



university of victoria
students' society

Employee Handbook

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INTRODUCTION

Please note that in cases where the Collective Agreement provides necessary supplemental information, the relevant article will be cited (e.g. “Article 1.11”). “USW Article” denotes that this citation is for the United Steelworkers Collective Agreement, and “IATSE Article” means the IATSE Collective Agreement.

ADDITIONAL POLICIES

The policies included in this handbook are guidelines only and are subject to change as the UVSS deems appropriate and necessary. From time to time you may receive notice of new or modified policies, procedures, benefits, or programs.

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 new to post-secondary 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, unsurrendered 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 occupy every day and the framework of colonialism within which we operate.

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 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.

As a new member of the team, your feedback on how we can improve our Employee Handbook is welcome. Please direct comments or questions 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, for 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.

The priorities of the UVSS can change from year to year because the UVSS is governed by a Board of Directors who hold one-year terms and are elected every Spring. The Board of Directors creates and is held accountable to a strategic plan, which is drafted, updated and evaluated each board term. Please review the current strategic plan on our website.

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. The Board of Directors changes every year; you, as employees, are an important bridge across Board terms. Your belief in the UVSS's collective values will help new Board members work with you effectively.

1.4 Governance

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

- 11 volunteer Directors-at-Large
- 1 volunteer International Student Representative
- 5 volunteer Advocacy Group representatives
- 5 paid 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 five advocacy groups. These groups elect their representatives at their individual annual general meetings. **The Board meets twice each month throughout the year and all students and staff are welcome to attend.**

1.5 Expectations & Key Responsibilities

As a valued employee of the UVSS, your management team will:

- 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 job 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 - 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
- Catering & Conference Services
- Cinecenta
- Felicita's Campus Pub
- HFB (Health Food Bar)
- Munchie Bar
- SUBtext
- The Grill
- Zap Copy

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. Both Collective agreements can also be found online at uvss.ca/jobs.

A list of your Union 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.

1.8 Employee Handbook Support and Review

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

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

All new staff will be expected to read this Handbook as part of their orientation. Employees may request a copy from any Excluded Manager.

PART 2: BENEFITS, VACATIONS, AND LEAVES

2.1 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 Administration and Services Manager.

Permanent and term employees working 20-hours or 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 (eg. food 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.

Please consult the relevant Collective Agreement for a list of benefits, holidays, vacation, personal, and sick leaves, student summer leave of absence, and other forms of leave.

PART 3: HR POLICY

3.1 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, training, 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 the UVic EQHR website 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 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 an 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 the Excluded Managers' application of this policy.
- Reviewing this policy annually, or as required.
- Making necessary adjustments to ensure that this policy meets the needs of the organization.

Excluded Managers are 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.
- Ensuring harassment situations are dealt with in a sensitive and confidential manner.
- Determining whether or not allegations of harassment are substantiated.
- 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.
- To be protected against retaliation for reporting harassment or cooperating with a harassment investigation.

Procedures for Addressing a Harassment Complaint

1. 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 steward. Cases of harassment can proceed as grievances. For more information, please visit article 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 of 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 union 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.

2. 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 investigating the complaint.

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

3. 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 union 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 emotional distress.

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 union 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.

3.2 Hiring Policy

A condensed step-by-step guide to conducting hiring at the UVSS is included in Appendix B. All hiring committee chairs and first-time managers should consult this guide for the proper hiring procedure.

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.
- Everyone involved in the hiring process must abide by the Collective Agreement(s), the UVSS hiring policy and procedures, and legal requirements.
- 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 positions and rates of pay are listed in the relevant Collective Agreement.
- The UVSS holds progressive, anti-racist, and decolonial values. The hiring and retention of marginalized folks is a key opportunity to practically advance those values. Excluded Managers should make every effort to let marginalized folks lead hiring committees, and ensure that committees actively reach out to and recruit diverse candidates.

Hiring Committee

Composition

1. The composition of the hiring committee must follow the relevant Collective Agreement.
2. If a Lead Director is required to sit on the hiring committee, an Excluded Manager must contact the UVSS Executive Committee for a representative.
 - The role of the Lead and/or Excluded Manager is to ensure that the Employee Handbook is followed.
3. If a representative from the Union is required to sit on the hiring committee, an Excluded Manager must contact the USW 2009 Unit Chair to notify them.
 - The role of the union rep is to ensure that the relevant Collective Agreement is followed.
4. Union presence at subsequent meetings of the hiring committee is at the discretion of the Union.
5. The hiring committee shall consist of at least one self-identified woman or Two Spirit, or trans, or non-binary person. If the hiring committee has four or more members, at least two (2) shall be self-identified women or Two Spirit, or trans, or non-binary people (USW Article 12.3,3).
6. The hiring committee shall not exceed five members (USW Article 12.3,4).

General Hiring Process

1. The hiring committee meets to review the hiring policy contained in the Employee Handbook, and the job description.

2. The committee must decide where to post the position and for how long.
3. After the job posting closes, the committee must meet again and reach consensus on which applicants to contact for interviews.
4. 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 **before** contacting the successful candidate.
5. The full hiring process is included as Appendix B in this Handbook.

3.3 Hiring Committee Composition and Approval

a. Permanent Employees

Hiring committee members:

- Chair - An Excluded Manager selected by the Excluded Managers (or designate as assigned by the Excluded Managers).
- One USW union representative selected by the union.
- One unionized staff member selected by the Excluded Managers.
- Up to two Lead Directors elected by the Executive Committee.
- Quorum is all members of the committee.
- The only exception to this is for Security Supervisors or Attendants, where the manager will follow the Student Employee hiring process.

Process:

- **An Excluded Manager**, or delegate, strikes the hiring committee; requests Lead Director(s) to sit on the committee; and notifies the Unit Chair.
- When the committee selects a successful candidate, the hiring committee chair presents the hiring committee memo and reports to an in camera session of a Board of Directors meeting (please see the template in Appendix C).
 - If there is a delay between the hiring committee choosing their preferred candidate and the next Board meeting, the hiring committee chair may conditionally offer them the role, but make it clear that their hire is contingent on successful Board ratification.
- 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. An Excluded Manager provides the approval for employees Class 12 and below.

b. Student Employees - Businesses and Cost Centres

Hiring committee members:

- Chair - The relevant Department Manager, or another member of the bargaining unit chosen by the Employer.

Process:

1. When the hiring committee chair selects a successful candidate, they **must** contact the relevant Excluded Manager to request approval using a complete hiring memo (please see the template in Appendix C)

c. Advocacy and Affiliated Organization Employees

- **Hiring (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.

i. Restricted hiring

- All five advocacy groups and one affiliated group - AVP - require restricted hiring for all coordinator staff positions. This means that the job search and hire will be limited to members of the respective groups that each organization serves (e.g. SSD roles are limited to folks with disabilities). This restriction takes precedence over an applicant's internal status.
- If no one from this identity group applies, the job must be reposted.
- The objective of this policy is to build equity and diversity into our hiring, help the UVSS achieve more equitable and diverse representation among our staff, and to recruit folks whose identities strengthen the support and resources we offer.
- The bottom of the job description will indicate that it's a restricted role with the following blurb:

“Consistent with the objective the amelioration of conditions of disadvantaged individuals or groups who are disadvantaged because of race, colour, ancestry, place of origin, physical or mental disability, sex, sexual orientation, or gender identity or expression, this role is limited to candidates who _____ [identify as x OR are a member of y, etc.]”

