

Policy Area	Human Resources	Effective Date	July 1, 2016
Policy Title	Code of Conduct	Revision Date	02.19.1992 03.16.2010 08.04.2017 01.14.2020
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Purpose Westwinds Communities (Westwinds) expects that each employee representing Westwinds conducts themselves in a professional manner and provides quality customer service.

Westwinds employees are expected to act in a manner that will enhance Westwinds' reputation.

Applicability This policy applies to all employees.

- Terms**
1. Westwinds expects that each employee represent Westwinds in a professional manner with quality customer service. A respectful team approach to our work is expected in addition to, open honest two-way communication. All employees are to take responsibility to respect others who may have different beliefs, backgrounds, or other differences and to display common courtesy in their dealings with one another.
 2. All Westwinds' employees are held accountable to maintain a level of professional conduct that will reflect positively on themselves and on Westwinds including:
 - 2.1. Courteous and respectful behavior including no gossip;
 - 2.2. Working cooperatively in a team to further Westwinds mission;
 - 2.3. Exercising good business practices and judgment in a professional manner;
 - 2.4. Appropriate language, tone and conduct at work, related functions, and when a representative of Westwinds;
 - 2.5. A willingness and commitment to resolve interpersonal conflicts
 - 2.6. Maintain workplace confidentiality;
 - 2.7. Upholding a professional client conduct;
 - 2.8. Dressing appropriately to the profession and role that they play in Westwinds;
 - 2.9. Avoiding racial, ethnic or sexually-oriented jokes and comments;
 - 2.10. Avoiding invasions of the personal privacy of others;
 - 2.11. Avoiding any use of position or power for personal gain or advantage;
 - 2.12. No sleeping on shift;
 - 2.13. No family/friends coming into the work place during shift hours, unless with prior permission of the Manager;
 - 2.14. Keeping personal calls and communication device access to a minimum;
 - 2.15. No smoking except in designated area;
 - 2.16. The unlawful manufacture, distribution, dispensation, purchase, possession, sale or use of illegal drugs or unauthorized controlled substances on Westwinds' premises, in Westwinds owned, leased, or rented vehicles, or while engaged in Westwinds business is prohibited.
 - 2.17. Divulge conflict of interest.

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3. The Code of Conduct is to be considered descriptive of the type of behavior expected from employees in all circumstances and are to be regarded as the minimum standards of performance required.
4. The conduct of employees that adversely affects other employees, clients, and the public is cause for disciplinary action up to, and including, termination of employment or relationship.
5. All Westwinds' employees are expected to share in preserving and enhancing Westwinds' image and reputation in the community. No employee should act in any way that diminishes the credibility of any other employee or client of Westwinds. Should an employee publicly take a position inconsistent with Westwinds' policy or practices, we insist that employees make it clear that they do not speak as a Westwinds representative.
6. Conduct and/or behavior that is contrary to the Code of Conduct while acting on behalf of Westwinds or while attending a Westwinds' event is prohibited.

Procedure

1. All employees of Westwinds are expected to be honest and of high integrity. In general, the use of good judgment, based on high ethical principles, will guide you with respect to lines of acceptable conduct.
 - 1.1. If a situation arises, where it is difficult to determine the proper course of action, the matter should be discussed openly with your immediate Supervisor and/or Manager.
 - 1.2. If the matter remains unresolved please consult with the Human Resource Generalist.
2. Any employee who knowingly fails to comply with this policy, its intent, or who knowingly permits an employee under their supervision to fail to comply with this policy, will be considered to be in violation of his or her employment/volunteer contract. The employee will be subject to appropriate disciplinary action up to and possibly including termination and legal action.

Policy Area	Human Resources	Effective Date	July 1, 2016
Policy Title	Employee Privacy	Revision Date	09.23.1999 03.23.1999 03.16.2010 08.04.2017 01.14.2020
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Purpose Westwinds Communities (Westwinds) is committed to protecting the privacy of the personal information of its employees.

Additional Authority

1. Federal legislation:
 - 1.1. Freedom Of Information and Protection of Privacy Act (FFOIP)
 - 1.2. Privacy Act
 - 1.3. Personal Information Protection and Electronic Documents Act (PIPEDA)
2. Alberta legislation:
 - 2.1. Personal Information Protection Act of Alberta (PIPA)

Applicability

1. This policy applies to all employees.
2. It is expected that every employee will be familiar with the policy statement and will commit to protecting the privacy of personal information from all sources.

