



university of victoria
students' society

Employee Handbook

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GENERAL DEFINITIONS

Affiliated Organizations - Groups whose USW staff are (a) employed by the UVSS and (b) are not business units, cost-centres, or the Board of Directors and (c) term employees. Affiliated organizations collect student fees that are administered by the UVSS and operate with their own collectives/boards/councils but are responsible to the UVSS' policies and procedures. While Affiliated organizations staff report to their collective/board/council for day to day direction, they are ultimately responsible to and supported by the UVSS Executive Director. For the purpose of this document, affiliated organizations include:

- Anti-Violence Project (AVP)
- Campus Community Garden (CCG)
- UVic Sustainability Project (UVSP)
- Society for Students with a Disability (SSD)
- Students of Colour Collective (SOCC)
- UVic Pride
- Thirdspace Women's Centre
- Native Student's Union (NSU)

Board of Directors - Those persons elected to direct the affairs of the Students' Society.

Emergency Fill-in (ehire) – Employees whose employment relationship with the UVSS is not governed by the USW or IATSE Collective agreements. Ehire staff may be employed without a competition being posted to staff unforeseen situations and may act in the role assigned for no longer than 30 consecutive days.

Excluded Employees - Refers to the Chief Electoral Officer, Senior Deputy Electoral Officer, Elections Adjudicator, Election Arbitration Panel, and Advertising Sales Representative whose employment relationship with the UVSS is not governed by the USW or IATSE Collective Agreements. The General Manager and Executive Director are the primary liaisons between the Board and the UVSS staff.

Excluded Managers - Refers to the General Manager and Executive Director.

Externally Funded Employees (i.e. Work study student employees) - University of Victoria employees whose employment relationship with the UVSS is not governed by the USW or IATSE Collective Agreements. The Work Study program is funded through the University of Victoria financial aid services. Eligible students may hold one work study position at a time and work up to a maximum number of hours as approved by the University of Victoria. Externally funded employees cannot perform duties of bargaining unit members.

International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts of the United States, Its Territories, and Canada (IATSE 168) - One of two labour unions who have employment relationships with the UVSS to which all staff are members of and protected under a Collective Agreement negotiated with the employer at the end of a pre-determined term.

Internal Status - A unionized employee applying to other unionized positions within their bargaining. During the hiring process, priority will be given to internal applicants meeting minimum requirements of any position. Those employees in term positions who are applying to the same position with the same affiliate organization at their term's end are not granted internal status in the hiring process.

Labour Management Committee (LMC) - A committee comprised of members from the Personnel Committee (representing the employer) and members of the United Steelworkers 2009 (USW) Executive

Team (representing the union). All decisions regarding employment matters concerning USW staff are made through this committee.

Personnel Committee - A committee comprised of the General Manager, Executive Director, Lead Director of Finance (Chair of the committee), 1 additional Lead Director as elected by the Board and 1 additional Director as elected by the Board. The Personnel Committee represents the employer on behalf of the Board.

Replacement Employees - Employees who fill in for permanent staff in another position while they are on holidays, have resigned or are on other leaves (excluding maternity/parental) for a period exceeding 2 months.

Term Employees - Employees whose employment relationship with the UVSS is governed by the USW Collective Agreement but whose position within the Society ends after a pre-determined amount of time.

United Steelworkers (USW 2009) - One of two labour unions who have employment relationships with the UVSS to which all staff are members of and protected under a Collective Agreement negotiated with the UVSS employer at the end of a pre-determined term. The majority of UVSS staff fall under the USW Collective Agreement.

SECTION 1 - THE UVSS AND YOUR ROLE

PART 1: WHO WE ARE

1.1 Introduction

Welcome to the University of Victoria Students' Union (UVSS)! You have joined a great team of dedicated colleagues, community partners, Board members and volunteers in making a positive difference in our community through the services that the UVSS provides. Whether you're brand new to University Student Union employment, or a more seasoned member of our organization's team, we're glad to have you on board!

The UVSS is a values-based, mission driven non-profit social enterprise that is founded on the principle of equity and exists for the purpose of advancing the interests of students. The UVSS is committed to recognizing and acknowledging that it is situated on the unceded, unsundered territories of the Lekwungen and W̱SÁNEĆ peoples. It is important that while we intend to do good work, we remember and respect whose land we stand on every day and the framework of colonialism we operate under. Within these principles, this handbook was developed to be a reference guide for UVSS employees. Its purpose is to act as a resource to assist employees in understanding key policies, procedures, rules and regulations. It should be used as a ready-reference to answer employment-related questions and to assist in ensuring fair treatment of all employees. The UVSS values our work force and the contributions of all employees.

In alignment with our principles and values as a society, we are committed and legally obligated to follow the standards and laws that govern us as an employer.

The Employment Standards Act of BC (ESA) sets out the minimum standards that apply in provincially regulated workplaces in Canada. The ESA sets out the minimum required standards regarding standard hours of work, breaks, pay/pay-days, statutory holidays, vacations, leaves of absence/jury duty and terminations. For more information and specific details about the ESA provisions, refer to their website: <http://www.labour.gov.bc.ca/esb/esaguide/welcome.htm>

It is equally important for employees to understand the *BC Human Rights Code* which legislates the provision of equal opportunity to employment and services without discrimination. Under this legislation, the UVSS must not refuse to employ or continue to employ a person or discriminate against a person because of their race, colour, ancestry, place of origin, political beliefs, religion, marital status, family status, physical or mental disability, sex, gender expression, gender identity, sexual orientation, age (if 19 or more) or because of a conviction of a criminal or summary offence not related to the employment. For more information and specific details about the *BC Human Rights Code* please refer to the legislation: http://www.bclaws.ca/Recon/document/ID/freeside/00_96210_01

The UVSS greatly values the fact that its employees are unionized and recognizes the historic contribution of organized labour to improving the lives of workers and advocating for a more socially just and democratic society.

As a new member of the team, your feedback on how we can improve our Employee Handbook is welcome. Please direct your feedback to the Executive Director at execdir@uvss.ca.

1.2 About the UVSS

All undergraduate students at the University of Victoria are members of the UVic Students' Society (UVSS). Founded in 1964, the UVSS is a social justice based non-profit run by students. The UVSS is separate from the University and runs a successful social enterprise that includes

nine unique businesses. The UVSS exists to provide advocacy, representation, services, and events for its members. The UVSS works on issues affecting students, such as post-secondary funding, public transit, sexualized violence, campus sustainability, student employment, affordable housing, mental health, and educational resources.

Because the UVSS is governed by a student elected Board of Directors who have a term of twelve months, the priorities of the UVSS can change from year to year. As part of good society governance, the Board of Directors creates and is held accountable to a Strategic Plan, which is created, updated and evaluated each board term. For the most up to date list of driving values, please review the current strategic plan found here: <https://uvss.ca/governance>.

1.3 Promoting & Upholding our Vision & Mission

Vision

Our vision is to see full student engagement in our core components of advocacy, events, services, businesses and society governance.

Mission

Our mission is to be a leader in providing high-quality accessible services, advocacy and events that enhance the student experience, and to build a campus community that embodies our values.

It is important that all UVSS employees feel as though they are connected and believe in the vision and mission of the UVSS. With the board of directors changing every year, as employees, you are what remains consistent and the collective values of everyone in the building will help new board members work with you effectively. In order to translate this into everyday practice, we encourage you to start by keeping our vision and mission top of mind. The UVSS in turn, promises to provide opportunities for employees to engage with the vision and mission in a way that encourages constructive feedback and ways in which employees can be empowered.

For more information on the UVSS and our vision, mission and values please take a moment to review our current Strategic Plan found here: <https://uvss.ca/governance/>.

1.4 Governance

A democratically elected student Board of Directors governs the UVSS, and runs all of its campaigns and events. The General Manager and Executive Director, on behalf of the Board of Directors and acting as their agents, manages the SUB and oversees approximately 200 employees. The Board of Directors consists of:

- 11 volunteer Directors-at-Large
- 1 International Student Representative
- 4 Constituency Group Representatives
- 1 representative from the Native Students' Union
- 5 full-time Lead Directors:
 - The Director of Campaigns and Community Relations
 - The Director of Events
 - The Director of Finance and Operations
 - The Director of Outreach and University Relations
 - The Director of Student Affairs

Elections for these positions take place in March, with the exception of representatives for the Women's Center/Thirdspace, UVic Pride, the Native Students' Union, the Students of Colour Collective and the Society for Students with a Disability. These groups elect their representatives at their individual annual general meetings. The Board meets twice each month throughout the year and all students are welcome to attend.

A representative of the employees' have the right to attend all meetings of the Board of Directors and the UVSS General membership meetings with voice and no vote.

*For the purpose of this section Constituency Group refers to UVic Pride, Students' of Color Collective, Society for Students with a Disability and the Women's Centre which have been included under the definition of affiliated groups in this policy.

1.5 Expectations & Key Responsibilities

As a valued employee of the UVSS, you can expect the following from your management team:

- Ensure you understand what is expected of you with respect to your position
- Ensure that you are provided with our mission, vision, culture, principles and values and opportunities to ask questions
- Ensure you have the support/training necessary to do your jobs effectively
- Provide you with mentorship and specific training and guidance in order to facilitate growth and development on the job
- Provide consistent, fair and constructive feedback which includes reinforcing positive performance in addition to providing suggestions for improvement
- Provide recognition and appreciation
- Work with you through challenging periods, establishing the most appropriate measure for improvement possible

1.6 The SUB: Our Valued Departments & Teams

The UVSS operates the Student Union Building (SUB) which houses nine unique businesses run by students for students. These businesses are social enterprises. What that means is that they are businesses run for a social good. All profits made at the following student-owned businesses go back to students in the form of advocacy, events, and services:

- Bean There Coffee Shop
- Catering & Conference Services
- Cinecenta Movie Theatre
- Felicita's Campus Pub
- HFB (Health Food Bar)
- Munchie Bar Concession and Coffee Shop
- SUBText – Books & Things
- The Grill
- Zap Copy – Digital Print Centre

1.7 Our Union Partners (Collective Agreements)

Your role is included in the collective agreement of either The United Steelworkers Local 2009 (USW) or The International Alliance of Theatre Employees, Moving Picture Technicians, Artists and Allied Crafts of the United States, Its Territories, and Canada Local 168 (IATSE). A complete copy of either collective agreement can be found in the General Office (B128) and was included as a part of your new hire paperwork.

The USW collective agreement can also be found online at https://uvss.ca/united-steelworkers/2017-2020-collective-agreement_uvss-usw2009/

A list of your Shop Stewards was included as a part of your new hire paperwork but can also be found on the bulletin board situated on the wall outside of the Union office, room B019 and on the bulletin board located on the left portion of the job posting board opposite the Health Food Bar.

The majority of you will be members of the USW, but the following positions are members of IATSE:

- Senior Projectionist
- Trainee Projectionist
- Union Dispatched Projectionist

These positions report directly to the Cinecenta Manager under the overall authority of the General Manager.

This handbook is intended to provide guidance to both IATSE and USW employees and while it does reference the USW Collective Agreement primarily throughout, key differences between agreements are identified.

1.8 Employee Handbook Support and Review

Any revisions to this policy will be made by Labor Management Committee and communicated to staff by Excluded Management.

A complete review of this policy will be conducted by Labor Management Committee within the four (4) months following Collective Bargaining.

All new staff will be expected to read this Handbook as part of their orientation. It will remain accessible online at any time through your UVSS employee profile.

PART 2: OUR WORKPLACE

2.1 Offer of Employment

Excluded Managers and Employees

When an Excluded position is being filled, Personnel or the appropriate Hiring Committee will bring their recommendation to the Board of Directors for approval. Once the Board of Directors has approved the candidate the Chair of the Hiring Committee will confirm the offer of employment both verbally and in writing with the prospective employee, on or before the first day of employment, outlining the terms and conditions of employment such as:

- Date of commencement
- Salary
- Vacation entitlement
- Notice of termination required
- Employee benefits
- Additional terms or conditions

Permanent Employees

When a Permanent position is being filled, the Executive Director or General Manager will confirm the offer of employment both verbally and in writing with the prospective employee, on or before the first day of employment, outlining the terms and conditions of employment such as:

- Date of commencement
- Salary
- Vacation entitlement
- Notice of termination required
- Employee benefits
- Additional terms or conditions

Term Employees

When a Term position is being filled, the Affiliate Organization Hiring Committee Chair will make a recommendation to the Executive Director (execdir@uvss.ca) and, after approval, confirm the offer of employment both verbally and in writing with the prospective employee, on or before the first day of employment, outlining the terms and conditions of employment such as:

- Date of commencement
- Wages
- Vacation entitlement
- Notice of termination required
- Employee benefits
- Additional terms or conditions

Student Employees

When a student position is being filled, the Department Manager will make a recommendation to the relevant Excluded Manager and, after approval, confirm the offer of employment both verbally and in writing with the prospective employee, on or before the first day of employment, outlining the terms and conditions of employment such as:

- Date of commencement
- Wages
- Vacation entitlement
- Notice of termination required
- Employee benefits
- Additional terms or conditions

Other Employees

When an emergency fill-in employee or replacement position is being filled, the Department Manager/Affiliate Organization Coordinator/Hiring Committee Chair will make a recommendation to the relevant Excluded Manager and, after approval, confirm the offer of employment both verbally and in writing with the prospective employee, on or before the first day of employment, outlining the terms and conditions of employment such as:

- Date of commencement
- Wages
- Vacation entitlement
- Notice of termination required
- Employee benefits
- Additional terms or conditions

Acceptance of an Employment Offer

The employment offer must be accepted by the prospective employee.

2.2 Foreign Workers & Work Permits

As long as a candidate is legally entitled to work in Canada (either as a permanent resident or with a work permit), they must be given equal employment opportunity. To work in Canada, foreign worker employees must meet the general requirements for entering the country and for staying temporarily in addition to those for getting a work permit, if required. Prior to offering employment to a candidate on a work permit, it's important to know if/when it expires and whether they are eligible for renewal. For instance, it's possible that a potential employee has a valid work permit that expires within three months. That might be acceptable if you are seeking to hire additional seasonal employment but could pose challenges if you need someone on a longer-term basis.

If you are considering hiring a foreign worker, ask for valid proof (ie: permanent resident card or work permit). They must also notify you if/when expiry dates are coming up to determine whether they are planning to stay and/or if their permit is eligible for renewal.

Social Insurance Numbers Beginning with 9

SINs beginning with the number 9 are issued to temporary foreign workers. In the event that a candidate does not disclose they are a foreign worker prior to being hired, watch for SINs that start with 9. You have a legal right to see the Work Permit. If the permit is nearing expiration/has expired or is restricted to a certain company or industry restriction, the employee may not be authorized to work in Canada or for the UVSS. Be sure to check with them immediately and keep a copy of any work permits on file. Take note of the date of expiry and put it in your calendar to follow up with them at least six weeks before it expires so that there is plenty of time to renew. If the employee has applied for renewal and has not yet heard back yet, they are considered to have valid status until they hear otherwise.

