New Years Day	Canada Day	Remembrance Day
Good Friday	Labour Day	Christmas Day
Victoria Day	Thanksgiving Day	Family Day
Saskatchewan Day (August Civic Holiday)		

Note: If July 1 is on a Sunday, the statutory holiday is on Monday, July 2.

General holidays will be paid in accordance with existing Saskatchewan Employment Standards Act.

When the work schedule of an employee requires him/her to work both Christmas Day and New Years Day, every reasonable effort will be made to arrange the work schedule so that he or she has at least one of those days off.



Policy: STATUTORY HOLIDAYS

Policy No: 8.1.2

Page No 2 of 2

Effective Date: 1 April 2014

Revision Date:

Division Office Staff

The days, which will be taken by Division Office staff for the designated holidays of Christmas and New Year's when they fall on a Saturday or Sunday, are as follows:

Holiday	Falls On	Designated day off
Christmas	Saturday	Monday
	Sunday	Monday
New Year's	Saturday	Monday
	Sunday	Monday



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HUMAN RESOURCES POLICY MANUAL

Policy: BEREAVEMENT LEAVE

Policy No: 8.2.1

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date:

PURPOSE

This document outlines the Division's policies and procedures related to bereavement leave. These policies and procedures apply to all hourly paid employees of the Division and include provisions for authorization and administration of bereavement.

PROCEDURES

Bereavement leave will be awarded in accordance with Saskatchewan Employment Standards Act for up to five working days without pay, and without dismissal or discipline to every employee who, after three months of continuous employment with the employer, experiences a death of a member of his/her immediate family.

A Leave Request form must be completed stating the length of bereavement time being requested. Proof of bereavement may be required.



HUMAN RESOURCES POLICY MANUAL

Policy: PARENTAL LEAVE

Policy No: 8.2.2

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date: 3 December 2018

PURPOSE

This document outlines the Division's policies and procedures related to parental leave. These policies and procedures apply to all employees of the Division, including Division Office Staff, and include provisions for authorization and administration of leaves for parental leave.

Policies and procedures for leaves of absence in general are outlined in the document titled LOA-General.

POLICY

An employee who has at least 13 weeks of employment and has accumulated at least 600 hours of work, and is the birth parent, is entitled to eighteen (18) weeks of unpaid maternity leave.

A pregnant employee may begin (maternity leave) any time during the eight (8) weeks before the expected delivery day, and end no later than seventeen (17) weeks after the date of delivery; unless, she and the Division agree to a different arrangement.

Standard Parental leave is available to both biological and adoptive parents and is in addition to maternity leave. This leave is a maximum of thirty five (35) weeks.

Extended Parental leave is available to both biological and adoptive parents and is in addition to maternity leave. This leave is a maximum of sixty-one (61) weeks at a reduced benefit rate.

Fathers may take parental leave at any time within fifty two (52) weeks of the child's birth or adoption. In the case of adoption, mothers may also take parental leave at any time within fifty two (52) weeks of the child's adoption.

The employee must provide written notice to the Division at least four (4) weeks before the start of his/her parental leave.

If the employee has benefits they may choose to either:

1. Provide post dated cheques to continue their benefit coverage while on leave or;
2. Waive their benefit coverage during the leave period. If benefits are waived, the employee must wait for a period of three (3) months before the benefits will be re-instated.



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Policy: PARENTAL LEAVE

Policy No: 8.2.2

Page No 2 of 2

Effective Date: 1 April 2014

**Revision Date: 3 December
2017**

An employee may end his/her parental leave early by giving the employer written notice of at least two (2) weeks, or one pay period (whichever is longer) before the day he/she wishes to end the leave.

Following the parental leave, the employee will be reinstated to his/her former position or a similar position that has the same or higher pay rate than their former position currently pays.



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HUMAN RESOURCES POLICY MANUAL

**Policy: COURT APPEARANCE, JURY AND WITNESS
DUTY LEAVE**

Policy No: 8.2.3

Effective Date: 1 April 2014

Page No 1 of 1

Revision Date:

PURPOSE

This document outlines the Division's policies and procedures related to Court Appearances, Jury and Witness Duty. This policy applies to all employees of the Division.