During a limited search, applicants may not always indicate in their application if they self-identify as a member of the selected group(s) in that hire.

To ensure that all qualified individuals are included in the selection process, it can be helpful to follow up whenever the applicant does not self-identify with an email containing the following paragraph. If a follow up email is part of the regular process for the search—for example, to confirm receipt of application or to request other missing information—you can include this paragraph in such a letter:

“Pursuant to section 42 of the BC Human Rights Code, this is a restricted hire; the search will be limited to members of the following groups: [women and/or Indigenous Peoples and/or persons with disabilities and/or members of visible minorities]. If you are a member of [this group/these groups] and wish to qualify for consideration, you are encouraged to self-identify in response to this email.”

ii. Student Employees - Advocacy and Affiliated Groups

Hiring committee members:

- Chair - The relevant organization’s coordinator. If the coordinator position is vacant, or the incumbent is reapplying, an Excluded Manager or Lead Director may act as the hiring committee chair.
- One advocacy or affiliated organization Board/Collective member, selected by that group.
- One USW representative, selected by the Employer, if the Chair isn’t a member of the bargaining unit.

Process:

1. The organization’s coordinator, or delegate, strikes the hiring committee; requests advocacy or affiliated organization members to sit on the committee; and notifies the Executive Director and Unit Chair.
2. The Executive Director may attend the first meeting to ensure the committee is informed on the process and has the materials they need (e.g. Collective Agreement, interview questions, etc).
3. When the committee selects a successful candidate, the hiring committee chair must contact the Executive Director to request approval. A hiring memo must be provided (please see the template in Appendix C).

d. Excluded Managers

Hiring committee members:

- Chair - The Director of Finance and Operations, or designate
- Up to two Excluded Managers (when available)
- One Director elected by the Board
- One Advocacy Group representative elected by Advocacy Relations Committee
- One unionized manager, appointed by an Excluded Manager
- One USW representative, selected by the Union

Quorum:

- The Chair plus four committee members.

Process:

1. The Director of Finance and Operations, or delegate, strikes the hiring committee by passing a motion at a Board meeting to elect representatives; requests an advocacy representative via the Director of Student Affairs; and notifies the Unit Chair.

2. When the committee selects a successful candidate, the hiring committee chair must present a report and hiring memo at an in camera session of a Board meeting (please see the templates in Appendix C). Approval consists of a 2/3 majority vote.

e. Excluded Employees

- **Hiring** - A hiring committee is struck by the relevant UVSS committee overseeing the position. The hiring committee will consist of one [1] Excluded Manager (or designate as assigned by the Excluded Managers), at least one [1] staff member, the Chair of the relevant UVSS committee (as defined in its terms of reference) and at least one [1] director. The Excluded Manager or designate will be the chair of the committee. Quorum is all members of the hiring committee.
- **Approval**- Approval by the Board of Directors is required for all the Excluded Employees. Approval consists of a 2/3 majority vote of the Board of Directors.

Job Postings

Notification

- Affiliated organizations must send an email notification to the relevant Excluded Manager and the Office Manager (alma@uvss.ca) before posting a job and initiating the hiring process.
- Before posting a non-student job, the General 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 and interview questions are kept on file by the General Office Manager in the General Office.
- If a job description needs to be updated or amended, it must be agreed to by the Labour Management Committee (LMC). This process can take between 6-8 weeks to complete.

Job Posting

- All jobs must be posted for a minimum of seven calendar days.
 - Job vacancies for Excluded Managers, excluded employees and permanent employees must be posted in a prominent place for at least seven days, though 10-21 days is recommended.
- Applications must include a cover letter. The hiring committee may use their discretion in deciding to only review applications including cover letters or not.
 - Resumes, cover letters, and applications submitted to the UVSS outside of specific postings must be shredded and not stored.
- The relevant paper job posting form is available in the General Office (B128) and the online form is available at uvss.ca/add-job-posting, or from Graphics (artdir@uvss.ca).
- **All job postings for Excluded Managers, or excluded, permanent, or term employees**, must include (but is not limited to):
 - The UVSS SUB job board (bulletin board opposite the HFB)
 - The UVSS website (comm@uvss.ca or artdir@uvss.ca)
 - The UVSS Facebook and Instagram (marketing@uvss.ca)
 - The UVSS member email list (optional, if relevant) (comm@uvss.ca)

- At least one provincial and/or national employment website (e.g. Indeed, LinkedIn)* (execdir@uvss.ca)
- Groups/organizations/Listervs relevant to that industry or community

*Provincial and/or national employment websites are optional for excluded, permanent, advocacy and affiliated group employees, but are required for Excluded Managers.

For student employees, a prominent place means all of the following (but is not limited to):

- The UVSS SUB job board
- The UVSS website
- The UVSS Facebook and Instagram
- The UVSS member email list
- A visible location within the department
- Groups/organizations/Listservs relevant to that industry or community

Applications

- All applications for Food and Beverage Operations, Business Operations, Support and Administration Services, and Board of Directors should be emailed directly to the Manager or hiring committee Chair.
- Any physical applications can be dropped off at the General Office (GO), whose staff will time stamp and distribute them accordingly.
- All applications for Affiliated or Advocacy Groups are to be submitted or emailed to the General Office Manager via the UVSS jobs email (jobs@uvss.ca), who will time stamp them and distribute accordingly.
- In the event an outside recruiter is used, all applications may be directed to them.
- To verify possible internal candidates, ask the GO Manager to cross-reference the seniority list before the applications are disseminated to the rest of the hiring committee.

Reposting

- If one or fewer people apply, or if no applicants meet the required qualifications, the hiring committee may decide to extend the job posting for seven to ten days after it closes. The hiring committee chair must notify an Excluded Manager.
- All original applicants will still be considered and do not need to re-apply.
- If only one qualified candidate applies after the job has been reposted, the hiring process can proceed.

Reference Checks

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

- For term or other excluded employees: Two references must be contacted before making a hiring recommendation.
- For students: One reference may be contacted, but isn't required.

After the position has been accepted by another candidate:

- **Internal interviewees** - best practice is to notify them via email and describe the requirements they didn't meet; if they want to have a discussion about it, tell them to please contact the appropriate Excluded Manager.
- **External interviewees** - notify all unsuccessful candidates via email.

Written Materials

All interview questions must be submitted to the General Office Manager to be filed in the Netdrive with the applicable job description.

All interview notes and other written materials must be professional and limited to the suitability of the candidate's experiences relevant to the posted job. Personal commentary and opinions are not allowed.

All written materials, including but not limited to resumes, cover letters, and interview notes, are confidential and should be kept in a secure location.

At the conclusion of the hiring process, all written materials must be stored for one year, and then shredded. They must be stored by the relevant department manager or coordinator (for student staff) or submitted to the UVSS Office Manager (for term or permanent staff), to be kept on file in a secure filing cabinet or the Netdrive.

All unsolicited application materials must be shredded immediately and not stored.

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.

3.4 Offer of Employment

The offer of employment letter must be accepted by the candidate, and forwarded to the Administration and Services Manager to be placed in the employee's personnel file. Please see the template in Appendix B.