2.3 Orientation Process

The orientation process for new hires starts as soon as an employee verbally accepts a position. In order for new employees to feel welcomed and set up for success right from the start, it's important to ensure everything is in place when they start. It can be extremely demotivating for the new employee to arrive at work and have to wait for someone to spend time with them. The first day is the first impression and sets the stage for your working relationship going forward.

The appropriate supervisor, or designate, will ensure all new employees are introduced to the office and its procedures, as identified in the Orientation Check List attached to the New Hire package. Each new employee will be granted access to the HR Employee Handbook, the relevant Collective Agreement and a New Hire package with the instruction to read, understand and complete necessary paperwork. New employees will also be given many opportunities to raise any concerns or questions they may have regarding its contents. The New Hire package should include, but is not limited to:

- Job Description
- New Hire Payroll Form
- Direct Deposit Authorization Form
- MSP Accept/Decline Form (if a non-student position and over 20 hours per week)

- MSP Group Enrolment Form (if a non-student position and over 20 hours per week)
- Group Benefits Enrolment Form (if a non-student position and over 20 hours per week)
- Tax Forms
- RSP Information Package (Permanent Employee Only)
- Health Plan Information Package (if a non-student position and over 20 hours per week)
- Relevant Collective Agreement
- USW or IATSE Cards (2)
- Relevant Union Info Page

*The UVSS allows term employees who have a one-year term or longer and work at least 20 hours/week to enroll in the extended health and dental plan.

The Department Manager must also discuss the following:

- Expectations
- Staff boxes or communication boards
- Payroll sheets/time sheets
- Binder to check hours (if applicable)
- Lay-off in December/ May (if applicable)
- Filling in shifts procedure
- When to show up for shifts
- Anti-harassment policy
- Location of nearest first aid kit
- Emergency procedures
- Preferred approaches to addressing and resolving conflict

Throughout the orientation and training process, each employee will be given an introductory overview and tour of their workplace as well as the whole SUB, its layout, available facilities and emergency procedures. Additionally, each employee will receive an orientation to the UVSS as a whole and its missions, values, and goals as well as an overview of the current strategic plan.

All employees will be introduced, where available, to all other members of their department and the General Office. Where members are absent at the time of the orientation, an effort must be made to ensure new employees are introduced to those persons at the first practical opportunity.

New employee training will be supplied by UVSS Excluded Managers and USW Union Executive three times per year. This will include topics such as employee benefits, the Collective Agreement, the UVSS strategic plan, UVSS membership and other topics as deemed necessary.

New Department Managers will receive comprehensive training with the relevant Excluded Manager on policies and procedures relating to the execution of the UVSS Employee Handbook and relevant Collective Agreement.

The UVSS will provide additional training as appropriate and necessary. These could include workshops, facilitated by the UVSS, external training courses or updated information and materials as when they become available.

The cost for staff participating in the UVSS training events will be billed back to their department.

2.4 Probationary Period

The general probation period for new USW employees at the UVSS is four months, and for employees transferring or changing to a new position, it is three months. The general probation period for new IATSE employees at UVSS is considered the first 36 hours worked, exclusive of training time.

If there is concern about the new employee's ability or suitability for the role, their probationary period may be extended with the mutual consent of an Excluded Manager and the Union.

During the probationary period, employment may only be terminated with just cause. In this case, just cause may constitute (but not restricted to) failure of the employee to satisfactorily meet performance requirements despite reasonable opportunity to do so. Employees should be provided a necessary and reasonable amount of feedback and support to help them be successful. An employee should never be put in a "sink or swim" scenario.

2.5 Seniority

After completion of an employee's initial probationary period, seniority is effective from the original date and time of the employee first being hired in that position.

Shifts are filled for each respective position according to a departmental seniority list for each position not overall seniority within the bargaining unit.

2.6 Schedules, Shift Coverage & Overtime

For each business unit, Department Managers must draw up work schedules once per school term and for the exam period in December and April. Shifts must be filled for each respective position according to a departmental seniority list for each position not overall seniority within the bargaining unit. The most senior person in the position is to have first choice of one shift followed by the next most senior, and so on. When all employees within a given position have chosen a shift, the process is started again from the top of the seniority list. Department Managers must make every effort to be present and facilitate the shift pick process. When this is not possible, Department Managers must arrange for a Permanent Staff or Excluded Manager Supervisor facilitate.

Permanent Employees – Hours of Work and Breaks

The work week at the UVSS for USW employees is 35 hours and the regular workday may not be more than 7 hours unless officially recognized as a modified work week.

Permanent USW employees are entitled to two 15-minute paid breaks from work per day, one in the first half of the shift and one in the second. Employees are allowed one 15 minute break per 3 hour work period. If an employee works less than 35 hours per week, they should be provided with a 15-minute break for the first 3 hours worked and thereafter a 5-minute break per each hour worked. Employees may take breaks at their choosing, so long as they do not disrupt work. Total break time should not exceed 30 minutes for a 7 hour shift.

For information on the hours of work please review Article 21 of the Collective Agreement.

Student Employees – Hours of Work and Breaks

The work week for USW student employees may be up to 40 hours, with up to a 10 hour work day (8 hours in a single shift, 10 hours if separate shifts are worked).

As shift flexibility is important to student employees, all reasonable shift exchange requests should be accommodated however possible. All shift changes must be recorded and approved in advance by a Department Manager.

The minimum call in time for which an employee will be paid is one hour when it is convenient for the employee. However, if an employee reports to scheduled work but is not required, they must be paid a minimum of 2 hours.

Student employees are entitled to a 15-minute paid break per three hour period. Thereafter a 5-minute break per each hour worked is provided. Employees may take breaks at their choosing, so long as they do not disrupt work. Total break time should not exceed 35 minutes for an 8 hour shift.

Dropping Shifts

Upon receipt of two weeks' notice by an employee choosing to permanently drop a shift, Department Managers may fill the specified shift on a permanent basis. The employee is responsible to maintain the shifts for three weeks from delivery of notice; however, Department Managers should try to fill the shift within two weeks.

For information on the hours of work for IATSE student employees please review the IATSE Collective Agreement, for information on the hours of work for USW employees, please review Article 21 of the USW Collective Agreement.

Affiliate Organization Term Employees – Hours of Work and Breaks

The workweek at the UVSS can be up to 35 hours and the regular workday may not be more than 7 hours.

Full time term employees are entitled to two 15-minute paid breaks from work per day, one in the first half of the shift and one in the second. Employees are allowed one 15 minute break per 3 hour work period. If an employee works less than 35 hours per week, they should be provided with a 15-minute break for the first 3 hours worked and thereafter a 5-minute break per each hour worked. Employees may take breaks at their choosing, so long as they do not disrupt work. Total break time should not exceed 30 minutes for a 7 hour shift.

Modified Work Week

Modified work weeks for USW Permanent employees refers to a work schedule of not more than 70 hours in a 2-week pay period, during which time daily hours may exceed or fall short of the normal 7-hour work day. Modified work weeks for Student Employees refers to a work schedule of not more than 80 hours in a 2 week pay period, during which daily hours may exceed or fall short of the normal 8-hour work day.

In both cases, modified work schedules must be mutually agreed upon between the USW and the UVSS. Department Managers will forward any request for a modified work week to the General Manager or Executive Director. Requests will be reviewed and mutually agreed upon in a timely manner.

Overtime

Overtime for USW permanent and affiliate organization term employees is defined as all authorized hours worked in excess of 7 hours in a day or 35 hours in a week. A week commences at midnight on Sunday and ends at midnight Saturday.

Overtime for USW student employees is defined as all authorized hours worked in excess of 8 hours in a shift, 10 hours in a day, or 40 hours in a week, regardless of the number of departments and/or divisions in which they are employed. For the purposes of this clause, a week commences at midnight on Sunday and ends at midnight Saturday.

In both cases, the first two hours of overtime in a day will be compensated at 1.5 times the employee's regular hourly rate of pay. Overtime beyond two hours in a day or hours worked on the 6th or 7th day of the week, or hours worked on an employee's scheduled day off will be compensated at double the hourly rate of pay.

If an employee is called back to work after completing a regularly scheduled shift, their travel time to and from work is considered time worked and will be paid at the appropriate rate of pay according to the total hours worked. Department Managers may first offer the shift to an employee who has not yet worked that day or who are still at the work site.

When employees are required to work overtime, they are entitled to a 30-minute meal break paid at double time, upon completion of 2 hours overtime, provided that the shift or workday has not ended. For every additional 4 hours of overtime, employees are entitled to a 30-minute meal break, paid at double time.

By mutual agreement, overtime can be compensated by either time off in lieu of pay or overtime pay.

All overtime worked must be by mutual agreement between the employee and Department Manager or Excluded Manager. Employees must seek approval first. If the employee reports to more than one Department Manager, they should seek approval from the Manager of the Department where overtime hours will be accrued. While all overtime must be approved, should overtime hours be worked, either intentionally or unintentionally, overtime hours will be paid at overtime rates. Should this occur, corrective measures will be put in place to ensure it does not continue. If a Department Manager is not available, authorization to work overtime can be approved by the department supervisor. Prior to approval, Department Managers must first assess the amount of hours an employee has worked both daily and weekly. If the work would qualify as overtime, Department Managers must first attempt to schedule another employee. If no other employees are available, they can approve the overtime. For additional details on overtime, refer to Article 14 of the USW Collective Agreement.

2.7 Pay Rates for New Employees

Pay rates are based on the recognized pay rate classification description for the Bargaining Unit and are outlined in Wage Schedule "A," Appendix 1 & 2 of the USW Collective Agreement and Schedule A – Wages and Salaries of the IATSE Collective Agreement. Employees may not perform work within a pay rate classification for a rate other than that set out in the Collective Agreements. Pay rates for excluded staff are determined by the board of directors. New or modified pay rate classifications, positions and descriptions must be negotiated by the Labor Management Committee (LMC). The LMC meets monthly.

2.8 Pay Administration

Permanent and Excluded Employees

Full-time and part-time permanent positions will be paid as follows through direct deposit unless otherwise arranged with the accounting department:

- Pay periods are for two weeks in duration and run from Sunday to Saturday.
- Payroll will be deposited to employees by noon on the Friday immediately following the end of the pay period
- Permanent employees working 35 hours per week do not need to submit a timesheet.
- Permanent employees working less than 35 hours per week are required to submit a weekly timesheet signed by the Department Manager and forwarded to the Manager of Accounting by the Monday immediately following the end of the pay period at 10am.
- Department Managers will ensure permanent staff under their supervision know whether or not a timesheet is required as a part of their orientation.
- Excluded employees must submit a timesheet to the Manager of Accounting by the Monday immediately following the end of the pay period at 10am.

Term Employees and Student Employees

Term full-time and part-time positions will be paid as follows through direct deposit unless otherwise arranged with the accounting department:

- Pay periods are for two weeks in duration and run from Sunday to Saturday.
- Timesheets are signed by the Department Manager and/or Signing Authority (Affiliate Groups) and forwarded to the Manager of Accounting by the Monday immediately following the end of the pay period at 10am.
- Payroll will be deposited to employees by noon on the Friday immediately following the end of the pay period.

Externally Funded Employees: University of Victoria (UVic) Work Study Employees

UVic work study employees are employed by the University but hold positions within the UVSS. They are positions held by students qualifying for a certain number of work study hours as approved by UVic Financial Aid.

- Pay is administered by the University of Victoria.
- Timesheets are submitted to the General Office Manager.
- Work studies are paid at a rate of pay equal to Class 2 or higher.

Requests for pay advances

An employee may request an advance on their pay cheque in exceptional circumstances. The request for the advance is to be forwarded to their Department Manager or relevant Excluded Manager for approval. The request is to include the day the employee wishes to receive the cheque and the amount. The request is then forwarded to the Manager of Accounting for processing. Advances will not exceed the amount rightfully due to the employee during the payroll period.

Employee Exit

The Department Manager or relevant Excluded Manager of an employee who is resigning or whose term is ending will notify the Executive Director or General Manager of the employee's resignation to ensure the complete, accurate and timely calculation of final pay. Administration will ensure appropriate documentation is complete and the final payroll is distributed. All employees are asked to give two (2) weeks' notice of resignation.

Managers are required to submit notice of an employee's resignation to the Executive Director or General Manager within twenty-four (24) hours of receiving the resignation. On an employee's final day with the Society, arrangements must be made for the removal of personal effects from the office and the return of any office effects in their possession.

2.9 Communication & Meetings

Mandatory Managers Meetings

Because Department Managers are based in different locations within the Student Union Building (SUB) but are often faced with similar initiatives and employee relations/management issues, regular all-manager meetings are held to ensure consistent and effective communications, strategies and standards. Attendance can expand to include department supervisors, other permanent staff and constituency, affiliate group Coordinators where and when appropriate at their discretion. These meetings will alternate between administrative items, training sessions with guest speakers and strategic plan reviews. They occur monthly.

Permanent and Term Staff Meetings

Permanent staff meetings are held three times a year (November, March and June) to help ensure information and important updates are circulating in a comprehensive way and to promote a sense of cohesion throughout the building.

Committee Meetings

There are a number of Committee meetings that are not mandatory for Department Managers unless they are a member of the associated committee; however every Department Manager should be aware of their occurrence, in addition to supporting representatives with information sharing. For a detailed list of committee meetings and membership, please see the Board of Directors Policy for the Terms of Reference here: <https://uvss.ca/governance/policy-bylaws/>.

- **SUB Business Marketing Committee** - Ensures that the marketing and communications of the UVSS are approached in an integrated and holistic manner, connecting the work of the Board of Directors (campaigns, services, events) with the work of the business units. Additionally, this committee allows for collaboration and cross-promotion amongst business units.
- **Policy Development Committee** – Makes recommendations to the Board of Directors on all matters pertaining to the constitution, policies and internal structure of the society as well as the implementation of those recommendation.
- **Member Outreach & Engagement Committee** – Organizes member outreach and engagement projects and programs such as the annual student handbook and the UVSS volunteer program. Develops new member outreach and engagement projects and programs as needed.
- **Finance & Operations Committee** – Develops an annual budget for all UVSS operations that will be recommended to the Board of Directors. Reviews all capital proposals and makes recommendations to the Board of Directors. Reviews all annual audit and the month-to-month financial performance of the UVSS operations. Makes recommendations to the Board of Directors on all significant matters of financial administration.

- **Events Committee** – Organizes events that are of interest to the membership and highlight the Society and the SUB. This committee is also responsible for administering and allocating grants from the Events Fund.
- **Campaigns Committee** – Organizes and co-sponsors campaigns and speaker events on post-secondary education, public transit, affordable housing, sexualized violence, campus sustainability, mental health, and other social justice issues as decided by Campaigns Committee.