Terms

1. Westwinds will obtain personal information from employees and perspective employees for normal business purposes and/or when otherwise required by legislation. Information collected shall be retained by Human Resources.
2. It is imperative that required employment information contained on an employee's personnel file and other records of employment is current, accurate and complete.
3. Employee Human Resource File
 - 3.1. All information relating to the working relationship is contained in the file, including employment application, résumé, performance evaluations, banking information etc. This information is kept confidential and is stored in a locked, secure space at the corporate office. All files will be removed and destroyed seven (7) years following termination of the working relationship.
 - 3.2. It is important that employees keep Westwinds current on information affecting their working relationship, including personal information required and provided according to legislated and Westwinds privacy policies. Contact information will be made available to an employees' immediate Supervisor for reference in the event of an emergency. Employees are asked to please notify their immediate supervisor of any changes in such information and update their information on ADP.
 - 3.3. Unsupervised access to employee files is restricted to Managers and the CAO. Supervisors can have access to employees' files under their direct supervision. Changes to an employee's file can only be done in accordance to policy and with the approval of the Manager.

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- 3.4. If an employee wishes access to their employee file for any reason, they are to provide a request to their Manager. The employee may review the contents of their file in the presence of their Manager or designate. No copies or changes to the contents may be made without express approval of their Manager.
- 3.5. Any employee who knowingly provides incomplete or false information on their Human Resource file shall be subject to disciplinary action up to and including dismissal.
- 3.6. All information contained within the employment records will be treated in strict confidence and will not be divulged to a third party, unless requested by The Government of Canada, Law Enforcement Agencies or The Court of Queens' Bench.

Policy Area	Human Resources	Effective Date	11-01-2016
Policy Title	Conflict of Interest	Revision Date	10.6.1999 03.15.2010 08.04.2017 02.10.2019 01.14.2020
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Purpose The purpose of this policy is to establish a standard of conduct to ensure that Westwinds Communities (Westwinds) employees act in the best interests of Westwinds, its clients and its community.

Applicability This policy applies to all employees.

- Terms**
1. Conflict of interest is defined as:
 - 1.1. A situation where an individual or the organization represented has an interest in; has a direct or indirect competing interest with the activities; or appears to influence the working relationship with Westwinds.
 - 1.2. This competing interest may result in the individual being in a position to benefit from the situation or in Westwinds not being able to achieve a result in the best interest of Westwinds.
 2. These standards are intended to enhance public confidence in the integrity of Westwinds and its employees. Westwinds benefits from the expertise of individuals with a multiple interests; however, those interests must not conflict with the interests of Westwinds nor impair the public support and respect necessary for the operation of Westwinds.
 3. Employees must respect the boundaries between professional and personal relationships in their dealings with clients. In this regard, employees are not to represent the clients in any business transactions, is not to have any direct or indirect financial interests in the assets of the clients (except for pre-existing conditions) and employees will not develop personal relationships with the client.
 4. All conflict of interest situations must be declared by individuals to their Supervisor prior to decisions being made. Conflict of interest includes, but is not limited to situations:
 - 4.1 Where employee's private affairs or financial interests are in conflict with their work duties, responsibilities or obligations, or result in Westwinds perception that a conflict exists;
 - 4.2 Which could impair the employee's ability to act in Westwinds interest; and/or
 - 4.3 Where the actions of an employee would compromise or undermine the trust that the public places in Westwinds.
 5. Offering, soliciting or accepting gifts, gratuities, payments, the receipt of excessive favors, or personal rewards designed to influence Westwinds business transactions is strictly against policy and should not be accepted.

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5.1. Westwinds does permit a group gift for employees at Christmastime. Collection for such gifts must only be coordinated by the residents and maintains anonymity.

6. Employment of Relatives

6.1. Employees are not eligible to serve as Directors of the Board of Westwinds. Westwinds will not hire individuals, or employees of their immediate families, who are related to the Board of Directors or CAO.

6.2. Immediate family of employees may be hired or promoted only for positions where:

6.2.1. One does not directly supervise the other; or

6.2.2. Related employees do not have the same immediate Supervisor.

6.3. An employee of Westwinds will not, without written permission from the CAO, allocate any work to, or order supplies from:

6.3.1. An immediate relative,

6.3.2. A firm or partnership in which immediate relatives singly or together hold more than 25% interest, or

6.3.3. An incorporated company in which an immediate relative alone or with that relative's family holds more than 25% of the issues of capital stock of the company.

6.4. Westwinds may affect changes, including reassignment or termination, if the simultaneous employment of relatives creates disharmony in a work group.