Student employees - the relevant Department Manager or Coordinator will make a recommendation to the relevant Excluded Manager and, after approval, provide the offer of employment to the employee.

Term employees - the hiring committee Chair will make a recommendation to the Executive Director and provide the offer of employment to the employee.

Permanent employees - the relevant Excluded Manager approves the hiring and provides the offer of employment to the successful candidate.

E-hire, externally-funded, or replacement employees - the Department Manager/Coordinator/hiring committee Chair will make a recommendation to the relevant Excluded Manager and, after approval, confirm the offer of employment.

Excluded Managers and Employees

1. When an Excluded position is being filled, Personnel or the appropriate hiring committee will bring their recommendation to the Board of Directors for approval.
2. 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.

All offer of employment letters must include:

- Date of job commencement
- Salary or wages
- Vacation entitlement
- Employee benefits
- Additional terms or conditions
- Notice of termination required, if relevant
- An attached copy of the relevant Collective Agreement

3.5 Interview Questions

Although interview questions will vary from role to role, this 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 being 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, and other important tips on the interview process, please visit Appendix I of this handbook.

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.*)

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?

Closing and Next Steps

- What are your wage expectations (in the case of an excluded employee)?
- What questions do you have for me/us?
- Thank you for taking the time to chat with me/us. 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.

3.6 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. 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.

Employment reference checks should be conducted prior to making an offer to a candidate.

- 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 their recruitment file, take care when making notes.**

Providing Reference Checks

Current or former UVSS employees may ask you to provide references for them when they're applying to other jobs, volunteer opportunities, or co-op/practicum placements.

Only agree to do so if you can guarantee that you will be acting honestly and in good faith. Please only provide truthful, objective commentary about them, and be prepared to back up your statements with evidence, ideally in writing, as your statements may be challenged by the employee or their future employer.

Never provide a purposefully untrue, misleading, hurtful, or wrong reference that can't be justified by the employee's performance.

When in doubt, only offer a neutral reference that confirms the employee's length of service, job description, and duties performed.

3.7 Conflict of Interest Policy

Conflict of Interest in Hiring

A conflict of interest in the hiring process arises when a member(s) has a current or former relationship occurring outside the work setting with a job candidate that would make it difficult for the 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.

Any suspected or actual conflicts of interest must be reported to an Excluded Manager. 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

Conflict of interest:

- Participation of the employee in other business, organizations or activities that compromise the employment relationship or disadvantages the organization.
- The Society's property, materials and services will be utilized only as requested or authorized by the employer.
- Supervisors and managers must identify and report potential conflict of interest to an Excluded Manager.

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 your position 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.

3.8 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.

- 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 or an Excluded Manager.
- If an employee suspects an Excluded Manager or does not feel comfortable reporting to either of them, the employee should contact the Director of Finance and Operations (finance@uvss.ca).

All reports will be followed up promptly, and an investigation conducted. The UVSS will strive to keep the identity of the complainant as confidential as possible.

The UVSS will not retaliate against an employee in the terms and conditions of employment because that employee: (a) reports to a supervisor, to an Excluded 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.

3.9 Confidentiality

Confidentiality Clause Statement

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.

This 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 Personal Information Protection Act (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.

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

3.10 Employee Personal Information

The UVSS respects and protects the privacy of information collected for current and previous employees. We only collect 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.

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 of within their file are prohibited.

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 may 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. written warnings and termination letters) which are removed after one year (exception: suspensions remain in the file for two years).

Employees have the right to view their file (and any related 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 (Employment Standards Act). 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 Administration and Services Manager 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 reports 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 Administration and Services Manager's office.

Employees should communicate any changes in personal information such as benefit status, name, address, or phone number to the Administration and Services Manager within at least 30-days of the change.

There is only one 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.

3.11 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

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, antidepressants, 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 reported that substance use or misuse (whether that substance be prescribed or otherwise) is suspected, an Excluded 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 an Excluded Manager.

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.

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 (EAP)

To access services directly:

- Call 1-800-661-8193 (24-hours/day, no access code needed, just say you work for the University of Victoria Students' Society)
- Go online to <http://humanacare.com/employee-and-family-assistance>

Our Employee Assistance Program, available for term and permanent staff, is called HumanaCare. EAP is meant to help with anything from stress to diet/nutrition to legal support. Services are available in-person, online or over the phone.

The EAP is intended to provide short term therapy/counselling for situations where a resolution is possible. There is no maximum number of sessions, but your provider will work with you to determine the number of sessions that are needed to come to a resolution on that particular issue. If there is no end in sight to the issue, or it cannot be resolved the provider may end services for that issue under the EAP. In these cases, employees can continue to see the provider for that issue, but will be outside the scope and coverage of the EAP. Ultimately the EAP is designed to provide short term therapy for specific issues, it is not intended to provide lifelong counselling. Access to these services is completely confidential.

For more information, please pick up a pamphlet in the General Office, or chat with the Administration and Services Manager.

3.12 Personal Relationships at Work

If employees develop (or have) a romantic, friendly or family relationship with a coworker, 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 coworker 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.

3.13 Building, Encouraging & Supporting a Respectful Workplace

Principles of 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

3.14 Conflict Resolution

The purpose of the conflict resolution policy is to provide a quick, effective and consistent method for employees to present and resolve their concerns.

Helping employees resolve conflict in a respectful, safe and professional manner is the UVSS' responsibility. Formal procedures are in place to address major instances of disrespectful behavior (e.g. harassment) or conflict.

Employees dissatisfied with this process or facing worsening conflict may file a grievance.

Step One

Employees should attempt to resolve issues with the other employee(s) involved, and 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. Their supervisor may encourage them to try approaching the other employee(s) involved directly, if they haven't already, before intervening themselves.

If appropriate, the supervisor will then attempt to resolve the issue with the other employee(s) directly.

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. This may be an informal meeting organized by the relevant Excluded Manager, or a formal meeting with an external mediator.

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

3.15 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.

3.16 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 itemized receipts are required for reimbursement of all per diem expenses:
 - 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 economy 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 meals 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.

3.17 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 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.

3.18 Gifts

At the discretion of the Excluded Managers, 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 4: OUR WORKPLACE

4.1 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.

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.

4.2 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 de-motivating 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 Checklist 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
- Extended Health (SunLife) Benefits Enrolment Form (if a non-student position and over 20 hours per week)

- Employee Assistance Plan (BBD) Benefits Enrolment Form (if a non-student position and over 20 hours per week)
- BC and Federal Tax Forms
- Pension Information Package (Permanent Employee Only)
- Health Plan Information Package (if a non-student position and over 20 hours per week)
- Relevant Collective Agreement
- USW Enrolment Form
- Relevant Union Info Page

*The UVSS allows term employees who consistently work at least 20 hours/week to enroll in the extended health and dental plan as well as the Employee Assistance Program.

The relevant Department Manager or Excluded Manager must also discuss the following:

- Role 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

4.3 Probationary Period

The 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.

4.4 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 the bargaining unit . For the purpose of shift picks, the employee's seniority is based on the date of hire within that position in the department.

4.5 Layoff - Bumping Rights

An Excluded Manager will notify a staff-person being laid off, and within 48-hours after being notified under Article 13.1 that they occupy a position designated for layoff, the employee shall either accept the layoff or indicate in writing their desire to bump into a different position within the same class or, if no other positions exist, a position in a lower class.