Communication

The UVSS is committed to having open, accessible and transparent communication for all employees. Because staff are located in different areas of the SUB, work varying days and hours and employ a wide range of business units, communication is of utmost importance to ensure that our mission, values and goals align with all sectors of the building. In order for this to be possible, the UVSS utilizes the following communication tools:

- **Email** – All permanent staff positions and term affiliate organization Coordinator positions will be provided with a professional UVSS email address. Correspondence regarding meetings, training opportunities, and general society updates will all be communicated through this address. Excluded and Department Managers are expected to share any and all relevant information with their staff.
- **United Steelworkers 2009 Bulletin Boards** – A bulletin board is situated on the wall outside of the Union office, room B019. This bulletin board is used exclusively by the Union. A second bulletin board is located on the left portion of the job posting board opposite the Health Food Bar which is also used exclusively by the Union. Check these boards regularly for important information regarding your Union activities and different ways to become engaged.
- **Staff Bulletin Boards** - Additional bulletin boards are located throughout the building to be used by business units to communicate important information to staff. Be sure to check these boards regularly for information that affects your department.
- **Mail Slots** – Each department, affiliated organization and the USW have a mail slot located in the general office. Department Managers and/or term Coordinators are responsible for checking their mailbox regularly and disseminating relevant information accordingly. In addition, there is a confidential USW mail slot in the door of the USW office in B019.
- **Social Media** – The UVSS supports the use of social media to provide information on, and to promote awareness of, its campaigns, events and services. Social media sites such as the UVSS Facebook page and Instagram profile, may help inform staff, increase staff involvement in UVSS activities, invite collaboration, obtain feedback and provide networking opportunities. The UVSS strives to provide a variety of communication tools to promote accessibility for all staff. We are always looking into ways to adapt and change alongside the ever changing social media landscape.
- **Surveys** - The UVSS conducts annual staff surveys regularly. These are a great way for staff to provide feedback to their employer in a safe, confidential and productive way. Feedback from surveys are reviewed by Personnel Committee and incorporated into everyday life at the UVSS as well as the Strategic Plan.

2.10 Team Building

Team building is an ongoing process that helps a work environment evolve into a cohesive unit. The team members not only share expectations for accomplishing group tasks, but trust and support one another and respect one another's individual differences. A team can take on a life of its own and you have to regularly nurture and maintain it. With good team-building skills, employees can be united around a common goal and generate greater success.

The UVSS promotes teambuilding in the following ways:

- Staff engagement in the strategic planning process
- Training opportunities and workshops
- Annual staff winter party
- Annual permanent and term Coordinator staff luncheon
- Annual spring staff BBQ
- Teambuilding sessions between staff and the new Board every April

Team building can lead to:

- Good communication with participants as team members and individuals
- Increased department productivity and creativity
- Team members motivated to achieve goals and engage in the strategic plan
- Cooperation and collaborative problem-solving
- Higher levels of job satisfaction and commitment
- Higher levels of trust and support
- Diverse co-workers working well together
- Clear work objectives
- Better operating policies and procedures

2.11 Health & Safety

It is important that all employees practice safe working habits for themselves and to create a safe working environment for everyone around them. As an organization we are legally required under WorkSafeBC to do what we can to eliminate the possibility of illness and injury. It is only by working together in all parts of our health and safety program, that we can achieve the goal of a physically, emotionally and mentally healthy and safe workplace.

Employees at every level should do their best to ensuring the health and safety of our employees, students, suppliers and anyone else that visits our workplace. If you notice any health and safety concerns please bring them forward to your manager or supervisor at your earliest convenience.

Occupational Health & Safety Committee

In order to ensure we are always up to date with health and safety conditions, to provide a forum for immediately addressing any concerns, to ensure compliance with legislation and meet the conditions of our Collective Agreement, the UVSS is required to form a Joint Occupational Health & Safety Committee.

As outlined in the Collective Agreement, this Committee consists of up to three employees selected by the Union and at least one Management Representative to meet at least once a month, and may also meet outside of regularly scheduled meetings if necessary. The function of this Committee is to jointly consider, monitor, inspect, investigate and review health, safety and environmental conditions and practices. Upon the recommendations of this Committee,

the UVSS will provide and maintain the appropriate monitoring equipment for detecting and recording potential and/or actual health safety hazards in our workplace.

If required, and at the request of the Union, Union staff or Union Health and Safety advisors or consultants are provided access to the UVSS to attend committee meetings or for inspecting, investigating, or monitoring the workplace. Each party agrees to advise the other of any real or potential health, safety or environmental problems being investigated. If the members of the Committee are unable to reach an agreement on any matter, it will become subject to Collective Bargaining at the LMC Meeting. Failure on the part of the UVSS to implement a recommendation of the Committee will be subject to the Grievance Procedure.

OH&S meeting minutes, a list of active committee members and contact information is posted on the Union's bulletin board.

Legislation

Although we specifically outline the health and safety policies and guidelines that affect us at the UVSS, full regulations and legislation may be found at the following websites:

- Workers Compensation Act:
http://www.bclaws.ca/Recon/document/ID/freeside/96492_00
- WorkSafe BC: <http://www.worksafebc.com/>

The UVSS Responsibilities as an Employer

- Establishing a health and safety program in collaboration with the OH&S Committee
- Reviewing and modifying the health & safety program annually, and/or as needed
- Ensuring proper training of managers and employees
- Providing a safe and healthy work environment
- Ensuring compliance with applicable occupational health and safety regulations

Manager's Responsibilities

- Providing a health and safety orientation to new employees
- Providing proper training and instruction for the safe operation of equipment
- Providing personal protective equipment to employees where required
- Communicating to employees the location of fire alarms and fire extinguishers and how to use them
- Communicating the location of first aid kits and explaining their contents
- Providing ongoing training to employees on maintaining a healthy and safe workplace
- Setting a good example of safe work procedures
- Taking part in inspections and investigations
- Reporting any safety or health hazards or accidents to the OH&S Committee
- Immediately identifying and correcting unsafe workplace acts and conditions
- Enforcing health and safety rules and regulations by providing ongoing training to employees

Employee Responsibilities

- Learning and following safe work procedures
- Identifying unsafe workplace acts and conditions and immediately correcting them and/or reporting them to a supervisor or manager.
- Reporting all injuries, accidents, and unsafe acts verbally to direct supervisor.
- Participating in inspections and investigations when needed
- Using personal protective equipment where required

- Helping to create a safe workplace by recommending ways to improve the health and safety program

Employee's Right to Refuse Unsafe Work

Employees have the right and the responsibility to refuse work that they have reasonable cause to believe would create an undue hazard to the health and safety of themselves, or of any other person. Employees may not be discharged, penalized or in any way disciplined for refusing to work on a job or in a workplace, or to operate any equipment where they have grounds to believe it would be physically unsafe or unhealthy to do so, or where it would be contrary to the applicable federal, provincial or municipal health and safety legislation or regulations. There should also be no loss of pay or seniority as a result.

If they refuse unsafe work, they must immediately inform their manager or a member of the OH&S Committee, and provide an explanation. While an investigation is under way by the Committee, no other employee should be permitted to work in that area or on the particular piece of equipment under investigation until the matter has been satisfactorily resolved.

Employee Leave for Injuries

If an employee is injured while undertaking their duties and is required to leave the workplace for treatment (or is sent home as a result of the injury) will continue to be paid for the remainder of the work day or shift at their regular rate of pay, and without reduction of their sick leave. Upon their return to work, should an employee need time off during regularly scheduled work hours for further medical treatment related to the injury, they will receive their regular pay and benefits. If their leave is compensable through WCB, they will continue to receive their regular pay and benefits until such time as the WorkSafe BC benefits come into effect.

For further information, refer to the appropriate Collective Agreement.

SECTION 2 - POLICIES TO SUPPORT YOUR CONTRIBUTION

PART 1: TECHNOLOGY AND SOCIAL MEDIA POLICY

Electronic communication systems and services provided by the UVSS are the property of the Society and their purpose is to facilitate and support our operations. If employees use any electronic communication systems and services in the course of their work, they are responsible to do so in a professional, ethical, and lawful manner. Electronic communication systems refers to all electronic media, systems and services including but not limited to: internet, computers, electronic/social media, email, telephones, cellular/smart phones, fax machines, instant messaging and chat programs, toolbars, games and any other online or electronic services.

Employees must always keep the Society's best interests in mind when using electronic communication systems. This includes downloading and/or using software and applications and/or engaging in activities that disrupt or congest the UVSS's network, other than those required in the course of their regular duties. This also includes streaming videos/music, downloading large/BitTorrent files. In addition, only approved versions of software are permitted for use on the UVSS computers. This refers not only to software programs but also installing instant messenger programs, toolbars, games, apps or any other utility.

In order to prevent viruses from infiltrating our system, all executable files downloaded from the internet must be thoroughly scanned by virus protection software before use or installation.

1.1 Internet and Other Electronic Media

Internet access is intended for employees to find the specialized information needed to do their jobs. It is important that the integrity and operation of our network is protected. Employees must check with the UVic Desktop Support Analyst (helpdesk@uvic.ca) before downloading any programs or applications from any internet sites that are not accessed on a regular basis to perform their day to day duties. Visiting any sites that would contravene our philosophy and/or are considered illegal is strictly prohibited.

Employees should also keep in mind that data sent over the internet should be considered public and readable by anyone, with the exception being connections to a secure web server. As such, they must take special consideration before transmitting sensitive information, including e-mail, web browser forms, and FTP uploads. Where possible and necessary, employees should use encryption techniques to reduce the risk. Employees should consult with the UVic Desktop Support Analyst (helpdesk@uvic.ca) if they have questions regarding the sensitivity of the material.

As a general rule, it is important to consider all data and files accessed via the internet as copyrighted material and as such, may not be distributed, copied or published in any form without the written permission of the originator.

1.2 Passwords

As employees are accountable for the activities that occur on any equipment or communication systems under their usernames, they must keep their IDs and passwords confidential and always follow company security protocol. They must not attempt to circumvent network security measures. In addition, they must log off or sign out when away from their computers. Finally, employees must only attempt to access company files and data that they have legitimate access to and only use legal versions of copyright software.

1.3 Email Usage

In order to prevent/minimize the impact of viruses and reduce security risks, we expect employees to follow professional and compliant email etiquette. In doing so, the following is unacceptable at the UVSS:

- Noncompliance with anti-spam legislation
- Forwarding of company confidential messages to external locations
- Distributing, disseminating or storing images, text or materials that might be considered indecent, pornographic, obscene or illegal
- Distributing, disseminating or storing images, text or materials that may be considered discriminatory, offensive, harassing or abusive.
- Accessing copyrighted information in a way that violates the copyright
- Breaking into the UVSS's or another organization's system, or unauthorized use of a password/mailbox
- Broadcasting unsolicited personal views on social, political, religious or other non-business related matters
- Transmitting unsolicited commercial or advertising material
- Undertaking deliberate activities that waste networked resources
- Introducing any form of computer virus or malware into our network
- Opening emails and attachments from an unknown source
- Disabling security or email scanning software

The employer will provide education around safe use of email.

1.4 Software Licenses and Installation

The UVSS has licensed copies of computer software from a variety of publishers. These have been installed on computers with the organization and appropriate backup copies made in accordance with the licensing agreements. No other copies of this software or its documentation may be made without the expressed written consent of the software publisher. The unauthorized duplication of copyrighted software or documentation is a violation of the law and is contrary to established standards of conduct for the UVSS employees.

If employees wish to make a request for the UVSS-approved software, they must seek approval from the relevant excluded manager. If approved, the UVic Desktop Support Analyst will obtain and track the necessary licenses, test the new software for conflict and compatibility, and perform the installation. It is not acceptable under any circumstances for employees to install their own software.

1.5 Personal Use

The UVSS has an obligation to protect our assets, information and the dignity of our employees. In order to do so, we have the right to access all the UVSS systems, internet access and files at any time including any personal use. In the event of an investigation for misconduct, all electronic communications, including social media, may be monitored in compliance with Federal/Provincial Privacy/Personal Information legislation. Employees should remember also that when they delete an email, it still exists on the recipient's system. If employees feel there may be any privacy issues associated with using the organization's systems personally, they should not use them for personal use.

The use of personal devices should be reserved to breaks only. If personal devices are used during shift, use should be work related.

1.6 Use of Mobile Devices for Society Work

If employees use their mobile device (including smartphones and tablet computers, whether their own or provided by the UVSS) to access the UVSS networks, data and systems, they are responsible for ensuring the confidentiality and security of all the UVSS information and must observe the following requirements and guidelines. This refers also to applications on their own personal devices such as cloud storage or email applications. There are some positions who may be provided Society-owned equipment while they are employed.

If employees choose to use their personal device/Society-owned equipment for the UVSS business, they agree that the UVSS may:

- Access the society's information at any time
- Require them to turn over the work-related contents upon termination of employment
- Remotely delete the information on the device in the event that it's lost or stolen
- Require that they comply with policy regarding the loading of applications that may be subject to malware
- Require any necessary security software or policy configurations, in addition to auditing compliance to those configurations any time

In all cases, it is critical that employee's password protect all mobile devices, in addition to USB sticks.

1.7 Social Media and Networking

Limited social networking or social media usage is permitted during work hours, so long as doing so doesn't violate any of our network-use policies or other society policies, and doesn't interfere with the efforts employees are being paid to perform on behalf of the UVSS.

Currently, we maintain several social media and networking sites. Employees are encouraged to follow these. Whether or not they manage a UVSS social media account they are viewed by the society, and the public, as a representative of the UVSS and should conduct themselves accordingly and act in the best interest of the Society.

1.8 Misuse

The UVSS expects employees to be reasonable and to use discretion when using the internet, email, messenger, electronic/social media and all business communication systems for both professional and personal use. If they knowingly misuse these systems, they may be subject to disciplinary action.

PART 2: HR POLICY

2.1 Hiring Policy

Guiding Principles

- These policies and procedures are meant to supplement and provide clarity to the hiring process as laid out in the Collective Agreements (USW & IATSE). The Collective Agreements are the highest authority.
- The process for filling job vacancies will be fair, transparent, and impartial.
- Collective Agreements, the UVSS hiring policy and procedures, and legal requirements of employment will be followed in all steps of the hiring process.
- The UVSS recognizes that its effectiveness is determined largely by the quality of the people that comprise its workforce.

- With the exception of excluded employees, job categories are listed in the relevant Collective Agreement.

Hiring Committee

Composition

- The composition of the Hiring Committee must follow the Collective Agreements.
- If a Lead Director is required to sit on the Hiring Committee, the Executive Director must contact the UVSS Executive Committee for a representative.
- If a representative from the Union is required to sit on the Hiring Committee, the Executive Director must contact the USW 2009 Unit President to notify them.