GENERAL POLICY

Employees are required to serve on Jury Duty if called and are entitled to unpaid leave for the duration of time they are required.

Employees requested for Jury Duty shall advise the Division office as soon as possible after receiving notice and a request to be excused may be submitted by the Division office if requested.

All time spent in attendance at any legal proceeding arising out of actions performed on behalf of the Division or a client of the Division shall be paid at the employee's normal rate of pay. Any monies received from the Court shall be reimbursed to the Division.



HUMAN RESOURCES POLICY MANUAL

Policy: RESERVE FORCE SERVICE LEAVE

Policy No: 8.2.4

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date:

PURPOSE

This document outlines the Division's policies and procedures related to Military duty, and apply to all employees of the Division.

GENERAL POLICY

A maximum of eight (8) months leave of absence will be granted to serving Reserve personnel, to attend training or to accept call-outs with the Regular Forces subject to:

- 30 days notice to the Division,
- The availability of suitable replacements, and
- There being no financial implications for the Division.

Employees on leave of absence to fulfill military duties cannot be guaranteed to return to their previous site after three months of absence or if a contract is lost, but on their return will be placed on the "Spare Board" until employment becomes available.

Where an employee has applied for a Leave for Military Duty:

- and the Division has assigned another employee to replace the employee who is on Leave of Absence
- and the employee who has requested the Leave of Absence for Military Duty cancels his request for the LOA and opts out of the planned Military Duty –

The Division is therefore not obligated to return the employee who requested the Leave of Absence for Military Duty to his/her original position.

During leave for extended military duties, no employee benefits will remain in effect, whether Commissionaires North Saskatchewan Division (CNSD) provided or voluntary, unless special arrangements are made prior to granting of the leave.

Employment with the Division will be considered to be continuous during leave for extended service and the employee's seniority date will not be affected.

This leave will normally be in addition to annual holiday leave.



HUMAN RESOURCES POLICY MANUAL

Policy: LEAVE OF ABSENCE - GENERAL

Policy No: 8.2.5

Page No 1 of 1

Effective Date: January 1 2016

Revision Date: 5 October 2016

PURPOSE

This document outlines the Division's policy, and procedures related to Extended Leaves of Absence (LOA), not previously addressed in the HR Manual, and apply to all employees of the Division. This policy is intended to address situations where employees wish to take an extended vacation longer than their legislated entitlement. This policy will apply to those employees who have successfully completed their probationary period. In situations where probation has not yet been completed, the employee must resign and re-apply when they return.

PROCEDURES

If an employee is desirous of taking an extended period of time off outside of their annual vacation time or any other type of leave as designated under Subdivision II of the Saskatchewan Employment Act, that employee must submit their Leave Request form no less than fourteen (14) days before the requested leave date to the appropriate Contract Manager or Operations Manager. If the Contract Manager or Operations Manager agrees to the request, they will submit the request to the Human Resources Manager for final approval.

A leave of absence can not be any longer than ninety (90) days in length. If an employee is seeking more than ninety (90) days leave of absence, that employee must submit their resignation, and may, upon their return re-apply for employment with the Commissionaires.

An extended leave of absence will only be approved for employees who have successfully completed their initial probationary period. If they have not completed the initial probationary period, the leave request will be denied.

If an employee who was granted an extended leave does not contact the appropriate Contract Manager, Operations Manager or Human Resources Manager for scheduling before the approved return date, the employee may be terminated for job abandonment.



HUMAN RESOURCES POLICY MANUAL

Policy: SICK LEAVE

Policy No: 8.3.1

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date: 25 Sept 2015

PURPOSE

This document outlines the Division's policies and procedures related to Sick Leave and apply to all hourly paid employees of the Division.

PAY

Employee sick leave is unpaid. An Employee may request an ROE for medical reasons.

PROCEDURES

When a Commissionaire is unable to report for work, no matter what the cause, the Supervisor must be informed immediately. When the Supervisor cannot be contacted, the Dispatcher/Operations Centre must be informed.