The employee must have the required qualifications, experience, skill and ability to perform the work in question, as evaluated by an Excluded Manager.

An employee displaced by bumping shall, in turn, have the right to bump an employee with less seniority within the same class. For more information, please consult USW Article 13.1,4.

4.6 Schedules, Shift Coverage & Overtime

Department Managers may draw up work schedules twice per school term and for the exam periods in December and April. Shifts must first be filled for each respective position according to a departmental seniority list for each position, not overall seniority within the bargaining unit. Department Managers must make every effort to be present for and facilitate the shift pick process. When this is not possible, Department Managers must arrange for a permanent staff supervisor or Excluded Manager to facilitate.

For a full description, please see USW Article 14.

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 seven hours unless officially recognized as a modified work week.
- For information on the hours of work please review USW Article 14.

Student Employees – Hours of Work and Breaks

- The workweek 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.

- For information on student employee hours of work please review USW Article 14. For information on the hours of work for IATSE student employees please review the IATSE Collective Agreement.

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.

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 seven hours. For information on term employee hours of work please review USW Article 14.

Modified Work Week

For information on modified work weeks, please review USW Article 14.4.

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 relevant Excluded Manager. Requests will be reviewed and mutually agreed upon in a timely manner.

Overtime

For details on overtime, refer to USW Article 14.

4.7 Pay Rates for New Employees

Pay rates are based on the recognized pay rate classification description for the Bargaining Unit and are outlined in Appendix 1 (Pay Rate Classifications List and Wage Schedule) 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.

4.8 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 9am on the Monday immediately following the end of the pay period.
- 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 9am on the Monday immediately following the end of the pay period.

Term and Student Employees

Term 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 (Advocacy and Affiliated Groups) and forwarded to the Manager of Accounting by 9am on the Monday immediately following the end of the pay period.
- 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 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 must be paid at a rate equal to Class 2 or higher (USW Article 1.11,3 2), and cannot do work that a unionized staff person is already doing, or could do. (USW Article 2.3,2: "Only employees hired according to the process in Article 12 shall perform Bargaining Unit work.")

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 relevant Excluded Manager of the employee's resignation to ensure the complete, accurate and timely calculation of final pay. The Administration and Services Manager and Manager of Accounting and Payroll 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 relevant Excluded Manager within twenty-four (24) hours of receiving the resignation. The Excluded Manager will conduct an exit interview with the employee.

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.

4.9 Communication & Meetings

Managers Meetings

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 advocacy and affiliated group Coordinators. These meetings will alternate among administrative items, training sessions with guest speakers and strategic plan reviews.

Permanent and Term Staff Meetings

An annual staff meeting helps provide staff with information and important updates and promotes 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: uvss.ca/policy.

- **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.

- **Member Outreach & Engagement Committee** – Organizes member outreach and engagement projects and programs such as the annual student handbook and the UVSS volunteer program.
- **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.
- **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.

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 critical to ensure that our mission, values and goals align with all sectors of the building. In order for this to be possible, the UVSS uses the following communication tools:

- **Email** – All permanent and term staff 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** – Bulletin boards are situated on the wall outside of the Union office, room B019, and on the left portion of the job posting board opposite the Health Food Bar.
- **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 and Instagram may help inform staff, increase staff involvement in UVSS activities, invite collaboration, obtain feedback and provide networking opportunities.

- **Surveys** - The UVSS conducts annual staff surveys. These are a great way for staff to provide feedback to their employer in a safe, confidential and productive way. Feedback from surveys is reviewed by the Personnel Committee and incorporated into everyday life at the UVSS as well as the Strategic Plan.
- **Zoom** - Every UVSS staff-person is eligible for a free Zoom account through UVic (<https://uvic.zoom.us>). During COVID-19, all meetings are held online via Zoom.
- **Microsoft Teams** - Some staff working from home send messages and meet virtually using Teams. It's free to sign up and staff can use their work email to do so.

4.10 Team Building

Team building is an ongoing process that helps a work environment evolve into a cohesive unit.

The UVSS may promote team building in the following ways:

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

Team building can lead to:

- Good communication with participants as team members and individuals
- Increased departmental 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
- Clearer work objectives
- Better operating policies and procedures

4.11 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 by WorkSafe BC to do what we can to eliminate the possibility of illness and injury.

Employees at every level should do their best to ensure 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.

Occupational Health & Safety Committee

Purpose:

1. Stay up to date with health and safety conditions;
2. Provide a forum for immediately addressing any concerns;
3. Comply with relevant legislation; and,
4. Meet the conditions of our Collective Agreements.

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

Legislation

Relevant health and safety legislation is available in full online, and includes, but is not limited to, the Workers Compensation Act, and the Employment Standards Act.

Employer/Excluded Managers' Responsibilities

- Establishing a health and safety program in collaboration with the OH&S Committee
- Reviewing and modifying the health and 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

Department Managers' 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 their 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) they 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 WorkSafe BC, 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 WORK

PART 1: WORKING FROM HOME - HEALTH AND SAFETY POLICY

1.1 Introduction

The Employer's decision to approve a work from home arrangement is based on an individual's health needs and the required function of the job. Please contact your supervisor if you would like to request working from home.

Working from home is an extension of the workplace, and the Workers Compensation Act and Occupational Health and Safety (OH&S) Regulation still apply.

Section 4.20.2 of the OH&S Regulation states:

- (1) **Before a worker is assigned to work alone or in isolation, the employer must identify any hazards to that worker.**
- (2) Before a worker starts a work assignment with a hazard identified under subsection (1), the employer must take measures
 - (a) to eliminate the hazard, and
 - (b) if it is not practicable to eliminate the hazard, to minimize the risk from the hazard.
- (3) For purposes of subsection (2) (b), the employer must minimize the risk from the hazard to the lowest level practicable using engineering controls, administrative controls or a combination of engineering and administrative controls.

1.2 Health and safety inspection

All employees working from home must submit a completed Working From Home Safety Checklist (Appendix G) to their relevant Excluded Manager for approval **before** starting work from home. This file will be stored on the Netdrive, included as Appendix G, or available from any Excluded Manager.

A signed and dated copy of the checklist will be placed in the employee's file, and must be completed every calendar year, or if they move, at a minimum.

Excluded Managers are responsible for distributing the form to applicable staff at the start of the annual budgeting process, and budgeting for furniture and other ergonomic hardware accordingly, if necessary.

1.3 Common risks

The employer and all workers have an obligation to identify and control unsafe conditions and activities that may cause injury or illness. Examples include:

- Environment (e.g., asbestos, mould, tobacco smoke)
- Electrical safety
- Ergonomics
- Slips, trips, and falls
- Violence
- Working alone

For more information on these topics and related resources, visit worksafebc.com.

1.4 Employee rights and responsibilities

At-home workers have the same health and safety roles, rights, and responsibilities as they do in their traditional work spaces, including to:

- Conduct an assessment of their workplace and report any hazards to their manager, including requesting their emergency contact information
- Report workplace injuries
- Complete education and training requirements
- Follow safe work procedures
- Determine a safe home evacuation route

1.5 Employer responsibilities

The UVSS has the duty to ensure the health and safety of all employees, including checking in with any staff working alone or in isolation.