Hiring Process

- The Hiring Committee meets to review the Hiring Policy and job description.
- The committee must decide where to post the position and for how long.
- After the job posting closes, the committee must meet again and reach consensus on which applicants to contact for interviews.
- Once interviews have been conducted and a candidate has been selected for the position, the Hiring Committee must make a recommendation to the Excluded Manager who oversees the department.

Excluded Managers

- **Hiring** - A hiring committee is struck by the Board of Directors and consists of both Excluded Managers (when possible), one [1] USW Union representative selected by the USW, the Director of Finance and Operations, two [2] directors elected by the Board of Directors and one [1] representative as elected by Advocacy Council. The Director of Finance and Operations will act as the chair of the committee. Quorum will be the Chair plus four (4) members of the committee.
- **Approval** - Approval by the Board of Directors is required for all Excluded Managers. Approval consists of a 2/3 majority vote of the Board of Directors.

Excluded Employees

- **Hiring** - The hiring process may be outlined in the relevant committee Terms of Reference but is not applicable to contractors, Ad Sales Representative, Ombudsperson, or Electoral Office excluded staff.
- **Approval** - Approval by the Board of Directors is required for all Excluded Employees except for the Ombudsperson. Approval consists of a 2/3 majority vote of the Board of Directors.

Permanent Employees

- **Hiring** - A hiring committee is struck by Personnel Committee and consists of one [1] Excluded Manager selected by the Excluded Managers (or designate as assigned by the Excluded Managers), one [1] USW union representative selected by the union, up to two [2] unionized staff members selected by the Excluded Managers, and up to two [2] lead directors elected by Executive Committee. An Excluded Manager or designate will be the chair of the committee. Quorum is all members of the committee. The hiring committee shall consist of at least one self-identified woman. If the hiring committee has four (4) or more members, at least two (2) will be self-identified women. The hiring committee shall not exceed five [5] members. The only exception to this is Security Supervisors or Attendants, which will follow the same hiring process as General Operations, Student employees.
- **Approval** - Approval by the Board of Directors is required for all permanent USW staff in Class 13 and above. Approval consists of a majority vote of the Board of Directors.

Approval by the General Manager or the Executive Director for employees Class 12 and below.

General Operations Employees

- **Hiring (General Operations Student Employees)** - The relevant Department Manager follows the job posting procedures as outlined in this policy and conducts interviews, recommends successful candidates and schedules them according to the Collective Agreement and policy. The only exception is the hiring of the Deputy Electoral Officer(s) and Voting Information Officers where the hiring committee can consist of an excluded Electoral Office employee and one unionized employee or delegate.
- **Approval** - Approval by the General Manager or Executive Director is required for all General Operations Employees.

Affiliated Organization Employees

- **Hiring (Affiliated Organization Student Employees)** - A hiring committee is struck by the relevant affiliated organization and includes up to two members as selected by the affiliated organization and one USW representative as selected by the Union to attend at least the first meeting. Union presence at subsequent meetings of the hiring committee is at the discretion of the Union representative. The role of the Union representative is to ensure that the USW Collective Agreement is followed. The Affiliated Organization chooses one of their members on the hiring committee to be the chair of the committee.
- **Approval** - Approval by the General Manager or Executive Director is required for all affiliated organization employees. A memorandum with their hiring recommendation to one of the Excluded Managers for approval must be provided.
- **Hiring (Affiliated Organization-Term Employees)** - A hiring committee is struck by the relevant affiliated organization and includes one [1] to three [3] members as selected by the affiliated organization, one [1] lead director as selected by Executive Committee and one [1] USW representative as selected by the Union. The role of the lead director is to ensure that this policy is followed. The role of the union representative is to ensure that the USW Collective Agreement is followed. The Affiliated Organization will choose one of their members on the hiring committee to be the chair of the committee. If not reapplying, outgoing Coordinators may act as Chair of the Hiring Committee.
- **Approval** - Approval by the General Manager or Executive Director is required for all affiliated organization employees. A memorandum with their hiring recommendation to one of the Excluded Managers for approval must be provided.
- **Internal Status** - Non-student term employees re-applying for the same position do not have internal status for hiring as per the USW Collective Agreement.

Job Postings

Notification

- Affiliated organizations must send an email notification to the Executive Director (execdir@uvss.ca) and the Office Manager (alma@uvss.ca) before posting a job and initiating the hiring process.
- Before posting a non-student job, the Office Manager must be notified and informed who will be the main contact for the hiring committee (i.e. the Chair).

Job Descriptions

- All job descriptions are kept on file by the Office Manager in the General Office.
- If a job description needs to be updated or amended, it must be agreed to by Labour Management Committee (LMC). This process can take between 6-8 weeks to complete.

Job Posting Communications

- Job vacancies for excluded managers, excluded employees and permanent employees will be posted in a prominent place for no less than ten [10] days and no more than twenty one [21] calendar days.
- Job vacancies for term and student employees will be posted in a prominent place for a minimum of seven [7] calendar days.
- The relevant job posting form is available in the General Office (B128) and the relevant online template available from Graphics (artdir@uvss.ca).
- In the case of excluded managers, excluded employees, permanent employees, term employees, and affiliated organization student employees, a prominent place means all of the following but is not limited to:
 - The UVSS SUB Job Board
 - The UVSS Website
 - Facebook (UVSS)
 - Organization member email list
 - At least one provincial and/or national employment website (e.g. Indeed, LinkedIn)*

**Provincial and/or National employment websites are optional for excluded employees, permanent, term and affiliate organization student employees but are required for excluded managers.*

In the case of student employees, a prominent place means all of the following but is not limited to:

- The UVSS SUB Job Board
- The UVSS Website
- Facebook (UVSS)
- A visible location within the department

Applications

All applications for UVSS Businesses, Cost Centers and Services should be emailed directly to the Manager or Hiring Committee Chair.

Any physical applications submitted can be dropped off at the General Office, who will time stamp and distribute accordingly.

All applications for Affiliated or Advocacy Groups are to be submitted or emailed to the General Office Manager who will time stamp them and distribute accordingly.

In the event an outside recruiter is used, all applications may be directed to them.

Reposting

If only one candidate applies for a position (excluding student employees at business units), the job must be reposted for a minimum of seven [7] days. If only one candidate applies after the position has been reposted, the hiring process can move forward.

Reference Checks

Three references must be contacted before making a recommendation to the relevant Excluded Manager or to the Board of Directors in the case of Excluded Managers and permanent employees.

Two references are recommended to be contacted before making a recommendation to the relevant Excluded Manager or to the Board of Directors in the case of student, term, or excluded employees.

Job Candidate Communication

When a candidate is selected, both the successful and the unsuccessful job candidates that were interviewed should be contacted and informed as to outcome of their application.

Written Materials

All written materials, including but not limited to resumes, CV's, and interview notes, are confidential and should be kept in a secure location. At the conclusion of the hiring process, all written materials are submitted to the UVSS Office Manager (B128) to be kept on file for one [1] year and then shredded.

Confidentiality

The hiring process is confidential and is not to be discussed outside of the Hiring Committee, Labour Management Committee, or an in camera meeting of the Board of Directors.

2.2 Interview Questions

Although interview questions will vary from role to role, following is a general question guide that should be used as a starting point. When interviewing, it is important to balance fit with experience. Each candidate must be asked identical questions during the interview. It is however, acceptable to vary slightly in the interview if the conversation organically takes a different route, as long as you end up achieving the same result of finding out whether or not the applicant is a good fit for the job and for the UVSS. If the interview is to be conducted by a panel, it is also important to warn candidates of this beforehand so they are not taken by surprise when they show up and see a room of people waiting for them. For more information on other important tips regarding the interview process please visit Appendix I of this handbook.

In general, ask a mix of open-ended **questions** that focus on skill and fit for the role/society as well as separating questions into required versus preferred based on the job description, including:

- **Direct:** These questions directly ask the candidate about their experience, education, knowledge, skills, abilities, and attributes. Examples include: "Tell us about yourself"; "Tell us what you know about X". The answers will allow you to compare it to the opportunity you are interviewing for and see if there's a fit.
- **Behavioural Descriptive:** These questions aim at using the answers as indications that past performance is a good indicator of future performance. It usually starts with something like "Tell us about a time when..."
- **Situational Questions:** These questions give you the opportunity to give the candidates a realistic job preview while having them respond to a possible scenario at the UVSS. For example, you can let them know that the UVSS is a customer-focused environment, and then give them a hypothetical situation they may encounter. Ask them how they'd respond. Their responses may be a good indication of how they may fit in this type of work environment.

- **Values-based Questions:** These questions can be either direct, behavioural descriptive or situational as listed above with a focus on our mission, vision, values or culture to help determine if the candidate is philosophically aligned with the UVSS. For example, all candidates could be asked “Which one of our values resonates with you the most and why?”

Introduction to the Interview and Opening Questions

Start by introducing yourself and your role (in addition to any other interviewers in the room). Explain the interview format and that notes will be taken. Invite the candidate to ask for clarification on questions throughout and there will be time for their additional questions at the end.

- What is your understanding of the UVSS and this position? i.e. based on the job posting, what does the job entail? (*note: although this may be obvious, this question demonstrates attention to detail, that there’s a reason they might be a good fit rather than they just want a job, and level of retaining information*)
- What makes you specifically interested in this position? (*note: separates those who just want a job and those who are a meaningful fit based on their education, interest, etc.*)
- What do you think the main priorities and the challenges of this role will be?

Experience and Requirements for the Position

- Please tell me a bit about your relevant experience and why you’re qualified for this position.
- What did you enjoy the most and least about your most recent role? (**particularly helpful to know if the position is very similar*)
- How would you describe your level of skills/experience with (**refer to any specific tools or duties listed in the job description**)? Please provide some examples/on-the-job accounts.
- (Customer service) is critical to this role. Tell me about a job or responsibility that demonstrates how you would go above and beyond to (provide excellent customer service). *OR:* Describe a time when you had difficult interaction with a customer, what was the situation, how did you handle it and what was the result?
- What accomplishments are you most proud of as a (Position Title) and why?

Philosophy, Values & Working Style

- When it comes to work, what motivates you and gets you excited to go to work?
- What is your philosophy for (providing customer service)? How do you represent that on the job?
- What do you feel are the top qualities everyone who works in a (customer service) role needs, in order to succeed?
- Describe a time you made a mistake. What did you do to correct it and what steps have you taken to ensure it doesn’t happen again?
- Tell me about a time when you proactively anticipated a problem and addressed it before it became an issue.

Closing and Next Steps

- If you are chosen for this position, what do you hope to get out of it in the initial three month period?

- What are your wage expectations (in the case of an excluded employee)?
- What questions do you have for me?
- Thank you for taking the time to chat with me. We are still in the initial stages of screening candidates and will contact you, by the end of the week (or within one week) to let you know if we will be moving forward with your application.

2.3 Conducting Reference Checks

The main reason for doing reference checks is to verify that certain information on the resume and discussed in the interview is accurate. Statistics show that almost 25% of all resumes include false information. The most common forms of deception involve overstating education and job responsibilities. Generally speaking, reference checks reduce the risk of negligent hiring; however they should be viewed as an “additional” measure only, as they cannot give you the full picture of the candidate’s performance. In most cases, candidates will only use references they know will give them a positive referral. It’s also important to note that for various reasons, many former employers and managers are not willing to give someone a negative reference.

That in mind, employment reference checks should be conducted prior to making an offer to a candidate. At least two are recommended. Following are guidelines to follow:

- You may only obtain references from people the candidate has specifically given you permission to contact.
- Prepare relevant and appropriate questions in advance of making the call. Remember that references are taking time out of their day to answer your questions so it is important to be prepared. Questions should be related to specific job skills, performance, attitude, attendance, and ability to work with others.
- Tell the person about the position for which the candidate is being considered.
- Take notes during the reference call so you can refer back to them when making your final decision. As the candidate hired may ask to see his or her recruitment file, take care when making notes.

2.4 Conflict of Interest Policy

Conflict of Interest in Hiring

The UVSS takes every precaution to guard against favouritism in hiring. All Hiring Committee members will make every reasonable effort to avoid conflicts of interest.

A conflict of interest in the hiring process arises when a Hiring Committee member[s] has a current or former relationship occurring outside the work setting with a job candidate that would make it difficult for the Hiring Committee member to be objective, or that for a reasonable person would create the appearance that such an individual may not be objective. Hiring Committee members are responsible for recusing themselves from the Hiring Committee if they identify themselves as having a conflict of interest according to the following criteria:

- relationships by blood, adoption, marriage, or domestic partnership: partner, parent, child, sibling, first cousin, uncle, aunt, nephew, niece, spouse, brother- or sister-in-law, father- or mother-in-law, son- or daughter-in-law, step-parent, or step-child; or
- romantic and/or sexual relationships or intense personal friendships, or
- significant business relationships.

As mentioned above, it is the responsibility of Hiring Committee members themselves to identify and recuse themselves from the Hiring Committee if a conflict of interest is perceived. If a member of the Hiring Committee does not recuse themselves but it is suspected that they fall within any of the above criteria, a hiring committee meeting will be called and the conflict of interest will be discussed. If a resolution is not reached during this meeting, a second meeting will be called and facilitated by either Excluded Manager who will make the final recommendation.

In the case of affiliate organizations, Hiring Committees will neither favour or inhibit the hiring of their current directors or collective members. If Hiring Committee members believe that either of these things are happening, the process above will be evoked.

The UVSS will not employ close family members, spouses or partners in a situation where one must exercise administrative authority over the other.

Employee Conflict of Interest as an Employee

The UVSS recognizes the importance of protecting the Society while preserving the rights of employees and board members to participate as private citizens in the life of the community.

As the employer-employee relationship is founded on trust and commitment to strive for mutual benefits, it is expected that the employee's time/labour/skill and attention will be devoted to the business of the Society as specified by the employer.

The Society's property, materials and services will be utilized only as requested or authorized by the employer.

Participation of the employee in other business, organizations or activities that compromise the employment relationship or disadvantages the association will be considered a conflict of interest.

Supervisors and Managers are responsible for identifying potential conflict of interest activities to employees. Where an employee persists in activities that may disadvantage the Society, the Executive Director or General Manager is to be informed. Employees must consult with their supervisor or manager prior to engaging in any activities that may be seen as conflict of interest, such as, but not limited to:

- Having a vested interest in an external business which may provide materials or service to the Society.
- Being offered services or materials as a result of employment or position with the Society.
- Making use of a position with the agency to solicit services or materials for personal gain.
- Utilizing association equipment, services or materials for an external business.
- Pursuing personal gain over the well-being or needs of members.
- Where private affairs or financial interests are in conflict with work duties, responsibilities and obligations, or result in a member perception that a conflict exists.

Employees who fail to honour the provisions of this policy will be considered to be in breach of the employment contract with the Society and may be subject to disciplinary action up to and including termination.