- When unable to report for duty due to illness or injury, employees must contact their Site Supervisor (or the Dispatcher/Operations if there is no Site Supervisor) as quickly as possible so that a replacement can be arranged and the post does not go unmanned.
- A certificate of fitness for duty is required from a Doctor when the absence resulting from sickness or injury exceeds three (3) days.

Unpaid sick leave is available to any employee who is absent due to injury or illness:

- If a Leave of Absence (LOA) is due to medical reasons please attach a Doctor's note that indicates the period an employee will be unavailable for duty, and an expected return date to duty.
- Contract Managers will approve Leave of Absence for medical reasons up to ninety days. The Human Resources Manager will approve requests longer than ninety days.
- Employees will be able to continue to participate in the Employee Group Benefits Plan for up to ninety (90) days from the last day of work.



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Policy: SICK LEAVE

Policy No: 8.3.1

Page No 2 of 2

Effective Date: 1 April 2014

Revision Date:

- Employees that return to work, even after benefits have been cancelled, may have their benefits reinstated upon return, but only if they return to the minimum hours per week. (Ref: Leave of Absence Benefit Policy).
- Other than full time employees, return to the same Post after twenty (20) days of absence cannot be guaranteed.
- Employees are eligible for reinstatement upon medical proof that they are physically able to carry out the normal duties of a Commissionaire.



HUMAN RESOURCES POLICY MANUAL

Policy: TERMINATION OF EMPLOYEES

Policy No: 9.1.1

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date:

POLICY

Under Employment Standards of Saskatchewan the employer must give notice **in writing** or termination pay in lieu of notice to an employee whose employment is being terminated. All employer contributions to benefits must be maintained for the length of the statutory notice period and employee receive entitlement to benefit plans.

Upon terminating an employee **without cause**, the employer must **either** pay the employee the minimum amount of pay in lieu of notice or allow the employee to continue to work throughout the period of notice. Upon terminating an employee **with cause**, the employer must notify the employee that his conduct or performance does not meet the employer's standards (see Human Resources Policy Procedure "Discipline and Dismissal".)

When an employee is terminated all wages, holiday pay owing, and if required, pay in lieu of notice, must be paid within 14 days.

An employee who has been employed for ninety (90) days or more must be given written notice of termination by the employer of at least:

- a. one week if employed less than one year
- b. two weeks if employed one year but less than three years
- c. four weeks notice if employed three years but less than five years
- d. six weeks notice if employed five years but less than ten years
- e. eight weeks notice if employed ten years or more. Notice of termination applies to full time and part time employees.



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Policy: TERMINATION OF EMPLOYEES

Policy No: 9.1.1

Page No 2 of 2

Effective Date: 1 April 2014

Revision Date:

In accordance with Employment Standards of Saskatchewan, notice of termination is not given in the following cases to an employee who:

- a. is employed for less than ninety (90) days
- b. is employed for a definite task or term that is a pre-arranged period of time
- c. is temporarily laid off
- d. has been guilty of willful misconduct or willful disobedience or willful neglect of duty that has not been condoned by the employer
- e. a contract of employment that is or has become impossible of performance or is frustrated by a fortuitous or unforeseeable event or circumstance as in a flood or fire but not insolvency or bankruptcy
- f. has the option of electing to work or not for a temporary period when requested to do so
- g. refuses reasonable alternate work
- h. does not return from lay-off within a reasonable time when requested to do so by the employer.



HUMAN RESOURCES POLICY MANUAL

Policy: TERMINATION FOR JUST CAUSE

Policy No: 9.1.2

Page No 1 of 4

Effective Date: 1 April 2014

Revision Date:

POLICY

Any employee of the Commissionaires North Saskatchewan Division (CNSD) may be dismissed for cause as a result of poor performance that does not meet reasonable expectations. Culpable misconduct is not mandatory, but CNSD will make all reasonable efforts to assist the employee in corrective action before making the decision to dismiss.