Where workers are permitted to work alone outside of their regular assigned working hours, the employer must perform a risk assessment relating to the hazards the worker may be exposed to while working alone, and take the necessary measures to ensure the worker's safety. These measures may include implementing a person check system but may consist of other procedures that will meet this goal.

In addition, the employer is required to:

- Clearly outline the role of the worker’s supervisor, and how to reach them in an emergency
- Assess ergonomic suitability and control measures
- Effectively follow-up on reported incidents

For more information, please review WorkSafe BC OH&S Guidelines on the definition of “working alone or in isolation,” and “procedures for checking the well-being of workers” (online).

1.6 Furniture and ergonomic considerations

Proper office furniture is key to maintaining ergonomic health. The UVSS will cover the cost of all necessary furniture, up to \$500 per employee per fiscal year. The furniture remains the property of the UVSS and must be returned at the end of an employee’s tenure or when they cease working from home.

Ergonomic considerations may include, but are not limited to:

- Avoid working from couches or other soft surfaces that do not have a stable work surface and lack support for your back.
- When possible, position your computer so windows are beside you, and not in front or behind you.
- Make sure to follow good housekeeping practices – clean and clutter free surfaces, electrical cords in good condition and properly positioned, safe storage of heavy or sharp items – in order to reduce the risk of common household and office injuries and illnesses.
- As well as scheduled breaks, get up and move around periodically. Frequent short breaks throughout the day are important for both physical and mental health.
- If you have an adjustable chair, adjust all features to support your back and thighs, and be at a comfortable height. If you do not have an adjustable chair, use folded towels or cushions as needed for extra padding and back support.
- Position monitor/laptop screen approximately arm’s length away from you.
- Use a footrest, box, or something sturdy to support your feet, so they are not stretching to reach the floor or causing you to perch on the front edge of your chair.

For more information, please complete the UVSS safety checklist, and review the WorkSafe BC handout [here](#) (or search “Setting up, organizing, and working comfortably in your home workspace” on the WorkSafe BC website).

1.7 Incident reporting protocols

Please notify your supervisor as soon as possible if you notice anything impacting your safety or well-being, or that is likely to cause an injury, or if you are injured.

In addition, you may contact the Occupational Health and Safety Committee, jointly chaired by the USW Union and the employer.

PART 2: 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 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. Only approved versions of software are permitted for use on the UVSS computers. For more information, please contact UVic Help Desk.

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.

2.1 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 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.

2.2 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.

2.3 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. The following actions are 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, illegal, discriminatory, offensive, harassing or abusive
- Accessing copyrighted information in a way that violates the copyright
- Breaking into the UVSS' 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
- 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

2.4 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.

2.5 Personal Use

The UVSS has an obligation to protect our assets, information and the dignity of our employees. We have the right to access all the UVSS systems, internet access and files at any time. In the event of an investigation for misconduct, all electronic communications, including social media, may be monitored in compliance with federal or provincial privacy/personal information legislation.

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

2.6 Use of Mobile Devices for 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:

- Require them to turn over the work-related contents upon termination
- 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

Employees must password-protect all mobile devices.

2.7 Social Media and Networking

Limited social media use 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 work.

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 professionally.

2.8 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 4: EMPLOYMENT STANDARDS AND LAWS

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.

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 online.

SECTION 3: GENERAL DEFINITIONS

Advocacy Groups - Groups whose USW staff are:

- (a) employed by the UVSS and
- (b) not located in business units, cost-centres, or the Board of Directors and
- (c) term employees.

Advocacy Groups collect student fees that are administered by the UVSS and operate with their own collectives/boards/councils, but are responsible to the UVSS' governance and accounting policies and procedures. While these staff report to their collective/board/council for day-to-day direction, they are ultimately responsible to and supported by the UVSS Executive Director.

They include:

- Society for Students with a Disability (SSD)
- Students of Colour Collective (SOCC)
- UVic Pride
- Gender Empowerment Centre (GEM)
- Native Student's Union (NSU)

Affiliated Organizations - Groups whose USW staff are:

- (a) employed by the UVSS and
- (b) not located in 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, and must abide by the UVSS' policies and procedures.

While these staff report to their collective/board/council for day to day direction, they are ultimately responsible to and supported by the UVSS Executive Director. They include:

- Anti-Violence Project (AVP)
- Campus Community Garden (CCG)
- UVic Sustainability Project (UVSP)

Board of Directors - Students elected to terms lasting from May 1 - April 30, who direct the affairs of the Students' Society.

Casual Permanent Employees – these are employees hired and trained to be on-going, casual workers that work less than twenty hours per week. This category is limited to Cash Clerks, Security Attendants and Supervisors and Cinecenta Distribution Officers (USW Article 1.11, 3 5).

Emergency Fill-in (“e-hire”) – Employees whose employment relationship with the UVSS is not governed by the USW or IATSE Collective agreements. E-hire staff may be hired without a job being posted in staff unforeseen situations and may act in the role assigned for no longer than 30 consecutive days (USW Article 1.11.3.1).

Excluded Employees - Refers to the Chief Electoral Officer, Senior Deputy Electoral Officer, Elections Adjudicator, Elections Arbitration Panel, and Advertising Sales Representative, whose employment relationship with the UVSS is not governed by the USW or IATSE Collective Agreements.

Excluded Managers - Refers to the General Manager, Administration and Services Manager, and Executive Director. These roles are the primary liaisons between the Board and all UVSS staff.

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 and coordinated by the UVSS General Office Manager. 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 the same duties as bargaining unit members. Please see USW Article 1.11,3.2.

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 predetermined term.

Internal Status - A unionized employee applying to other unionized positions within their bargaining unit. Please see USW Article 12.4.

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 (representing the union). All decisions regarding employment matters concerning USW staff are made through this committee. Please see USW Article 21 for more information.

Personnel Committee - A committee comprised of the General Manager, Executive Director, Lead Director of Finance (Chair of the committee), one additional Lead Director as elected by the Board and two additional Directors 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 two months. Please see USW Article 1.11.3.3.

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 predetermined amount of time. Please see USW Article 1.11.3.4.

Unit Chair - the UVSS employee elected/appointed to represent the unit for all unionized UVSS employees, as per the USW Local 2009 Bylaws.

United Steelworkers (USW 2009) - One of two labour unions who have employment relationships with the UVSS. The Collective Agreement is negotiated with the UVSS employer at the end of a predetermined term. The majority of UVSS staff fall under the USW Collective Agreement.

APPENDIX A: INTERVIEW GUIDELINES

Interview Guidelines

There are many different ways to interview and while variety and diversity can be very useful, it is critical 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 them.**

Tips for Scheduling Interviews

- Remain 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 surprised 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. 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?" 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.
- 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.
- 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.
- 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).
- 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.

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 their recruitment file, take care when making notes.** It is not helpful to go into detail 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
Age	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	If 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.	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	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	It is inappropriate to ask questions regarding a candidate’s criminal record unrelated to the specific job.	E.g. for the Cash Clerk position: This position requires handling cash – are you bondable?

	convicted of a related crime. If bonding is required, you may ask applicants if they are eligible to be bonded.		
Pardoned Conviction*	None	It is inappropriate to ask questions regarding a candidate's pardoned convictions.	n/a
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</u> if it prevents that person from effectively carrying out the essential components of the job. For instance, if the employee will need to carry heavy boxes as part of the role, it is appropriate to ask whether they are physically 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)? 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.	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	Are you able to do shift work? Does your schedule allow you to travel when necessary for job-related purposes?