2.5 Whistleblower Policy

The UVSS's Whistleblower policy addresses our commitment to integrity and ethical behaviour by outlining how employees can safely raise serious concerns, without fear of retaliation or reprisal.

In the event that you suspect illegal or financial misconduct, fraudulent activity, misappropriation of company assets, or a violation of the UVSS's Respect and Conduct policies, you may communicate such concerns in confidence via one of the following methods:

- If an employee has a reasonable belief that an employee of the UVSS has engaged in any action that violates any applicable law, or regulation, the employee is expected to immediately report such information to their immediate supervisor, the Executive Director (execdir@uvss.ca) or the General Manager (uvssgm@uvss.ca).
- If an employee suspects the Executive Director or General Manager or does not feel comfortable reporting to either of them, the employee should report the information to the Lead Director of Finance and Operations (finance@uvss.ca).

All reports will be followed up promptly, and an investigation conducted. In conducting its investigations, the UVSS will strive to keep the identity of the complaining individual as confidential as possible, while conducting an adequate review and investigation.

The UVSS will not retaliate against an employee in the terms and conditions of employment because that employee: (a) reports to a supervisor, to the Executive Director, the General Manager, the Board of Directors or to a federal, provincial or local agency what the employee believes in good faith to be a violation of the law; or (b) participates in good faith in any resulting investigation or proceeding, or (c) exercises their rights under provincial or federal law(s) or regulation(s) to pursue a claim or take legal action to protect the employee's rights.

The UVSS may take progressive disciplinary action (up to and including termination) against an employee who in management's assessment has engaged in retaliatory conduct in violation of this policy.

Supervisors will be trained on this policy and the UVSS's prohibition against retaliation in accordance with this policy.

2.6 Confidentiality

Confidentiality Clause Statement

During the course of your employment with the UVSS, confidential information may be disclosed to you. Any unauthorized disclosure of such information to third parties or use other than for the UVSS' purposes could cause irreparable harm to the UVSS. Confidential information of the UVSS includes any and all confidential or private information of the UVSS not generally known to the public including student lists and information, programs, proposals, methods of doing business, know-how, technical and proprietary data, financial details, business plans, accounts, policies and procedures, legal, corporate, supplier, personnel, or research, and/or other non-public information in whatever form or media. As a non-profit society, the UVSS is obligated to follow PIPA standards.

Confidential information does not include information that is in the public domain, or information that falls into the public domain, unless that information falls into the public domain by disclosure or other acts by you, or through your fault.

As part of the terms and conditions of your role, it is understood that you will not during your employment with the UVSS or at any time afterwards (unless prior written consent is given by the UVSS) use or disclose to any other person, except as required by the terms and nature of your employment with the UVSS, any Confidential Information of the UVSS and you will use your best

efforts to prevent the unauthorized disclosure or publication of such information. Employees will not reproduce, copy, duplicate, manufacture, or sell any Confidential Information of the UVSS including any materials belonging to the UVSS nor remove it from the UVSS' premises without the express written permission of the UVSS.

All employees must return to the UVSS all confidential information of the UVSS in your possession or control immediately upon demand by the UVSS or should your employment with the UVSS terminate for any reason.

Confidential Information of Students

During the course of working with the UVSS students, you may also be privy to their confidential information. Further to the above confidentiality policy, all employees must hold all such information in the strictest confidence and will not discuss such information with anyone outside the society and within the society only on a 'need to know' basis. Employees in violation of this policy may be subject to discipline, in line with the progressive discipline steps as outlined in the IATSE and USW collective agreements.

2.7 Employee Personal Information

The UVSS respects and protects the privacy of information collected for current and previous employees. We collect only information from you that forms a necessary part of the employment relationship and are committed to ensuring the UVSS continues to meet the requirements of the Personal Information Protection Act (PIPA). If you have any questions or concerns, feel free to speak to the Executive Director (execdir@uvss.ca).

Introduction to Privacy Legislation

PIPA sets out the ground rules for how the UVSS may collect, use or disclose information about their employees. It strikes the balance between an employee's right to control access to and use their personal information with the Society's need to collect and use that personal information for legitimate and reasonable purposes. PIPA also gives employees the right to see, and ask for the corrections to, personal information we may have about them. Further, if an employee thinks we are not living up to our responsibilities under PIPA, they have the right to take the matter to the Information and Privacy Commissioner.

What Constitutes Employee Personal/Private Information

Personal information means information about an individual, including:

- Age, weight, height
- Physical, mental, emotional disability
- Personal history and experiences
- Home address & phone number
- Race, ethnic origin, sexual orientation
- Medical information
- Income, purchases & spending habits
- Blood type, DNA code, fingerprints
- Marital status & religion
- Education
- Employment information

Personal information does not include the employee's name, job title, business address, business direct line or other contact information.

Employee Information and Related Documentation

In compliance with PIPA, it is important that we keep secure and legally compliant personnel files that contain only the information that is reasonably necessary for the purpose of employment with us. Any casual notes (e.g. handwritten on 'post-its') that might provide misleading information or information the employee is not aware is within their file should not be kept in the personnel file at any time.

Employee records are maintained for several important reasons:

- To ensure that legal, regulatory, and procedural requirements have been met
- To provide a basis for making personnel decisions (e.g. benefits, salary, termination)
- To assist with human resources management
- To collect information for statistical human resources reports for the board of directors and/or the government

Employee records will include the following:

- Employee information sheet
- Home address, telephone number and email
- Emergency contact
- Hiring and termination dates
- Birth date
- Benefit status and information
- Job description
- Application form and/or resume
- Reference check documentation
- Employment letter of agreement (job offer and acceptance)
- Leave request forms and any applicable medical certificates that do not indicate personal information
- Compensation history
- Performance review forms
- Professional development and training completed
- Termination information and/or letter of resignation
- Notices of progressive discipline (ex. Verbal warning, written warning and termination reports) which are removed after one year.

Employees have the right to view their file (and any related books and records pertaining to their employment with the UVSS) at any time during the course of their employment and for at least two years following termination (the amount of time the Employment Standards Act requires employers to retain files). Employees may also request a copy of all or part(s) of their personnel file. So long as it does not result in undue disruption to their work, they may review and photocopy their file, and not suffer loss of wages as a result.

As such, any documentation (including hand-written notes) to do with an employee's employment with us are considered contents of employee files; for that reason, they should either not be kept or should be given to the Executive Director to be put in the file. Employees should be aware of all notes related to their performance that are on file; i.e. no negative comments or report about employees should be put in their file unless that employee has first been appropriately provided with a copy (and has had the opportunity to provide written comments). There should only be one personnel file per employee and this is kept in the Executive Director's office.

Employees should communicate any changes in personal information such as benefit status, name, address, or phone number to the Executive Director.

Employees have access to all books and records pertaining to their employment. The employee may add written comments to these. The employee has the right at any time without undue disruptions of work, to review and photocopy their personnel file, and not suffer any loss of wages by doing so. As access to employee personnel files is limited to the Executive Director, General Manager, the employee and the Shop Steward, if you receive a request, let the Executive Director know. You may be granted access to the file only by mutual agreement of the individual and the Union.

If upon reviewing their file, an employee has a concern with its contents, they have the right to address this through the grievance procedure.

There is only one (1) legitimate personnel file per employee. All other sub-files and the content contained therein, are not considered valid. It is important to know, however, that if you were ever legally required to provide information about an employee (e.g. from legal counsel investigating a case related/unrelated to employment), all files, whether kept centrally or otherwise would be considered valid from that perspective. For that reason, it is important that all managers comply with the UVSS policy.

The employer is not permitted to release information about the employee without their prior knowledge and consent, unless required by law, or in the event that it is necessary for the medical treatment of an employee who does not currently have the capacity to give consent.

2.8 Substance Use

For the purpose of this section, the following definitions apply:

- Substance - Alcohol or other drug products (including prescription and over-the-counter drugs)
- Substance Use - The use or ingestion of a substance as defined above
- Substance Misuse - The excessive use or ingestion of a substance as defined above, leading to significant impairment

At the UVSS we are committed to providing a safe work environment. The use of substances can have serious adverse effects on the health, safety and job performance of our employees. As such, we make every effort to prevent substance misuse in our workplace. Substance misuse in the workplace occurs when an employee's work is found to be adversely affected, or, if the employee's safety or the safety of others is considered by any reasonable person to be at risk by the influence of a substance. The following outlines our expectations as well as what we can do to support any employees who are facing substance misuse issues.

Expectations

Whether at work, a social work function or at any time employees are representing the UVSS, the following are strictly prohibited:

- Reporting to work or performing work for the UVSS while impaired by any substance
- Unauthorized consumption or possession of alcohol and/or illegal substances on the UVSS premises or property

The manufacturing, distribution or dispensing of a substance (unless as part of their

employment, i.e. bartender) is prohibited while on duty, or while in the workplace or while conducting business outside the office. In addition, should employees be under the influence of a substance and unable to perform their regular work duties, they must inform their manager immediately. This includes, for example, situations where medications that cause drowsiness affect their duties and the safety of the work environment.

Prescription Medication

The possession and use of prescribed drugs at work is acceptable provided that:

- The employee obtained the medication legally and are using it for the prescribed purpose;
- The drug use does not impair their ability to safely and efficiently perform their duties;
- And, the drug use does not impact the comfort, safety and/or efficiency of co-workers or students

If an employee is using a prescribed drug (e.g. muscle relaxants, pain medication, anti-depressants, medical marijuana) and have been informed or have reason to believe that the use of this drug may limit their ability to perform their work duties safely and efficiently – and/or impact the comfort, safety and/or efficiency of co-workers or students – they are required to advise their manager. The manager will in turn consider what accommodations, if any, can be made to facilitate the employee's ability to work in a safe and productive manner. Please note that employees are not required to indicate the specific medication in use and all information must be handled confidentially.

If it is brought forward that substance use or misuse (whether that substance be prescribed or otherwise), is suspected, the Executive Director or General Manager will investigate the incident and/or allegation. Any employee who has violated this policy may be subject to discipline in line with our progressive discipline policy in addition to possible legal action and criminal liability.

Support Provided by the UVSS

At the UVSS we recognize that the addiction to a substance may be a medical condition and encourage those who suffer with dependency to voluntarily seek treatment and rehabilitation. Our goal is to restore performance and safety levels while supporting affected employees. If, however, performance doesn't improve, disciplinary actions may be taken.

For Managers: What to do if you suspect an employee may be dependent upon a substance that is affecting their performance at work:

As a manager, It is your responsibility to manage the attendance, performance, work behaviour/conduct and safety of your employees. If you have reason to believe that an employee is suffering from a medical condition (whether it be a medical illness/disorder such as diabetes; a mental health condition such as depression; or substance use such as alcoholism), it's very important to address the issue either directly or via the relevant excluded manager immediately upon detecting differences in behaviour or there's any cause for concern.

If the employee is clearly intoxicated, send them home immediately via taxi (i.e. ensure they get home safely); in no circumstances should the employee be allowed to continue working, or to potentially drive home. From there, contact the General Manager or Executive Director immediately.

Under human rights legislation, drug and alcohol dependencies, whether perceived or real, fall within the definition of disability. As a result, we have a legal obligation to accommodate those

dependencies up to the point of undue hardship. While we do have the right to discipline for any related misconduct and inappropriate behaviour, if we have information or evidence to suggest an addiction, assistance must also be offered in the form of medical treatment, referral to counseling and encouragement to participate in recovery programs. In all cases, the employee should be given the appropriate time to recover.

In cases of suspected alcoholism or drug addiction/dependence, denial and relapses are considered to be symptoms of the illness and therefore should generally not be subject to discipline without further investigation. Under some circumstances, it may be appropriate to remind the employee about our Employee Assistance Program for permanent staff or term staff positions over 20 hours (details included below) or student support services on campus.

For Employees: What to do if you suspect a co-worker may be dependent upon a substance that is affecting their performance at work:

If you have reason to believe that a co-worker is suffering from a medical condition (whether it be a medical illness/disorder such as diabetes; a mental health condition such as depression; or a substance use such as alcoholism), it's very important to address the issue by informing your immediate supervisor immediately upon detecting differences in behaviour or there's any cause for concern.

What to do if an employee or their guest appears to be notably impaired by substances at a UVSS staff event?

At UVSS staff events the safety to our employees and their guests is our number one priority. If a staff member or their guest appears to be notably impaired by a substance they may be asked to leave the event and emergency services may be contacted for their safety as well as the safety of others in attendance of the event.

What to do if an employee or their guest overindulges at a UVSS staff event and wants to drive home:

At some UVSS staff events, alcoholic beverages may be served and consumed. In all events where alcohol is made available to our employees and their invited guests, it's critical that you support a safe ride home by making every effort to ensure employees either have a designated driver, use public transportation or take a taxi (which must be provided and paid for by the UVSS).

Although safety to our employees and their guests is our number one priority in these situations, you should also know that the UVSS may be held both financially and criminally liable in the event that an employee harms themselves or someone/thing else as a result of the UVSS-supplied and/or promoted alcohol consumption.

What to do if an employee or their guest appears to be impaired by any substance at a UVSS staff event and wants to drive home:

UVSS supports a safe ride home for all employees and their guests by ensuring they have either a designated driver, use public transportations or take a taxi (which will be provided and paid for by the UVSS).

The UVSS Employee Assistance Program

Our benefits package includes an Employee Assistance Program (EAP). This is a confidential benefit that provides our employees and their families with access to qualified counseling

professionals who can help resolve their personal and work-related problems before they impact their health, family or ability to work. Services range from family/relationship problems to dealing with grief/loss and managing work-related concerns.

Our EAP is provided by Benefits by Design and services are available to employees as well as members of their immediate family. Employees and their eligible dependents can access up to a total of twelve (12) combined hours of face-to-face counselling within each calendar year. Telephone consultation is also available for assistance with legal or financial issues or for problems associated with childcare, to a maximum of three (3) hours per calendar year. To contact the EAP, call 1-877-412-7483. For further information about the program, visit the EAP website at www.aretehr.com.

2.9 Personal Relationships at Work

If employees develop (or have) a romantic, friendly or family relationship with a co-worker, they are responsible for ensuring that the relationship does not lead to any conflict of interest (e.g. favouritism, risk of claims, bias, etc.). If they have a personal relationship with a co-worker where a supervisory context *does not* exist, it is suggested that they disclose the relationship to the relevant manager. If they have a personal relationship with another employee where a supervisory context *does* exist (e.g. employee and their immediate supervisor), the UVSS *requires* that they disclose the relationship to the relevant manager.

We are committed to working with everyone involved to determine whether it is appropriate and possible to adjust reporting or working relationships or whether other changes or actions are necessary.