DEFINITIONS OF “JUST CAUSE”

For the purpose of this policy, the following are examples that will give rise to “Just Cause”, and is not an extensive list:

- Gross incompetence
- Harassment and bullying
- Serious misconduct
- Willful neglect of duty
- Dishonesty
- Theft, fraud, misrepresentation, offering or taking a bribe, or embezzlement
- Harassment (including sexual harassment)
- Insubordination
- Excessive absenteeism
- Intoxication on duty
- Off-duty conduct



Policy: TERMINATION FOR JUST CAUSE

Policy No: 9.1.2

Page No 2 of 4

Effective Date: 1 April 2014

Revision Date:

FACTORS TO BE CONSIDERED

Factors that should be considered when making the decision on whether or not the displayed shortcoming(s) should be considered for “Just Cause”:

- How serious is the conduct?
- Was the Commissionaires North Saskatchewan Division business and reputation prejudiced by the conduct?
- Was the behaviour willful?
- How many times did the conduct occur?
- Had previous warnings been given?
- Was the employee given an opportunity to change the behavior or correct the conduct?
- Had the conduct been previously condoned?

TERMINATION PROCEDURES

If an employee has been guilty of serious misconduct, habitual neglect of duty, incompetence, or conduct incompatible with his duties, or prejudicial to the Division’s business or if he has been guilty of willful disobedience to the employer’s instructions the employer has the right to summarily dismiss the delinquent employee. However, no employee should be terminated for non-performance or non-compliance with the Commissionaires North Saskatchewan Division (CNSD) policies and procedures unless the employee has previously been given a warning and an opportunity to correct the problem. All warnings should be given to the employee in writing, with the Division keeping a copy signed by the employee and supervisor, in the employee’s personnel file.

The termination of senior management or warnings to senior management is the responsibilities of the Chief Executive Officer. For all other staff, it is the responsibility of the appropriate manager or supervisor to bring the problem to the employee’s attention. The supervisor should do so in writing using a Recorded Warning and Counselling Record and ensure that it is placed on the employee’s file. Any discussions of an employee’s performance problems should include suggestions and a reasonable time period for bringing about the desired change.

There is no pre-set number of warnings required before a decision to terminate can be made. This would depend on the nature of the specific problem under discussion. A more serious performance problem would require fewer warnings than a less severe one. In general, at the point when written warnings are being made, a specific time frame would be stipulated during



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Policy: TERMINATION FOR JUST CAUSE

Policy No: 9.1.2

Page No 3 of 4

Effective Date: 1 April 2014

Revision Date:

which time the employee would be expected to correct the problem under review. The employee would be told at that time the consequences of a failure to meet the agreed upon requirements. Those involved would meet at the agreed upon time to discuss any progress, problems still existing, and what decision has been made at that point.

The strongest evidence is that which is written and signed by both parties. The employee file is crucial and should contain:

- Did the conduct fail to meet the reasonable expectations of the Commissionaires North Saskatchewan Division?
- Was there a clear and reasonable standard of performance?
- Was the level and standard of performance expected communicated to the employee?
- Was there a measure of the employee's performance documented?
- What action was taken to address any concerns and employer expectations?
- Was a reasonable time for improvement given?
- Was there clear written warnings given that the employee's performance was unacceptable and may result in dismissal if the deficiency was not remedied?
- Was coaching, mentoring or additional training given to the employee to correct poor performance?
- Is there clear documentation of substandard performance and actions taken to correct?
- Was the employee told in no uncertain terms, that their performance is unacceptable and will lead to termination of employment if it does not improve?



Policy: TERMINATION FOR JUST CAUSE

Policy No: 9.1.2

Page No 4 of 4

Effective Date: 1 April 2014

Revision Date:

REQUIRED NOTICE

Exemptions: No notice or payment in lieu of notice is required for an employee:

- a. employed for less than ninety days
- b. employed for a definite term not exceeding three hundred and sixty five days
- c. dismissed for “Just Cause”.