	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.	specifically related to the nature of the organization.	
Sex, Pregnancy, &/or Childbirth	You may only ask questions regarding gender when it relates to a reasonable requirement for a job; for example, GEM or AVP .	It is inappropriate to ask about the candidate's gender, including questions related to sex, pregnancy and childbearing (including childcare arrangements or childbearing plans)	n/a
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	It is inappropriate to ask whether a	Would you be able to access a car if

	<p>obtain a car if it is necessary for the position.</p> <p>At the UVSS there are no positions that require employees to have a vehicle.</p>	<p>candidate has a car, or other questions regarding their social condition (e.g. whether they rent or own.)</p>	<p>required for this position?</p>
Membership in Professional Associations*	<p>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.</p>	<p>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.</p>	<p>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?</p>
Smoking and Substance Use*	<p>None</p>	<p>None</p>	<p>n/a</p>
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. Once you have selected the 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

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 B: HIRING CHECKLIST

[The Collective Agreement \(CA\)](#) is an important document to have on-hand. (IATSE CA [here](#).)

Before the posting:

1. Contact the appropriate Excluded Manager to notify them that you would like to strike a hiring committee for X position.
 - a. They will then (depending on the type of position) provide you with a representative from the Lead Directors (Board of Directors) and/or the Union, and their contact information.
2. Decide who you would like from your group to be on the hiring committee.
 - a. The hiring committee must consist of at least one self-identified woman or Two Spirit, or trans, or non-binary person. If the hiring committee has four or more members, at least two shall be self-identified women or Two Spirit, or trans, or non-binary people (USW Article 12.3,3).
 - b. The hiring committee shall not exceed five members (USW Article 12.3,4).
3. Contact all members of the hiring committee to set up the first meeting (Doodle poll can work well for this!).
 - a. Send all members of the hiring committee the job description to review in advance of the first meeting. Ensure you have the most recent copy of the job description. This can be obtained from an Excluded Manager.
4. Bring the yellow job posting form (available in the General Office) to the first meeting to be filled out.
 - a. Have a print-out of the job description to attach to the posting form on the SUB job posting board once it's complete.
5. Bring a copy of the handbook and CA to all hiring committee meetings for reference.
6. At the first hiring committee meeting:
 - a. Review the relevant sections of the Employee Handbook and Collective Agreement.
 - b. Review the job description to ensure that everything is correct.
 - c. If there are any minor changes or inaccuracies, submit them to the appropriate Excluded Manager and they will go through the process of having them changed before posting. **Major changes are not feasible without extensive notice.**
7. With the committee, complete the "job posting" form, including posting and closing dates.
 - a. All jobs must be posted for a minimum of seven days.
8. Once the committee has completed the job posting, set a time/date for the next meeting after the posting closes to review applicants.
9. Be sure to take diligent notes about how long you're posting for, how many applications you receive, and other mandatory details for the hiring memo. This will make it a lot easier when you're done to compile that info to approve the hiring!

Posting:

10. Jobs must be posted, at a minimum, on: the UVSS job board outside SUBtext, the jobs page of the UVSS website (uvss.ca/add-job-posting), UVSS social media, and another website.

11. Requests for social media posts are completed through the UVSS Graphics departments (marketing@uvss.ca), and how much you want them to be boosted (usually among all the platforms, e.g. Indeed, Facebook, and Instagram, you can easily spend about \$500 for a posting that's up for two weeks. The amount you can afford depends on the hiring department's budget).
- Indeed, LinkedIn, Charity Village, and others, are examples of other employment websites that you are encouraged to advertise on. **Don't hesitate to use sites relevant to that department, organization, or community.**
 - **The best way to reach diverse candidates is to reach out to folks or organizations in those communities specifically. E.g. If you're seeking folks with disabilities, identify relevant locations to post that will reach them directly.**
 - Jobs can also be posted on: Other social media sites, the UVic or Camosun jobs pages, and others.
 - More options are listed in the hiring section of the Employee Handbook.

Pre-interview screening:

12. When the posting closes:
- Go through online and paper applications and check for internal applicants. You can request for the General Office staff to review applicants and compare to seniority list as long as there is no conflict of interest with the staff reviewing the applications (ie: they have applied for the position).
 - If there are internal applicants, ensure these are separated from the group and that their overall UVSS seniority date is noted.
 - Send all members of the hiring committee copies of all the applications.
13. At the next committee meeting, if there are internal applicants, go through their resumes first, and compare them to the qualifications listed in the job description.
- If an internal applicant meets all the qualifications, the committee can decide to interview them or move immediately to recommend them for the position to excluded management
 - If the internal applicant does not meet all required qualifications, include the applicant in the interview short-list.
 - If the applicant does not meet the majority of the qualifications, contact the appropriate Excluded Manager to notify them that the committee has decided to not move forward with interviewing an internal applicant. Include the name of the internal applicant, the qualifications that were not met, and a copy of their application.

Scheduling interviews:

14. If there are no internal applicants that meet the qualifications, short-list remaining applicants for interviews.
- a. If there are no qualified applicants, reference the handbook for job reposting or posting extension procedures. If this occurs, notify an Excluded Manager.
15. Develop interview questions as a committee. Copies of previous interview questions may be obtained from the General Office Manager or an Excluded Manager.
16. Establish the availability of committee members for interviews.
17. Contact the applicants and schedule interviews.
18. Interview applicants, and ensure all applicants are asked the same questions. (Refer to the interview guidelines in the Employee Handbook for more information.)

19. Ask each interviewee to bring two to three references to their interview, or to email them to the hiring committee chair in advance.

Post-interview:

20. Once all short-listed applicants have been interviewed, schedule a meeting with the committee to discuss applicants and decide on the successful candidate.
21. Once the committee has come to an agreement, move forward with calling references.
22. If the committee is split between two applicants, additional interviews can be conducted. If this occurs, contact an Excluded Manager for direction.
23. If the committee feels that no applicant is suitable for the position, reference the Employee Handbook for the re-posting procedure. If this occurs, notify an Excluded Manager.
24. If the committee decides on a successful candidate, develop 4-5 reference questions (there are examples in the Employee Handbook), and contact each reference.
25. Let the other committee members know about the results of the reference checks either through an in-person meeting or via email.
26. Once a successful candidate is chosen by the committee, send the hiring information to an Excluded Manager (classes 12 or under) for approval or for classes 13 and above, an Excluded Manager will take the information to the Board of Directors for ratification. **Do not offer the job to the candidate before the hiring is approved.**

The “hiring memo” must include:

- The position and department
- Dates the job was posted
- Locations the job was posted
- Who was on the hiring committee
- If there were any internal applicants
- How many applicants were interviewed
- The successful applicant’s full name
- When their first day of work will be
- Details of contract (permanent, term, student, hours per week, contract dates, etc)

Templates for the appropriate content and format of a hiring memo are included in Appendices C and D.