2.10 Building, Encouraging & Supporting a Respectful Workplace

Although all of our practices and policies are important and integral to our operations, our respectful workplace policy is fundamental to all that we do in that it defines how we relate to one another to ensure a safe, inclusive and caring environment for everyone. Below is an overview of the principles we promote and uphold regarding respectful and professional conduct:

- We relate to each other with professionalism and caring
- We invite and accept differences
- We value other points of view
- We are open to being wrong or mistaken
- We recognize our respective needs as individuals
- We encourage individual empowerment and expect accountability
- We are not afraid of facing or dealing with conflict
- When it makes sense to do so, we “let it go”
- We all play a role in our collective continuous improvement

2.11 Conflict Resolution

Problems, misunderstandings and frustrations arise in the workplace. It is the UVSS’ intent to be responsive to our employees and their concern. Therefore, an employee who is confronted with a problem should utilize this policy to resolve or clarify the situation.

The purpose of the conflict resolution policy is to provide a quick, effective and consistently applied method for employees to present concerns to and have those concerns resolved. Proactively identifying and resolving conflicts is a way to strengthen the relationships that improve relational coordination.

Helping employees resolve conflict in a respectful, safe and professional manner is the UVSS' responsibility. While more formal procedures are in place to address major instances of disrespectful behavior (e.g. harassment) or conflict, ideally employees can be given the tools and coaching to address less serious instances of conflict on their own. Should employees become dissatisfied with this process or should they feel the conflict has worsened, they are encouraged to consult with a union shop steward and proceed with formal grievance steps.

Step One

Employees should attempt to resolve issues with the other employee(s) involved. This attempt should take place in private. Issues should be approached with humility and the intent to learn. The conversation should focus on problem solving and improving the overall process. Should employees decide to take this first step and feel safe enough to do so, they are encouraged to take the following steps:

- Understand intent – if it is not to find a respectful solution, take a step back before having a conversation.
- Have a direct and honest conversation with the other person, starting by clarifying your purpose.
- Describe the behavior specifically, without referring to your assumptions about their intention.
- Describe how their behavior affected you.
- Give them the opportunity to respond and ask for their point of view.
- Indicate what you'd like them to do differently and ask them to do so in return – respect reasonable requests.
- Agree on guidelines for future behavior that will address concerns raised by both of you.
- Ask direct questions and encourage direct answers; seek clarification where needed.

Step Two

If issues cannot be resolved, the employee should direct their concerns to their immediate supervisor.

Step Three

If the discussion with the immediate supervisor does not resolve the problem to the mutual satisfaction of the employee and the supervisor, the employee should direct the issues to the relevant excluded manager. The excluded manager may call a meeting to facilitate a resolution and increase understanding between employees.

Employees may direct their concerns through email, phone or private discussion. Resolving issues will be treated with confidentiality and respect, in a timely matter, serving as a learning experience.

2.12 Harassment & Discrimination

Policy Statement

The University of Victoria Students' Society (UVSS) is committed to fostering a harassment-free workplace where all employees, members and patrons are treated with respect and dignity.

The *Canadian Human Rights Act* protects employees from harassment based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability or pardoned conviction.

Harassment at the UVSS is not tolerated. Employees who are found to have harassed another individual may be subject to disciplinary action. This includes any employee who: interferes with the resolution of a harassment complaint; retaliates against an individual for filing a harassment complaint; or files an unfounded harassment complaint intended to cause harm.

Application

This policy applies to all current employees of the UVSS, including full and part-time, casual, contract, permanent, temporary, and emergency fill-in employees.

The scope of this policy is limited to interactions between UVSS employees.

This policy applies only to behavior that is in some way connected to work, including during off-site meetings, trainings, and on business trips.

In cases where externally funded employees are involved in the harassment complaint, the University of Victoria's Discrimination and Harassment process will be followed and replace this policy. Please visit <https://www.uvic.ca/equity/discrimination-harassment/index.php> for more information.

Definitions

Harassment is:

- Offending or humiliating someone physically or verbally;
- Threatening or intimidating someone; or
- Making unwelcome jokes or comments about someone's race, national or ethnic origin, colour, religion, age, sex, gender, sexual orientation, marital status, family status, disability or pardoned conviction.

Sexual harassment:

Generally falls into one of the following categories and may include (but is not limited to) the associated examples:

- Threatening – threatening or offering rewards (i.e. promotions, raises, etc.) in return for sexual favours; implications that the victim's career will be jeopardized if they don't comply with the request
- Physical Harassment - touching someone inappropriately or without consent; examples include (but are not limited to): touching a person's clothing, hair or body; hugging, kissing, patting or stroking; massaging a person's neck or shoulders; standing very close to or brushing up against them
- Verbal Harassment – referring to a co-worker as a "babe, honey, girl or stud"; whistling at someone; turning work discussion to sexual topics; asking personal questions of a sexual nature; making sexual comments about a person's clothing, anatomy or looks; asking someone repeatedly for dates and refusing to take no for an answer
- Non-Verbal Harassment (body language) – giving suggestive looks; prolonged staring; giving unwanted personal gifts; winking and making sexual gestures with hands or body movements

- Environmental Harassment – displaying sexually suggestive pictures or objects in the workplace
- Offensive or humiliating behavior that is related to a person's sex or gender;
- Behavior of a sexual nature that creates an intimidating, unwelcome, hostile or offensive work environment; or
- Behavior of a sexual nature that could reasonably be thought to put sexual conditions on a person's job or employment opportunities.
- Any unwelcome or inappropriate touching.

Personal harassment is:

- Behavior that would be characterized by a reasonable person as:
 - Abusive; and
 - Threatening or intimidating; and
 - Either interfering with the targeted person's participation in their regular job duties or creating an intimidating, humiliating or hostile environment.

In addition, Personal Harassment must either abuse the power one person holds over another or misuse authority or constitute a pattern of mistreatment.

Personal harassment is not:

- Interpersonal conflict or disagreement;
- The use of appropriate evaluation or discipline; or
- Action where the harm by any objective standard is fleeting.

Other forms of harassment (e.g. those based on prohibited grounds) are not explicitly defined here; however are equally prohibited at the UVSS.

Bullying and Harassment

Bullying and harassment detrimentally affects/poisons the work environment and often interferes with work processes and productivity. It includes any inappropriate conduct or comment by a person towards an employee that the person knew, or reasonably ought to have known, would cause that employee to be humiliated, intimidated, offended or degraded. It usually occurs as repeated incidents or a pattern of behaviour and is a form of power through aggression that may include physical, verbal, or emotional abuse. There is no reasonable justification or reason for the bullying and harassment.

Workplace bullying and harassment may be directed at one person or the bully may continually seek out new people to target; it can be both open and hidden and includes but is not limited to:

- Yelling, shouting or using profanity
- Criticizing a person constantly or persistently
- Undermining or deliberately obstructing a person's work
- Publicly making derogatory comments about a person or their work
- Refusing to speak to a person, giving them the 'silent treatment', being condescending or patronizing
- Belittling a person's opinions
- Discounting or denying work related accomplishments and/or taking credit for the work done by someone else

- Excluding or isolating someone socially, intimidating or humiliating a person – through the use of body language (e.g. eye rolling), sarcasm, ridicule and/or making someone the target of practical jokes
- Spreading malicious rumours, gossip, or information that is not true
- Making jokes that are obviously offensive, verbally or via email
- Using insulting or condescending nicknames
- Intruding on a person's privacy by asking inappropriate and/or excessive questions about personal matters or teasing about personal issues
- Interfering with a person's personal belongings or work equipment
- Public displays of temper or tantrums
- Repeatedly excluding someone
- Continuously not sharing pertinent information with people
- Refusing to respect individual's identified pronouns

Responsibilities and Expectations

The University of Victoria Students' Society is responsible for:

- Providing all employees a harassment-free workplace.

Personnel Committee is responsible for:

- Ensuring that this policy is applied in a timely, consistent and confidential manner;
- Providing oversight of Excluded Management's application of this policy.
- Reviewing this policy annually, or as required; and
- Making necessary adjustments to ensure that this policy meets the needs of the organization.

Excluded Management is responsible for:

- Fostering a harassment-free work environment and setting an example about appropriate workplace behavior;
- Communicating the process for investigating and resolving harassment complaints made by employees;
- Dealing with harassment situations immediately upon becoming aware of them, whether or not a harassment complaint has been made;
- Taking appropriate action during a harassment investigation, including separating the parties to the harassment complaint, when appropriate; and
- Ensuring harassment situations are dealt with in a sensitive and confidential manner.
- Determining whether or not allegations of harassment are substantiated; and
- Determining what corrective action is appropriate where a harassment complaint has been substantiated in accordance with the Collective Agreement.

Employees are responsible for:

- Treating others with respect in the workplace;
- Reporting harassment to an excluded manager;
- Cooperating with a harassment investigation and respecting the confidentiality related to the investigation process.

Employees can expect:

- To be treated with respect in the workplace;

- That reported harassment will be dealt with in a timely, confidential and effective manner;
- To have their rights to a fair process and to confidentiality respected during a harassment investigation; and
- To be protected against retaliation for reporting harassment or cooperating with a harassment investigation.

Procedures for Addressing a Harassment Complaint

Filing a Complaint

An employee may file a harassment complaint by contacting an Excluded Manager. A formal complaint must be made in writing, the excluded manager however, may assist the complainant in the writing of the complaint. The employee will be advised to also consult a union shop steward. Cases of harassment can proceed as grievances. For more information, please visit section 9.8 of the USW Collective Agreement. The employee should be prepared to provide details such as what happened; when it happened; where it happened; how often and who else was present (if applicable).

Complaints should be made as soon as possible and must be made within one year of the last incident of perceived harassment, unless there are circumstances that prevented the employee from doing so. As an employer we recognize however that, specifically in cases sexualized violence, survivors and those impacted may not be ready to disclose or report immediately after an incident of sexualized violence. For this reason, exceptions to time limits can be made under this policy.

The Excluded Manager will tell the person that the harassment complaint has been made against, in writing, that a harassment complaint has been filed. The letter will also provide details of the allegations that have been made against them. The respondent will be advised to consult a shop steward who will then also receive a copy of the letter.

Every effort will be made to resolve the harassment complaints within fourteen (14) days. The Excluded Manager will advise both parties of the reasons why, if this is not possible.

If either party to a harassment complaint believes that the complaint is not being handled in accordance with this policy, they should contact the Director of Finance and Operations (Chair of Personnel Committee) at finance@uvss.ca.

Mediation

Wherever appropriate and possible, the parties to the harassment complaint will be offered mediation prior to proceeding with a harassment investigation.

Mediation is voluntary and confidential. It is intended to assist the parties to arrive at a mutually acceptable resolution to the harassment complaint.

The mediator will be a neutral person, agreed upon by both parties. The mediator will not be involved in investigation the complaint.

Each party to the complaint has the right to be accompanied and assisted during mediation sessions by a person of their choosing.

Investigation

If mediation is inappropriate or does not resolve the issue, a harassment investigation will be conducted. All investigations will be handled by an individual who has the necessary training and experience. In some cases, an external consultant may be engaged for this purpose.

The investigator will interview the person who made the complaint, the person the complaint was made against and any witnesses that have been identified. All people who are interviewed will have the right to review their statement, as recorded by the investigator, to ensure its accuracy.

The investigator will prepare a report that will include:

- A description of the allegations;
- The response of the person the complaint was made against;
- A summary of information learned from witnesses (if applicable); and
- A decision about whether, on a balance of probabilities, harassment did occur.

Copies of this report will be submitted to the Excluded Manager who had originally received the complaint and the shop stewards representing each party. Both parties to the complaint will be given a copy.

Substantiated Complaint

If a harassment complaint is substantiated, the Excluded Manager will decide what level of progressive discipline is appropriate up to and including termination.

Remedies for the employee who was harassed may include but are not limited to: an oral or written apology; compensation for lost wages; compensation for any lost employment benefits such as sick leave; support in seeking and accessing appropriate services and compensation for hurt feelings.

Both parties to the complaint will be advised, in writing, of the decision.

Other Redress

An employee who is not satisfied with the outcome of the harassment complaint process may file a grievance through their shop steward to appeal the decision.

Privacy and Confidentiality

All parties to a harassment complaint are expected to respect the privacy and confidentiality of all other parties involved and to limit the discussion of a harassment complaint to those that need to know, including support persons.

The UVSS and all individuals involved in the harassment complaint process will comply with all requirements of the *Freedom of Information and Protection of Privacy Act* to protect personal information.

2.13 Job Evaluation

Job evaluation is the process of measuring the relative worth of jobs. Fair and equitable job evaluation is based on bona fide job requirements of skill, effort, responsibility and working conditions. For more information and clarification around the process of job evaluation please see section 4.5 of the USW Collective Agreement.

2.14 Employee Expenses

The UVSS expects employees to act responsibly and professionally when incurring and submitting costs. The society will reimburse employees for reasonable expenses on pre-approved business. This includes, for example, travel costs, accommodations, tips, telephone and fax charges, and purchases made on behalf of the society.

The UVSS does not pay for local travel to and from the office. If employees use their vehicles for business travel, mileage will be reimbursed as per the Canada Revenue Agency's approved rate and for appropriate parking fees. The UVSS will not be responsible for fuel, maintenance, traffic or parking violations.

General Guidelines

- Original receipts are required for reimbursement of all expenses for per diems. These expenses include:
 - Credit card receipts
 - Detailed merchant receipts
- Receipts must be accompanied by a summary which outlines:
 - The nature of the expense
 - The department and account code to which the expense is charged
- Expense summaries must be submitted with receipts to the Accounting department within 30 days for payment.

Travel Guidelines

- Employees are encouraged to fly coach class with the lowest available airfare for non-stop travel.
- When transportation is required it is preferred that the employee uses a rental car.
- Employees will be reimbursed for standard hotel accommodations.
- Per Diem rates for meal and incidentals will be provided. For current rates please see Article 25 (Payment of Wages and Allowances) of the USW collective agreement. Receipts must be submitted and coded to the appropriate department and account.
- Per diems are provided to employees who are required to travel to meetings, conferences, seminars or other activities approved by the UVSS.
- For all the above activities that occur in Greater Victoria, individual meal allowances are provided. For all activities that occur outside Greater Victoria where meals are provided, a half per diem is provided.
- The following list includes examples of non-reimbursable expenses:
 - Personal travel insurance
 - Personal reading materials
 - Childcare
 - Toiletries, cosmetics, or grooming products
 - Expenses incurred by spouses, children or relatives
 - In-room movies or video games
 - Sporting activities, entertainment, etc.

2.15 Progressive Discipline

The UVSS progressive discipline process is initiated when employees conduct themselves in a manner that goes against one or more of our policies. Discipline is applied universally to all the UVSS employees. Examples of misconduct might include but are not limited to: being late for a scheduled shift on several occasions, wearing inappropriate workplace attire, or missing a scheduled shift.

The UVSS may not discipline or discharge an employee unless there is just cause, and the burden of proof to show just cause lies with the UVSS. Just cause might include but is not limited to: theft, assault, or insubordination.