When all attempts to correct the errant behaviour have failed and a decision has been made by the Chief Executive Officer to terminate the employee, the following steps should be followed:

- a. the Human Resources Manager should meet with the Chief Executive Officer;
- b. once the appropriate Contract Manager has signed the letter of release, the appropriate Contract Manager and the Human Resources Manager, will meet with the employee; (only the Chief Executive Officer has the authority to release personnel that have completed ninety days probation).
- c. the employee will be given written notice of his/her release and the reasons for the action;
- d. notes should be taken of any conversation that takes place at the meeting and a signed Record of Conversation placed in the employee’s file;
- e. the employee will be paid all arrears of vacation pay and salary within fourteen (14) business days of being released;



HUMAN RESOURCES POLICY MANUAL

Policy: DEATH OF EMPLOYEE

Policy No: 9.1.3

Page No 1 of 1

Effective Date: 1 April 2014

Revision Date:

PURPOSE

The purpose of this policy is to ensure all administrative and financial issues that occur as a result of the death of an employee are taken care of by the appropriate department without unnecessary delays. It is incumbent upon the Commissionaires North Saskatchewan Division (CNSD) to actively assist the next-of-kin in obtaining all applicable benefits.

PROCEDURE

Any person learning of the death of an employee should advise his/her Contract Manager, who will in turn notify the Chief Executive Officer, Director of Operations and the Director of Human Resources .

The Director of Finance will cause all wages and vacation pay accruing up to and including the last day worked is paid to the employee's estate.

The Executive Assistant will prepare all documentation relating to insured and other benefits payable on death and will assist the next-of-kin with any required applications or documentation. Proof of death of the deceased member is required when a claim for a benefit is made. Our benefit carrier does not pay any fees charged for obtaining proof of death documents. Our benefit carrier will accept legible photocopies of the following documents, in order of preference:

- Provincial Death Certificate (or equivalent),
- Funeral Director's Statement of Death, or
- Letters Probate or letters of Administration.



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HUMAN RESOURCES POLICY MANUAL

Policy: EXIT INTERVIEW

Policy No: 9.1.4

Page No 1 of 2

Effective Date: 1 April 2014

Revision Date:

PURPOSE

Exit interviews, are an important step in the release process as it gives the employees an opportunity to identify problems and take corrective action if necessary (and possible). Also it affords Human Resources the opportunity to ensure the employee has all documents required by Legislation in a timely manner.

SCOPE

Employees, who are leaving employment, when the reason is unknown, maybe requested to meet with the Human Resources Department so that they can complete an Exit Interview Questionnaire. An exiting employee can request an exit meeting, if they so choose.

ADMINISTRATION

Upon learning of an impending employee departure the Human Resources Department shall contact the employee and arrange an Exit Interview appointment for a date and time both convenient for the employee and as close to their final employment date as possible.



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Policy: EXIT INTERVIEW

Policy No: 9.1.4

Page No 2 of 2

Effective Date: 1 April 2014

Revision Date:

The departing employee will be asked to either return their kit before the appointment or as part of the exit interview process. Following is the actual out routine process:

- Resignations whether by letter, email or verbal one is to be immediately directed to the Human Resources department
- Upon receipt of the resignation Human Resources will make an appointment for an exit interview, if warranted. Should there not be time to arrange an appointment due to a no notice resignation, termination or an issue of no work for thirty (30) days an exit interview will not be arranged.
- Finance will issue a Record of Employment once the individuals' final payroll has been issued.



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CHAPTER 12

FORMS

EMPLOYEE CONSENT TO PROVIDE REFERENCE CHECK

I, _____ request that the Commissionaires North Saskatchewan Division (CNSD) or its designate, write a letter of reference or verbally respond to a reference check on my behalf. I understand that the Commissionaires North Saskatchewan Division (CNSD) or its designate, will have to disclose my personal information including, but not limited to, job performance and personal characteristics. I agree and consent to the disclosure of this and other personal information to the following individuals and/or organizations:

Name of Contact	Name of Company	Address
-----------------	-----------------	---------

Name of Contact	Name of Company	Address
-----------------	-----------------	---------

I hereby release the Commissionaires North Saskatchewan Division (CNSD) or its designate, from any and all liability associated with the release of the afore-mentioned information related to my employment with the Commissionaires North Saskatchewan Division (CNSD).