27. Once approved, contact the applicant and offer them the position. **Please use the “template offer of employment letter” contained in Appendix C.**
 - a. Please ensure that for term employees, the length of their term and approved hours per week are noted.
 - b. Send a copy of the letter to the Administration and Services Manager (adminserv@uvss.ca) to be placed in the employee’s personnel file.
 - c. When the applicant accepts the position, set up a meeting with them to fill out all new hire paperwork and begin their training. You can request the new hire package from the General Office Manager or the Administration and Services Manager. Please submit it back to either of those employees when it’s complete.

Questions about this process or hiring in general? Please contact the UVSS Executive Director at execdir@uvss.ca.

APPENDIX C: HIRING MEMO - CLASSES 1-12

MEMORANDUM

To: x, *Relevant Excluded Manager*

From: *Name, position*

Date: 12 July 2019

RE: Hiring of the Food Bank & Free Store Officer position with the UVSS Board of Directors.

As per the hiring guidelines contained in the Collective Agreement and UVSS Hiring Policy, the position was posted on UVSS job board and advertised via Facebook, the member email list, and on the UVSS website for 12 days.

There were 16 applications that were received prior to the deadline. Two were graduate students, and thus ineligible for the position. There was one internal candidate, x.

Three were selected for interviews: x, y, and z.

The hiring committee consisted of Alannah James and Tari Murwira, current Food Bank & Free Store Officer.

x was found to not meet the following required qualifications:

- #4, budgeting and monitoring costs
- #8, programming coordination experience
- #9, creating safer spaces

The committee unanimously agreed that y was most qualified and best suited for the position.

I would therefore request that y be approved by the UVSS Executive Director as the new Food Bank & Free Store Officer, effective July 12th, 2019. This is a student/term position working 20 hours/week [for a x-year term].

Sincerely,

Name

Position

APPENDIX D: HIRING MEMO - CLASSES 13-15

UVSS HIRING MEMORANDUM

To: The UVSS Board of Directors
From: *Name, relevant Excluded Manager*
Date: 24 February 2020

RE: Hiring of the x position with the UVSS Board of Directors.

As per the hiring guidelines contained in the Collective Agreement and UVSS Hiring Policy, the position was posted on the UVSS job board, and advertised via Facebook, Instagram, Indeed, and the UVSS website, for x days.

There were 45 applications that were received prior to the deadline. There was one internal candidate, x.

Five were selected for interviews: x, y, z, a, and b.

The hiring committee consisted of Alannah James, Nathan Cartwright (union representative), Em Osborne, and Dakota McGovern.

The hiring committee found that x did not meet the following required qualifications:

- #1 - Minimum three years' experience in accounts receivable, accounts payable, or similar role.
- #4 - Demonstrated understanding of General Accepted Accounting Procedures.
- #5 - Demonstrated experience analyzing account codes with a critical lens, accuracy, and attention to detail.
- #6 - Demonstrated experience using Sage 300 or similar accounting software.
- #7 - Demonstrated experience solving problems using Excel.

The committee unanimously agreed that y was most qualified and best suited for the position.

I would therefore request that y be approved by the UVSS Board of Directors as the new Accounting Technician, effective February 24th, 2020. This is a class 14 permanent position working full-time (35 hours per week) at \$29.77 per hour.

Sincerely,
Relevant Excluded Manager

APPENDIX E: TEMPLATE OFFER OF EMPLOYMENT LETTER - PERMS



February 25th 2020
University of Victoria Student Union Building
PO Box 3035
Victoria, BC
V8W 3P3

Congratulations and welcome to the UVSS! Please accept this letter as confirmation that you, x, have been hired as the permanent, full-time x, effective x.

- The x is Class x of the UVSS/USW Collective Agreement (CA). The hourly rate is \$x.
- Permanent employees have a work week of 35-hours, and the work day shall not exceed 7-hours (Collective Agreement article 14.2).
- The CA may be accessed anytime at uvss.ca/jobs. If you have any questions about the Union, please contact the Unit President at uvssuswpres@gmail.com.
- You agree to abide by the responsibilities and expectations outlined in the UVSS Employee Handbook, including maintaining respectful and safer spaces.
- The UVSS provides pay stubs and T4s electronically. For instructions on how to get set-up, please contact the Manager of Payroll and Accounting at uvssacct@uvss.ca.
- The probationary period lasts four-months (three-months for internal candidates). New employees may request a written evaluation of their performance halfway through probation (article 12.8).

Benefits Plan

- To qualify for the benefits plan, you must be working a minimum of 20 hours per week for the UVSS as per the CA, and enrolled in the Medical Services Plan of BC (MSP) as per BC law.
- All benefits, including vacation entitlements, are outlined in the Collective Agreement - in particular, Articles 26-29.
- You become eligible for employee benefits upon being hired. It is your responsibility to complete and return all applicable enrolment materials to the UVSS Administration and Services Manager (Katie McFarlin, in the General Office, or adminserv@uvss.ca) within 30 days of hire.
- Employees are responsible for keeping the employer updated on changes that may affect their benefits (marriage, births, divorces, changes to spousal coverage, etc.) within 30 days of the change.

Sincerely,
Full name
Title
University of Victoria Students' Society
execdir@uvss.ca

[cc: Excluded Managers, Manager of Accounting and Payroll, and Administration and Services Manager]

APPENDIX F: TEMPLATE OFFER OF EMPLOYMENT LETTER - TERMS



December 18th 2020
University of Victoria Student Union Building
PO Box 3035
Victoria, BC
V8W 3P3

Congratulations and welcome to the UVSS! Please accept this letter as confirmation that you, x, have been hired as a term employee, at x hours a week, for a x-year term starting December 17, 2020.

Terms of Employment

- The Society for Students with a Disability (SSD) position x is Class 10 of the UVSS/USW Collective Agreement (CA). The hourly rate is \$24.04.
- Term employees have weekly hours of work as established in this offer of employment; however, the work day shall not exceed 7-hours (CA article 14.2).
- The CA may be accessed anytime at uvss.ca/jobs. If you have any questions about the Union, please contact the Unit Chair at uvssuswpres@gmail.com.
- You agree to abide by the responsibilities and expectations outlined in the UVSS Employee Handbook, including maintaining respectful and safer spaces.
- The UVSS provides pay stubs and T4s electronically. For instructions on how to get set-up, please contact the Manager of Payroll and Accounting at uvssacct@uvss.ca.
- The probationary period lasts four-months (three-months for internal candidates). New employees may request a written evaluation of their performance halfway through probation (article 12.8).
- Your day-to-day work is set by the SSD Office Coordinator and SSD Council. You ultimately report and are responsible to the UVSS Executive Director (Alannah James, execdir@uvss.ca).