For details around progressive discipline steps and procedures, please review Article 19 of the USW Collective Agreement and Article 9 of the IATSE Collective Agreement.

2.16 Resignations – Voluntary Terminations

Employees should provide written notice of at least two weeks if they are planning to move on from their position with the UVSS. Regardless of the amount of notice given, it should be in writing (email is acceptable), specifically stating when they intend their last day to be, and addressed to the appropriate Manager. The Manager then forwards a copy to the Executive Director immediately so they can prepare the final pay and ROE within the required time limits.

2.17 Gifts

At the discretion of management, when a permanent staff member leaves the employ of the Society a gift may be purchased from the relevant division's budget up to the following maximum costs: When the employee is employed on less than a full time basis, up to fifty dollars (\$50) for each year of service as a permanent employee with the Society up to a maximum of two hundred dollars (\$200). When the employee is employed on a full-time basis, up to eighty dollars (\$80) for each year of full-time service up to a maximum of three hundred and twenty dollars (\$320).

PART 3: BENEFITS, VACATIONS, AND LEAVES

3.1 Benefits

The UVSS provides a comprehensive package of benefits. For a complete list of staff benefits, please refer to Articles 28 and 29 (Permanent and Student Employee Benefits) of the USW Collective Agreement or Article 26 of the IATSE Collective Agreement. Benefit forms are included in the orientation package and should be completed and submitted to the Executive Director. Permanent and term employees working 20 hours and more are eligible for extended health benefits effective immediately. Permanent and term employees working less than 20 hours per week are eligible for all remaining benefits (ex. food service discounts) upon hire. Student employees are not eligible for extended health and dental benefits as employees but can be covered under their student health plan. Student employees are however, eligible for all remaining benefits (ex. food service discounts) upon hire.

3.2 Paid Holidays

Statutory Holidays

The UVSS observes the following paid statutory holidays each year:

- New Year's Day
- Family Day
- Good Friday
- Victoria Day

- Canada Day
- Labour Day
- Thanksgiving Day
- Remembrance Day
- Christmas Day
- BC Day

The UVSS recognizes that for religious reasons, an employee may wish to observe holidays in lieu of those listed above; in such cases, employees are entitled to observe such alternate holidays with a minimum of ten days written notice made to their Department Manager.

So long as there is minimal disruption to work, employees may also attend funeral and memorial celebrations and services, without dock of pay.

Office Holidays

The following days are designated as paid Office Holidays for permanent staff:

- International Women's Day
- Easter Monday
- December 24th
- Boxing Day
- December 27th
- December 28th
- December 29th
- December 30th
- December 31st

If a statutory or office holiday falls on a weekend or other day off, it will be taken in lieu the following business day or on another mutually agreed upon day between the staff and their Department Manager. If, however, the Saturday or Sunday falls within the December 24th to December 31st period, no in lieu day will be provided. Employees are entitled to all office holidays as of their first day of work. Employees are entitled to all statutory holidays when they have worked 15 days out of the last 30, in accordance with the Employment Standard Act.

Working on Holidays – Permanent Employees

USW Permanent employees who are required to work on an office holiday may choose: pay at double time and one paid day off; or pay at straight time and two paid days off. Time off in lieu is upon mutual agreement.

Working on Holidays – Student Employees

Provided they have worked at least 15 of the 30 days preceding the statutory holiday, USW and IATSE student employees who work on a statutory holiday will be paid in accordance with the Employment Standards Act: time and a half, plus an average day's pay. If they have not met the minimum number of days worked requirement, they will be paid an extra \$2.00 per hour worked. Student employees who work on an office holiday are entitled to \$2.00 extra per hour worked.

Working on Holidays - Temporary Employees

Full-time emergency fill-in, term, and replacement employees who work on office holidays are entitled to a day in lieu by mutual agreement, at their regular rate of pay for their normal number of daily hours.

Employees on Leave

If a USW permanent employee is on vacation or flex day when an office holiday occurs, that day will not count against their vacation or flex day bank.

3.3 Vacation

Permanent Employees

USW Permanent employees are entitled to vacation entitlements per calendar year, calculated on a pro-rated basis if they have been employed less than a year. Vacation time is earned January 1 to December 31 of each year. For detailed information on vacation entitlement, please review Article 26 of the USW Collective Agreement.

The UVSS expects employees to take their vacation within the year it is earned to enjoy the necessary rest and revitalization. At the end of each calendar year, employees may carry-over a maximum of ten days unused vacation time to the next calendar year. Because it is important for employees to use their vacation time, vacation time not used cannot be paid out in cash other than when an employee resigns.

If an employee becomes hospitalized or otherwise under the care of a physician for a serious illness or injury while on vacation leave, provided they can provide appropriate evidence or documentation, sick leave may be substituted.

If an employee ceases to be employed by the UVSS, their vacation entitlement will be pro-rated to the actual time worked that calendar year and be paid out on their final cheque. If the employee has exceeded this pro-rated amount for that year, the difference will be deducted from their final pay-cheque.

When scheduling vacations, employees must complete the leave request process and submit it to their direct supervisor for approval. A vacation request is not confirmed until authorized by the appropriate supervisor. Vacation requests may be submitted at any point throughout the year.

Student and Term Employees

USW student and term employees are paid an additional 5% of wages in lieu of vacation days. Student and term employees can request time off without pay by completing and submitting to their supervisor the leave request form found in the General Office.

3.4 Personal Leave

Permanent Employees

USW permanent employees are entitled to personal leave, without loss of seniority, for the following:

Reason	Amount of Leave
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Employee's marriage or formal partnership ceremony	3 days
Legal separation, divorce, or formal partnership separation	1 day
Serious household or domestic emergencies	2 days
Household moves	1 day
Child care or other child related responsibilities, including an immediate family member or immediate family related responsibilities	8 days
Canadian Citizenship leave	1 day
Severe weather conditions where unsafe to drive or no transit	1 day

Student and Term Employees

USW student and term employees are entitled to personal leave, without loss of seniority for the following:

Reason	Amount of Leave
Serious household or domestic emergencies	2 days
Child care or other child related responsibilities, including an immediate family member or immediate family related responsibilities	3 days
Canadian Citizenship leave	1 day

3.5 Sick Leave

If a USW employee is unable to come to work due to sickness, disability, quarantine, rehabilitation, accidents that are not compensable through WCB, or treatment by healthcare professionals (such as dentists, physicians, chiropractors or therapists, etc.), they are entitled to take sick leave. Within their first year of service, permanent employees earn/accumulate 2 days of sick leave each month. For subsequent years of service, their sick leave bank is credited with 24 days of sick leave each January. Employees must take sick leave in increments of half a day or more.

USW Term employees earn/accumulate 12 days of sick leave per year at a rate of one day for every month an employee is employed. One day is equivalent to $\frac{1}{5}$ of the weekly hours established at the time of hire.

USW Student employees earn/accumulate 4 hours of sick pay for every semester worked, to a maximum of 12 hours, available to be used once the employee has passed their probation period.

For more information on USW sick leave entitlement, please refer to article 27 of the USW Collective Agreement.

Employees may carry over unused days into their sick bank each year up to a maximum number of days equal to the qualifying period for the current long-term disability plan.

If an employee has been on a sick leave in excess of 6-8 weeks the employer will contact the UVSS health plan provider and the employee should begin completing the necessary long-term disability forms.

Requiring Physician Documentation

If you have reason to believe that an employee is abusing the sick leave policy (for instance, they have a pattern of always taking Fridays or Mondays off, or the day before a long weekend, or always use two days per month every month), Excluded Managers have the right to ask for a doctor or physician certificate. In these cases, the UVSS will pay the appropriate fee.

3.6 Medical and Dental Care Leave

Where it is not possible for a permanent USW employee to schedule medical and dental appointments outside of regularly scheduled working hours, reasonable time off for appointments for employees is permitted. If the absence exceeds two hours, the absences will come out of their sick leave entitlements as noted above.

3.7 Illness or Injury Extended Leave of Absence

If an employee requires an extended leave of absence – whether they have accumulated sick leave or not - due to a medical condition that is unrelated to a WorkSafe (BC) claim, the UVSS will support them during this time for a quick and safe return to work - and by making every effort to accommodate any limitations or restrictions upon their return.

Prior to the Employee's Leave

The UVSS requires a note from the employee's doctor or specialist that:

- Confirms they have a medical condition requiring them to be absent from work
- Confirms they are being treated for the condition and are following the prescribed treatment plan
- Provides a prognosis and expected return to work date

During the Employee's Leave

As the employee's doctor requires certain information with which to address these questions, managers may need to provide a list of the employee's duties. Wherever possible, we will also make efforts to modify their duties upon their return to work. From time to time, we may require information about their current abilities to assist us in doing so. If they do not have accumulated sick leave through the UVSS, employees may be eligible for employment insurance sick leave benefits during this time.

Prior to Returning to Work

We may require an assessment from the employee's doctor or specialist to address the following:

- Whether they are fit to return to work
- Whether there are any limitations or restrictions related to their regular duties

3.8 Leave for Union Activity

Leave for Union Functions

Upon ten days written notification to the UVSS, an employee elected or appointed to represent the Union at International, National and District conventions, Executive or Committee Meetings is entitled to be granted leave of absence without pay but without loss of benefits. This leave is limited to a total of 30 working days per year for the Bargaining Unit as a whole, and any unused days may be carried forward to the following year, to a maximum total of 45 working days.

No more than two employees may take such leave at one time, no more than one of whom is an employee in a Division with 25 employees or less and no more than one of whom is a permanent employee from the same Department.

Leave for Full-Time Union or Public Duties

USW employees have a right to participate in public affairs. As such, upon 30 calendar days written request to the General Manager or Executive Director the UVSS will allow leave of absence without pay (but without loss of benefits) for the “official campaign period” so that an employee may be a candidate in Federal or Provincial election, or up to 30 days so that an employee may be a candidate in a Municipal election. An employee may also take unpaid leave to participate in another candidate’s election during their campaign period.

A USW employee who is elected to public office will be allowed a leave of absence during their term of office for a period of up to two years, upon providing 30 days written notice. The employee’s full benefit plan will be maintained during this time provided they pay the full premium of these plans during this time. Leave that extends beyond two years may be granted upon mutual agreement. In either case, they will be entitled to return to work.

Upon providing 30 days of written notice, an employee who is elected or appointed for a full-time position to the Union, or any Body with which the Union is affiliated, will be granted a leave of absence without pay for up to one year, subject to extension by mutual agreement. Benefits will be maintained provided they assume payment of all premiums. In all cases where leave extends beyond 60 days, the employee must provide at least 60 days of notice of intention to return, or to renew, in advance of the expiry of the leave.

3.9 General Leave of Absence

Upon at least 30 days written notice, permanent USW employees who have been employed by the UVSS for at least 2 years may be granted a general leave of absence for up to one year without pay. With at least two weeks’ notice, student employees who have been employed for at least 6 months may be granted a leave without pay for up to one year. In both cases, written notice should provide the requested start date, length and date of return. Leave may be extended upon mutual agreement. No reasonable request will be denied. Employees are required to indicate whether or not they plan to return to their position three (3) months prior to their anticipated return date.

In all cases, employees must be reinstated at their previous level of employment but not necessarily at the same position.

During the leave, employees may maintain their benefits, provided they prepay the total cost of their premiums prior to the beginning of their leave. Vacation and sick time are not accrued while on a general leave.

3.10 Leave for Exams

USW student employees are granted leave of absence without pay for the purpose of writing Final exams at the University of Victoria, Camosun College or other educational institutions. They must provide a minimum of 4 weeks' notice.

3.11 Summer Leave of Absence for Students

Upon written request, USW student employees are entitled to leave without pay for up to 4 months from May through August, provided the employee plans to resume their status as an active member in good standing in the UVSS in September of that year. Summer leaves start on May 1st and end on the day prior to the first day of Fall session undergraduate classes at the University of Victoria. In the event that we do not receive an employee's Summer LOA request by 4:30pm on April 1st and the employee does not take a regular shift on the following work schedule, that employee will be deemed to have resigned from their position. In addition, employees who do not indicate their hours of availability for scheduling during the school term starting in September (by 4:30pm on August 1st) will be deemed to have resigned.

If a student employee chooses not to take summer leave but wishes to take general leave during this time, upon 4 weeks' notice, they may be granted a maximum of fourteen days per year.

3.12 Maternity and Adoption Leave

In the event that an employee requires maternity or adoption leave as outlined below, they must submit a written request to their Department Manager a minimum of four weeks before they plan to start the leave(s). The employee should also contact Service Canada at 1-800-206-7218 for information on their eligibility for Employment Insurance coverage or access their website at: <http://www.servicecanada.gc.ca/eng/sc/ei/benefits/maternityparental.shtml>

Duration of Maternity, Adoption & Parental Leave

The UVSS is committed to assisting employees during the very exciting time of welcoming a new child into their family. To that end, the UVSS follows all legislated requirements around maternity and parental leave.

Every employee who is pregnant or is required to care for the following is entitled to maternity leave:

- A new-born child of the employee
- A child who is in the care of the employee for the purpose of adoption
- A new child for whom the employee is legally caring for

Pregnant employees are entitled to up to 17 weeks of unpaid maternity leave which must start no earlier than 11 weeks before expected birth date; and, end no earlier than six weeks after the birth date, unless you request a shorter period. Birth mothers who take maternity leave are entitled to 37 weeks of unpaid parental leave, beginning immediately after maternity leave ends.

Birth mothers who do not take maternity leave, birth fathers and/or adopting parents are entitled to up to 37 weeks of unpaid parental leave, and should refer to Service Canada to ensure eligibility.

Reinstatement

Every employee who takes or is required to take a leave of absence from employment is entitled to be reinstated in the position that the employee occupied when the leave of absence began. If

an employee is terminated or laid off after their return from maternity/adoption leave and before they are eligible for full Employment Insurance benefits, the UVSS will make up the number of weeks necessary to ensure full eligibility.

Continuation of Benefits and Vacation Accrual

While on maternity or parental leave, as applicable, employees will continue to be enrolled in the UVSS benefits program in the same capacity and structure as at the time they started their leave. They are also entitled to accrue vacation time for the duration of the leave.

Maternity Leave Allowance

USW employees eligible to receive Employment Insurance benefits will also be paid a maternity/parental leave allowance. The UVSS will pay the difference between Employment Insurance benefits and eighty percent (80%) of regular earnings for the period of time the employee is eligible for Employment Insurance benefits provided the employee returns to work for no less than one (1) year.

Notice to End Leave

Should the employee's return date change during the course of their leave, they must provide us with at least six weeks' notice in order to prepare for their return.

3.13 Bereavement Leave

Bereavement leave allows employees to take the necessary time off work to grieve and pay respects in the unfortunate event of a death of a loved one. In the case of an employee's family member, the UVSS provides permanent employees with up to 5 paid regularly scheduled working days and student employees with pay for any regularly scheduled shifts within a 5 day period. In the case of an employee's close friend, employees will be provided with 1 day in line with the standards above.