Employee Signature: _____ Date: _____

Witness Signature: _____ Date: _____

LEAVE REQUEST

All sections MUST be completed

Request of Leave must be submitted no less than 14 days before requested leave date (where applicable)

Date _____

PLEASE PRINT

Please be advised that I, _____ Empl # _____

request a Leave from (site) : _____

Start/End dates: _____ to _____

Actual Last day worked _____ Scheduled Return to work date _____

CHECK ONE:

- | | |
|--|---|
| <input type="checkbox"/> Vacation | <input type="checkbox"/> Military Duty |
| <input type="checkbox"/> Medical/ Sick (provide Dr. note) | <input type="checkbox"/> Bereavement |
| <input type="checkbox"/> Parental | <input type="checkbox"/> Leave of Absence/ Other |

Comments: _____

Approving Manager check list:

- Is Employee on the Benefit plan? **Contact Benefits Admin if leave longer than 3 weeks**
- If **Security Guard licence** expires before or near return date; the licence renewal form **MUST** be completed and left with the office.
- If the **PWs Clearance** expires before or near return date; the PWs renewal forms **MUST** be completed and left with the office.

Employee Signature _____ Date _____

Contract /Ops Signature _____ Date _____

Manager H.R. Signature _____ Date _____

Approved Denied

Head Office:

INTIME _____ ADMIN _____ BENEFITS _____ FINANCE _____ LIC/PWGS _____

RECORDED WARNING AND COUNSELLING RECORD

Employee's Name: _____ **Emp. #** _____

Date of Conduct:	Time:	Place:
-------------------------	--------------	---------------

NATURE OF VIOLATION

Verbal

Written

Substandard Work

Attitude

Carelessness

Regulations

Disobedience

Conduct

Dress

Other: _____

REMARKS REGARDING VIOLATION

CORRECTIVE ACTION TO BE TAKEN

I have read the warning, understand it, and have discussed it with my supervisor

Employee: _____ Date: _____

Supervisor: _____ Date: _____

Contract Manager: _____ Date: _____



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North Saskatchewan Division
1219 Idylwyld Drive North
Saskatoon, SK S7L 1A1

CORPS OF COMMISSIONAIRES

RECORD OF CONVERSATION

Between: _____

Subject: _____

By: Telephone_____ Written_____ Interview_____

COMMENTS:

Date

Signature



INCIDENT REPORT

**Address and
Identification
Section**

File No: _____

TO: _____
(Name)

FROM: _____
(Rank, Initials, Name)

SUBJECT: _____

**INITIAL
SECTION
(where &
When)**

During the:

_____ Shift on _____ at approx _____ hours
(Night, Day, Evening) (Day of Week) (Date) (Time)

at/ in : _____
(Location/ Building)

MAIN BODY (The who, what, where, when and how of the incident).

CMRE: (Have you checked for completeness? Have you attached any required diagrams, etc.?)

(Cmre Signature)

(Date)

(Rank, Initials, Name)

Supervisor

COMMENTARY (Supervisor: Why do you think this incident occurred? How can it be prevented?)

SECTION

(Signature)

(Date)

(Rank, Initials, Name)

Contract Manager Reviewed: CONCLUSION / Action

(Signature)

(Date)

Safety Injury Safety Near Miss WCB action OH&S action Other

HR Manager Review: (Safety/WCB incidents)



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North Saskatchewan Division
1219 Idylwyld Drive North
Saskatoon, SK S7L 1A1

(Signature)

(Date)

THE COMMISSIONAIRES NORTH SASKATCHEWAN DIVISION (CNSD)

EXIT INTERVIEW

Name: _____ **Employee Number:** _____

Position Title: _____ **Termination Date:** _____

Immediate Supervisor: _____

Comment on your reason for leaving:

Comment on your job – taking into account whether or not job responsibilities were clearly defined, likes and dislikes about your job, work demands and working conditions, your progress, etc.

Comment on supervision received – taking into account accessibility to information when needed to do your job, amount of guidance provided and feedback received, and effective use of your skills and training.

Comment on the Commissionaires – consider relations with other personnel, management staff and policies and procedures.

Comment on any changes or recommendations you would make concerning any of the above.



How would you rate the Commissionaires' employee benefits?