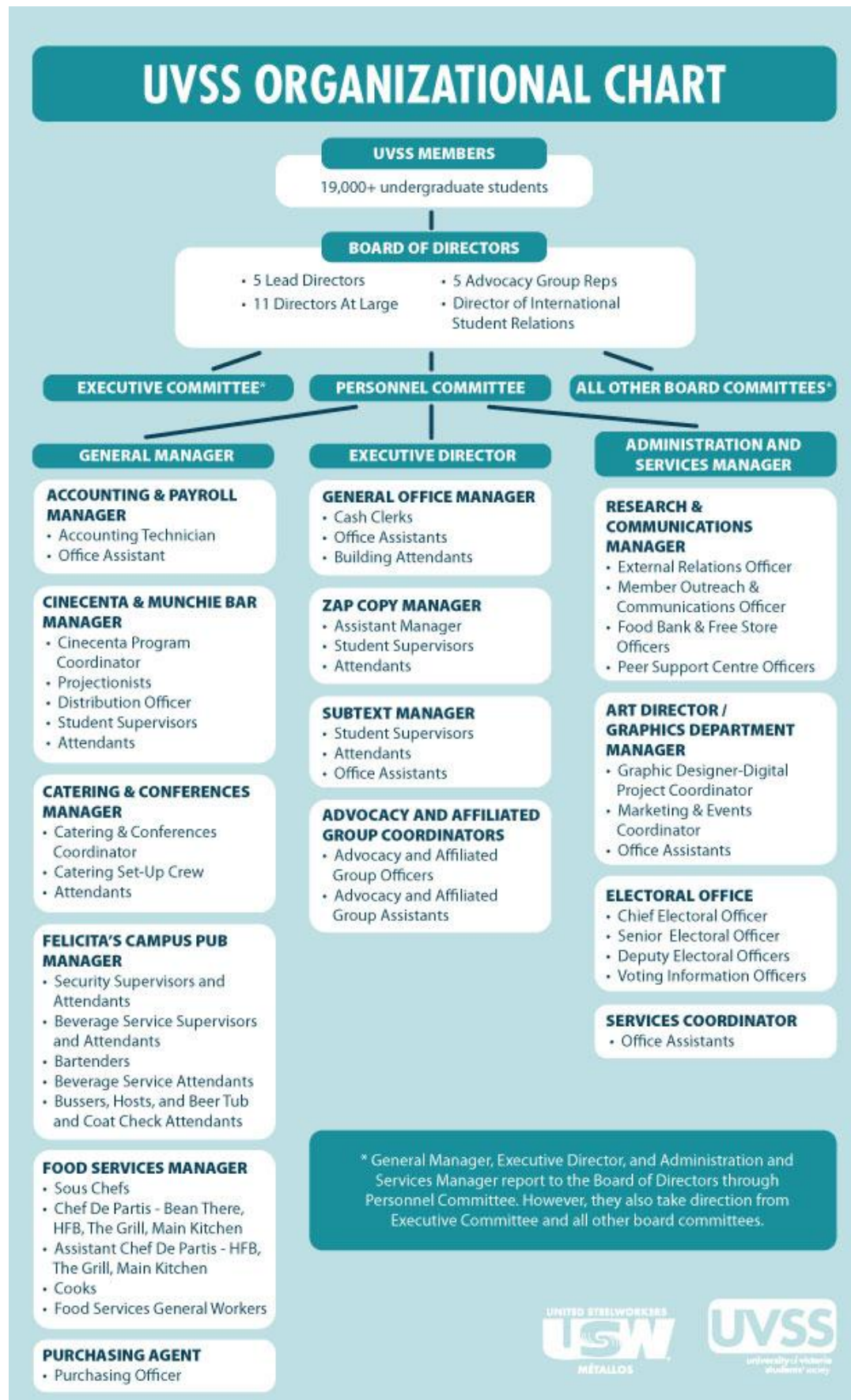
Benefits Plan

- To qualify for the benefits plan, you must be working a minimum of 20 hours per week for the UVSS as per the CA, and enrolled in the Medical Services Plan of BC (MSP) as per BC law.
- All benefits, including vacation entitlements, are outlined in the Collective Agreement - in particular, Articles 26-29.
- You become eligible for employee benefits upon being hired. It is your responsibility to complete and return all applicable enrolment materials to the UVSS Administration and Services Manager (Katie McFarlin, in the General Office, or adminserv@uvss.ca) within 30 days of hire.
- Employees must keep the employer updated on changes that may affect their benefits (marriage, births, divorces, changes to spousal coverage, etc.) within 30 days of the change.

Sincerely,
Full name
Coordinator, Advocacy or Affiliated Group
University of Victoria Students' Society
uvicssd@uvic.ca

[cc: Executive Director, Manager of Accounting and Payroll, and Administration and Services Manager]

APPENDIX H: ORGANIZATIONAL CHART



APPENDIX G: WORK FROM HOME CHECKLIST



Work From Home Employee Safety Checklist

Last updated: 5 January 2021

Working from home (WFH) is an extension of the workplace, and the Workers Compensation Act and Occupational Health and Safety Regulation still apply. All employees working from home must submit a completed checklist to their relevant Excluded Manager for approval **before** starting work. A copy shall be placed in their personnel file.

For the full UVSS WFH policy, please see the Employee Handbook. Please contact the Executive Director for a current copy of the checklist and/or the Employee Handbook.

Your job is to identify any hazards in your home workspace. The UVSS' job is to help correct them. **Please notify your supervisor** as soon as possible if you notice anything impacting your safety or well-being.

Name:

Department:

WFH address:

Cell phone:

General safety

- Clear floors free from tripping hazards
- Secured carpets free from frayed or loose seams
- Gel backing or anti-slip mats for rugs or carpets
- Neat, clean, and free of excessive combustibles (paper, boxes, files, etc)
- File cabinets are not top-heavy
- Cabinets, shelves, furniture greater than 5' high are secured
- Books and supplies are safety stored
- Rolling files or other mobile equipment are locked to prevent rolling
- Cords, cables, phone lines, and other items are secured and away from heat sources
- Well-ventilated and heated/cooled effectively
- Plug-in or hardwired carbon monoxide and smoke detectors with battery backup

Fire safety

- Clear walkways, aisles, and doorways
- Working smoke detector(s) with functioning batteries
- More than one exit
- Free from flammable liquids, trash, and clutter
- Combustible materials at least 3' away from radiators, portable heaters, and other heat

Electrical safety

- All electrical office equipment connected to a surge protector
- Electrical system adequate for office equipment
- Plugs, cords, and outlets are in good condition with no exposed/broken insulation
- Electrical switches, outlets, and boxes are covered with plates
- Extension cords and power strips are not daisy-chained
- Equipment is turned off when not in use
- Electrical outlets are grounded with three-pronged plugs
- Sufficient ventilation for electrical components

Ergonomic safety

- Desk chair in good condition, adjustable, and you know how to correctly adjust it. No loose wheels/casters or broken components
- When using keyboard, keep forearms close to parallel with floor and keep hands/wrists in neutral position; i.e., on same plane as forearms
- Computer monitor is about an arm's length from eyes, with top of screen slightly below eye level and free from noticeable glare
- When seated, feet reach the floor or are fully supported by footrest
- Back is fully supported by chair or lumbar cushion
- I have a clear understanding of neutral posture and how to properly adjust my workstation

Overall safety

- I know emergency phone numbers relevant to my location, my street address, and my supervisor's emergency contact info; I have an emergency exit route mapped out
- First aid kit or materials are easily accessible and properly stocked
- Files, data, and computer access are secure
- All office-provided equipment has a serial number and is properly tracked
- The employer network (e.g. Netdrive) is securely accessed (e.g. VPN and secure log in)

Notes/concerns/follow-up:

I, the employee, will designate a workspace as a "home office," and will maintain this workplace in safe condition free from hazards and other dangers to people and/or equipment.

Employee signature

Date

Employer representative signature

Date of receipt