If the requirement for bereavement leave occurs during an employee's vacation leave, the employee will be entitled to bereavement leave.

3.14 Compassionate Care Leave

If an employee's personal circumstances require them to provide full-time care or support for a seriously ill family member (as defined by the Employment Standards Act of BC), they are entitled to take Compassionate Care Leave to take the necessary time off work. Employees may take up to 8 weeks of unpaid Compassionate Care Leave. This leave will not interrupt their employment terms such as benefits or years of service and does not accumulate from year to year. They may also be entitled to collect Employment Insurance while on this leave. Refer to the Service Canada website for further information at:

http://www.servicecanada.gc.ca/eng/ei/types/compassionate_care.shtml

If an employee needs to take this leave, they should inform you in writing as soon as possible. They may only take a leave in periods of entire weeks within a specified 26-week period. A leave may be broken into two different periods. The second period of leave must be taken before the 26-week window expires. If they need more time, it may be possible to take an unpaid leave or use earned vacation time. When they return from leave, they must provide you with two weeks written notice.

3.15 Jury Duty Leave

Permanent employees who are required by law to serve as jurors or witnesses, or permanent employees who have been called but not chosen for duty, in any court, will be granted leave of absence with pay for the time spent at those duties. Student employees will similarly be granted leave with pay for scheduled shifts missed.

3.16 Incarceration Leave

In the event that an employee is jailed and awaiting a court appearance (unrelated to employment), they are entitled to an automatic leave without pay, without loss of seniority. If an employee is incarcerated as a result of taking actions directed by the UVSS, they are entitled to a leave of absence with pay without loss of seniority, for the duration of the incarceration. If an employee is fined as a result of taking actions as directed by the UVSS, the UVSS will pay the fine on behalf of the employee.

APPENDIX 1: INTERVIEW GUIDELINES

Interview Guidelines

There are many different ways to interview and while variety and diversity can be very useful, it is important to have a consistent process for a given role. Throughout the interview process, hiring committees should think of ways they can demonstrate the UVSS mission, vision, values and culture to potential new employees, and keep an eye out for how the candidates demonstrate the same. Before you start interviewing candidates, review the following list of tips and techniques.

Tips for Scheduling Interviews

- When scheduling, try to be sensitive to factors such as current employment and do your best to be flexible (within reason) on interview times.
- When scheduling interviews make sure to inquire as to whether any accessibility accommodations are required.
- Be sure to give applicants a choice of times and days for the interview, and at least one day if not a few days advance notice. Schedule adequate time for the interview itself. This may vary depending on the position (ex. Student staff vs. permanent staff) and tell them who they will be meeting with and any other relevant information.
- Communicate to the applicant if you will be conducting a panel interview when scheduling the interview so they know what to expect and aren't blindsided by a room full of people.

Beginning the Interview

Before you start asking questions, try to establish rapport through a few minutes of small talk. The purpose is to reduce anxiety and set the stage for an effective and comfortable interview – for both interviewer and candidate. This could include asking the interviewee what they might need to feel comfortable, offering them water, and checking in with them throughout the interview to see if they would like a break. An easy way to make the transition from small talk to the actual interview is to start by asking “What do you know about the UVSS, What was your favourite film at Cinecenta?” This type of open-ended question is like a warm-up for the candidate.

Here are a few suggestions that might help the hiring committee set the stage for a successful interview:

- A panel interview can be intimidating (e.g. when there are three people in front of one candidate). Break the ice early on in the interview and make them feel comfortable. Take the time to have each interviewer introduce themselves – their role, how long they've been with the UVSS, the specific department, etc.
- When possible, try to spread yourselves out in the interview room (e.g. try to avoid having three people on one side of the table) to further avoid the possibility of intimidating the applicant. It is imperative that the room set-up is accessible to the interviewee (e.g. lighting sensitivities, wheelchair accessible, interpreter needs). If the hiring committee has questions or specific requirements for room set-up, they can contact the General Office Manager (alma@uvss.ca).
- Take turns asking the interview questions so that the process is all inclusive. This will also give the applicant the opportunity to respond to each person individually.
- Conduct the interview in a private, quiet and comfortable area. Ensure all personal communication devices are turned off or too silent. Offering the applicant water is always a nice gesture and demonstrates both professionalism and caring.
- Allow for silence after questions. Sometimes an applicant will take a bit of time to think of an answer. Tell the candidate to take their time to think of an appropriate response. This can feel awkward, but how the applicant handles the awkwardness can also be telling.
- Give the applicant your full attention and really listen to their answers. Listening is an active process and very often people only listen to some of what the other person is saying, especially

to those parts that confirm the listener's own opinions and views. Be sure you pay attention to everything the applicant is saying.

- Be aware of both the candidate's and your own body language. Do not appear disinterested or unimpressed by any answers. At the same time, do not be overly enthusiastic in case they are not selected for the position.
- You should take notes; however, it is best to keep them brief. Taking too many notes can disrupt the flow of the conversation and make the applicant nervous. Try not to make a note right after a negative statement. Instead, wait until the conversation takes a different turn or save your writing until after the interview is over.
- Remember that this is an opportunity for the candidate to evaluate what the UVSS has to offer as well. As you're going through the interview process, let candidates know about the benefits of working at the UVSS. Find ways through your conversation to relate their needs and wants from a job to things that the UVSS can offer them (e.g. if they value education, tell them about the professional development opportunities that are offered).
- Even if you are certain right away that you won't hire the candidate, do not cut the interview unreasonably short; always keep fairness and consistency in mind. Alternatively, even if you are positive you want to hire a candidate, never offer the job during the interview process.

The above process and suggestions are only examples and should be tailored to what you're comfortable with. Regardless of your chosen method, it's important to explain the process to the candidate and to try and be consistent with all candidates.

Closing the Interview

Avoid letting the interview become too lengthy. After you've covered the relevant topics, begin to close the interview by saying, "You've given me a good overview of your background and experience. Before we close, what else would you like to cover? What questions would you like to ask me about the job, the UVSS or anything else?"

Listen carefully to the candidate's questions as they can often reveal more than their answers – in particular, how much research they've done or how interested they are about the UVSS, the specific department or the role. Once their questions are answered, let them know what the next steps of the process will be and when they can expect to hear back from you (ideally, one week maximum). Follow through with any commitments you have made.

Immediately after the candidate has left, try to take some time to expand upon the short notes you took during the interview. Include further thoughts on the candidate's eligibility or "fit". As the candidate hired may ask to see his or her recruitment file, take care when making notes. For instance, if you found the individual's demeanour to be curt and unfriendly, do not write such subjective phrases as "snarky" or "had an attitude." Rather, make a note that the responses *seemed curt*, *came across as somewhat unfriendly* or simply "not a fit". The hiring committee should be clear, however, that while expanding thoughts and notes following an interview is advisable, it is not deemed helpful to go into any depth of discussion about a candidate before having heard and interviewed all candidates.

Interview Questions – What is Acceptable & Unacceptable to Ask

Before you start to interview candidates, you should familiarize yourself with questions that are appropriate to ask and others that are prohibited by Human Rights. Below are examples of acceptable and unacceptable questions to ask. The unacceptable questions are based on the Prohibited Grounds outlined in the Human Rights Guidelines, in addition to the UVSS-specific prohibited grounds.

Question Topic	Acceptable to Ask	Unacceptable to Ask	How to Ask Questions Appropriately
Age	You may only ask age related questions to determine whether the candidate is legally entitled to work in BC, or if they need to be of legal age due to the requirements of the job (i.e. serving alcohol).	Asking about age in general, or about birth certificates; e.g. “How old are you? Or “What year did you graduate from high school?”	Are you legally entitled to work in BC? This position requires all candidates to be over the age of 19 because the establishment serves liquor; are you over that age?
Ethnicity, Race , Colour, Ancestry, Place of Origin	You may only ask questions regarding whether the candidate is legally permitted to work in Canada (note that anyone legally entitled to work in Canada must be given equal employment opportunity unless there is a legal restriction stating otherwise). You may also ask if the candidate speaks and writes a language well enough to perform the job if there’s a legitimate need for them to be fluent in that language. For Students of Color Collective and Native Student’s Union you may ask whether or not the applicant identifies as part of the collective group.	Asking about birthplace or nationality, including nationality of relatives or spouse; e.g. “Where are you from?” or “What is your nationality?”	Are you legally permitted to work in Canada? Fluency in English (or French) is an important requirement of this role; are you fluent in English. Do you identify as a member of this collective?
Criminal Record	You may only ask questions regarding whether a candidate has a criminal record if there is a legitimate employment related reason to know this information; e.g. when working with children or vulnerable adults, it is acceptable to ask if they have been convicted of a related crime. If bonding is required, you may ask applicants if they are eligible to be bonded.	It is inappropriate to ask questions regarding a candidate’s criminal record unrelated to the specific job. Cash Clerks require a Criminal Record Check.	For Cash Clerk positions: This position requires handling cash – are you bondable?
Pardoned Conviction*	None	It is inappropriate to ask questions regarding a	n/a

Question Topic	Acceptable to Ask	Unacceptable to Ask	How to Ask Questions Appropriately
		candidate's pardoned convictions.	
Mental or Physical Disability	You may only ask questions about whether the candidate can perform the essential components of the job; an applicant's disability is relevant to the job <u>only if</u> it prevents that person from effectively carrying out the essential components of the job. For instance, if the employee will face very stressful work conditions on a daily basis, or need to carry heavy boxes as part of the role, it is appropriate to ask whether they are physically and mentally capable of undertaking such work.	Asking for a general statement of disabilities, limitations or health, appearance, height or weight; e.g. "Are you prone to getting sick often?" or "Do you take many sick days?" or "Have you ever had to take time off due to a mental illness?" It is also inappropriate to ask about general disabilities, limitations, drug or alcohol dependencies or previous work injuries.	This position is (physically demanding); would you be able to perform all of the essential functions of the job (which include heavy lifting)? If this question is asked, it is important that all candidates be asked the same question.
Political Belief	None	None	n/a
Religion or Creed	You may only ask questions regarding religion/creed when adherence to a particular religion is an attribute required for a job or justified by the religious nature of a non-profit institution; you may also ask whether they are available for certain hours of work or travel. The UVSS must be reasonable in accommodating the religious needs of employees; however questions about necessary accommodations should only be asked after the individual is hired.	Asking questions about a candidate's religious beliefs, religious holidays, customs observed or religious dress. Asking for statements concerning religious affiliation and church membership unless specifically related to the nature of the organization.	Are you able to do shift work? Does your schedule allow you to travel when necessary for job-related purposes?
Sex, Pregnancy, &/or Childbirth	You may only ask questions regarding gender when it relates to a reasonable requirement for a job; for example, the Women's Centre may only hire individuals who are non-binary or female-identified.	It is inappropriate to ask about the candidate's gender, including questions related to sex, pregnancy and childbearing (including childcare)	n/a

Question Topic	Acceptable to Ask	Unacceptable to Ask	How to Ask Questions Appropriately
		arrangements or childbearing plans)	
Sexual Orientation	None	It is inappropriate to ask questions about a candidate's sexual orientation	n/a
Gender Identity &/or Gender Expression*	None	It is inappropriate to ask questions about a candidate's gender identity or expression	n/a
Marital/Civil Status	You may only ask questions regarding whether the candidate is able to work the shifts required of the job, if they are able to travel for work, or if they are willing to relocate. After hiring, an employee may be asked for information that discloses this information if it is required for a legitimate purpose (e.g. for income tax purposes or group benefits plans).	It is inappropriate to ask questions regarding a candidate's marital/family status (e.g. whether they are single, married, common law, divorced, separated, widowed, etc.) or second family income.	Are you able to do shift work? Can you work overtime if required? Does your schedule allow you to travel when necessary for job-related purposes?
Social Condition*	You should only ask if the candidate would be able to obtain a car if it is necessary for the position. At the UVSS there are no positions that require employees to have a vehicle.	It is inappropriate to ask whether a candidate has a car, or other questions regarding their social condition (e.g. whether they rent or own?)	Would you be able to access a car if required for this position?
Membership in Professional Associations*	You should only ask questions regarding membership in professional associations, clubs or organizations, hobbies or interests, if they are job-related. Membership in a professional or technical association may be a requirement for licensing purposes or employment.	It is inappropriate to ask questions regarding a candidate's club and organization membership that would indicate race, colour, religious beliefs, ancestry or place of origin.	Are you a member of any professional associations, clubs or organizations, or have any hobbies or interests specifically relating to this job position that may potentially put you in a conflict of interest in this role?
Smoking and Substance Use*	None	None	n/a

Question Topic	Acceptable to Ask	Unacceptable to Ask	How to Ask Questions Appropriately
Education*	<p>You can ask about the candidate's highest level of education as well as the names and locations of postsecondary institutions a candidate has attended.</p> <p>For student positions, you must ask whether or not an applicant is currently an undergraduate student at the University of Victoria.</p>	<p>It is inappropriate to ask questions regarding a candidate's religious or racial affiliation, schools or other institutions attended as it could reveal religious beliefs or race.</p>	<p>Could you please provide me with the names, locations of educational institutions attended and the nature and level of education received?</p> <p>Are you currently an undergraduate student at the University of Victoria?</p>

**Although the question topics with asterisks are not currently prohibited grounds under the BC Human Rights Code, they are prohibited to ask in interviews, or base hiring/employment decisions on at the UVSS.*

Declining Candidates

If you choose to call applicants, they may ask for feedback. Be mindful, when asked, to provide the candidate with constructive feedback.

Declining Candidates by Phone

The following basic templates should be used when declining candidates over the phone, after a pre-screen phone interview or in-person interview. Whenever possible, it is best to notify candidates by phone (rather than email) when you have personally spoken with them.

- Once you have selected one successful candidate:
"Hello, this is (your name) from the UVSS. I am calling to let you know that we've decided to move forward with another applicant for the role. I also wanted to thank you for your time and let you know that we really appreciate the effort you put into the process. You have some great experience and skills and we enjoyed meeting you.

Declining Candidates by Email

Sending an email is an alternative to calling a candidate to decline them after a pre-screen phone interview or in-person interview. It is however, recommended that you contact the candidate by phone first a couple of times, especially if the candidate has already put in a lot of effort into the process (i.e. one or two in-person interviews), and then if necessary, follow up with an email if you aren't able to reach them.

Dear (Name),

Thank you for attending the recent interview on (Date of Interview) for the (Position Title) position.

I very much enjoyed meeting you to discuss the role. We have now had the opportunity to consider all applicants against the criteria specified for the job. After careful consideration, we are proceeding with other applicants who more closely match our current requirements.

Thank you for your interest in (Department) at the UVSS. We wish you every success with your job search and in the future.

*Sincerely,
(Your name/email signature)*

APPENDIX II: ORGANIZATIONAL CHART