	Excellent	Above Average	Average	Below Average	Poor
Rate of Pay					
Other Benefits and Allowances					
Vacation Leave					
Sick Leave					
Life Insurance					
Disability Insurance					
Dental Plan					
Extended Healthcare					

Any comments with reference to the above

Any additional comments

Date

Signature



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North Saskatchewan Division
1219 Idylwyld Drive North
Saskatoon, SK S7L 1A1

Cash Travel Advance Acknowledgement

Date _____

Travel Advance Amount\$ _____

The undersigned _____ promises to repay to the Commissionaires North Saskatchewan Division (CNSD), the sum of \$ _____. Should this travel advance not either be repaid within sixty (60) days from the date of my return or substantiated receipts submitted with an Expense Report, the whole amount (\$ _____) will be deducted from my regular pay without notice. Termination of employment by either party will result in the immediate repayment of the outstanding balance either by cash, substantiated receipts or a combination of the two. By my signature below I authorize the Commissionaires North Saskatchewan Division (CNSD) to deduct any amount remaining from monies owed to me by them.

Undersigned _____

Witness _____



Fitness for Modified Work Form

EMPLOYEE NAME: _____ DATE : _____

Is this injury or illness work-related? Yes No

Please indicate any medical restrictions that should be observed when the employee returns to work NOW:

<u>The employee can work for:</u>	2 hours 4 hours 6 hours 8 hours	<u>Walking:</u>	2 hrs/day 4 hrs/day 6 hrs/day 8 hrs/day	<u>Standing:</u>	2 hrs/day 4 hrs/day 6 hrs/day 8 hrs/day
<u>Lifting:</u>	No lifting No lifting over _____ lbs	<u>Push/Pull:</u>	No pushing No pulling No pushing over _____ lbs No pulling over _____ lbs	<u>No use of:</u>	Left arm <input type="checkbox"/> Right arm <input type="checkbox"/>
<input type="checkbox"/> Keep injured area clean & dry					

Is this employee on medications that would affect work performance or use of machinery?

Yes No

ADDITIONAL RESTRICTIONS / COMMENTS:

The disability could require accommodations for:

< 7days 8 – 14 days 15 – 21 days > 21 days

If there are no restrictions indicated we will assume that the worker is able to return to work without any job modifications.

Health Care Practitioner's Name _____ Telephone: _____
(please print)
Health Care Practitioner's
Signature: _____ Date: _____

I, _____, authorize the release of the above information to the Canadian Corps of Commissionaires.

Employee Signature: _____ Date: _____

Commissionaires North Saskatchewan Division 1219 Idylwyld Drive North, Saskatoon SK S7L 1A1

Dear Employee: _____

We understand that you have sustained a work-related injury or illness. Commissionaires is committed to ensuring a safe and early return to work of all of our employees. We have a comprehensive Modified Work Program that can accommodate most temporary functional restrictions.

All employees are required to:

- Report your injury to your supervisor/manager immediately.
- Complete an Accident/Investigation Report with your supervisor within 24 hours of the injury or incident.
- **Bring this form to a Health Care Practitioner.**
- Advise the Health Care Practitioner that Commissionaires has a Modified Work Program.
- Accept modified work where the practitioner has determined the work is within your (the employee's) capabilities.

Refusal to accept approved modified work may result in the suspension of wage loss benefits through the Workers' Compensation Board (WCB). (*Section 51.1 The Workers' Compensation Act, 1979*)

If you have any questions in regards to this program, please contact your Manager at 306-244-6588.

Dear Health Care Practitioner:

The Canadian Corps of Commissionaires is committed to ensuring a safe and early return to work of all of our employees. To fulfill our "Duty to Accommodate" obligations, Commissionaires has a comprehensive Modified Work Program that can accommodate most temporary functional restrictions.

- This program is designed to provide meaningful, productive work within the employee's medical capabilities after they have sustained either a work-related or home-related injury or illness.
- Employees in our Modified Work Program are required to check in and out with their Manager to inform us if they are experiencing any difficulties.
- **Please complete the reverse side of this page, outlining the employee's abilities so that we may accommodate them appropriately during their rehabilitation phase.**
- Please invoice Commissionaires North Saskatchewan Division directly for any cost incurred in completing this form. Send invoice for the attention of Barb Howell.
- If you have any questions or concerns or you wish to discuss suitable tasks for this employee, please contact **Barb Howell at (306)667-2881.**

Thank you for your assistance.

Danielle Cote
Human Resources Manager