Procedure

1. It is the primary responsibility of the employee to identify any real, perceived or potential conflict of interest situations and communicate them immediately to their immediate Supervisor. Westwinds reserves the right to bring forward for discussion, any matter in which a conflict of interest is perceived to exist. In all cases, the Human Resource Generalist will be involved in the final determination and resolution.

2. Offer of Gift, Gratuities or Payments

2.1. The gift should be returned to the giver with thanks, and with an explanation, that acceptance of gifts is contrary to the policy of Westwinds with the exception of group Christmas gifts.

Policy Area	Human Resources	Effective Date	Mar 15, 2010
Policy Title	Client Relationships	Revision Date	09.13.2017 02.10.2019 01.14.2020
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Purpose The purpose of this policy is to establish a standard of conduct to ensure that Westwinds Communities (Westwinds) residents are safe while working with employees.

Additional Authority

1. Protection of Persons in Care Act.
2. Freedom of Information and Protection of Privacy Act, and Human Rights, Citizenship and Multiculturalism Act.
3. Policy 5.305 Workplace Discrimination, Harassment, Violence

Applicability

1. This policy applies to all employees, contractors, consultants, vendors and visitors on Westwinds' premises.

Terms

1. Westwinds' employees/volunteers will maintain a professional relationship with residents. These policies are intended to protect both employees and residents.
2. It is the responsibility of employees/volunteers to ensure that a professional relationship is maintained in their work with residents and to govern their behavior accordingly.
3. Allegations of Professional Misconduct with respect to the abuse of residents as defined by the Protection of the Persons in Care Act by an employee or volunteer will be taken as a matter of extreme importance and will be acted upon by Westwinds in a prompt, clearly defined professional manner. Westwinds recognizes the gravity and sensitivity with respect to allegations of this nature and will consider at all times the rights of the residents and Westwinds employees/volunteers.
4. Supportive Living program only - The Protection for Persons in Care Act (PPCA) requires that every individual who has reasonable grounds to believe there is or has been abuse involving a client to report that abuse as soon as possible. To report abuse call 1-888-357-9339 or the RCMP. Failure to report abuse is an offence.

Procedure

<ol style="list-style-type: none"> 1. Resident Reporting Unethical Conduct 	<ol style="list-style-type: none"> 1. Westwinds will clearly post resident's rights in all working areas within Westwinds. Residents will be aware of the procedure with respect to reporting professional misconduct.
<ol style="list-style-type: none"> 2. Employees and Volunteers Protection 	<ol style="list-style-type: none"> 1. At any time during these procedures, the employee/volunteer against whom the allegation has been made will have the right to have their counsel or any other person of the employee/volunteer's choice, accompany the employee/volunteer in any interview in which the employee/volunteer consents to participate.

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3. Confidentiality
 1. Westwinds will co-operate with any official investigation, i.e. the Alberta Family and Social Services, Alberta Privacy Commission or in some circumstances, police authorities. Beyond this, however, Westwinds will take great care in protecting the confidentiality of any employee/volunteer against whom an allegation has been made.
4. Documentation
 1. To maintain confidentiality, information regarding abuse allegations will only be released to the Manager, Human Resource Generalist, CAO, Board Chair and appropriate authorities. Documentation will be placed in a sealed envelope by the Human Resource Generalist and stored in the employee/volunteer's personnel file.
 2. The CAO will institute an immediate investigation into the matter, which will include face-to-face contact "*separately*" with the resident/volunteer and his/her representative, and the employee/volunteer with his/her representative. The CAO will include the Manager in this process with specific adherence to the issue of gender sensitivity. These meetings must occur within fourteen (14) days of written notice.
 3. The CAO may choose to reassign duties or suspend the employee with pay, or suspend a volunteer from working, for an interim period not to exceed thirty days, until a proper determination concerning the complaint can be made. At this point the normal Westwinds policy/procedure on disciplinary action will be followed.
 4. The CAO will inform all parties in writing of the determination within a period not to exceed thirty (30) days.
 5. In the event that the allegation is directed towards the Chief Administrative Officer (CAO), the matter will proceed directly to the Board.

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Policy Title	Employment Categories	Revision Date	01.05.1998 08.04.2017 01.17.2020
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Purpose Westwinds Communities (Westwinds) maintains appropriate classifications of employees to ensure clarity for benefit plan eligibility and payment of compensation.

Applicability This policy applies to all employees.

- Terms**
1. Permanent, Full-Time Employee:
 - 1.1. An employee not classified as a temporary worker, who is scheduled to work a minimum 35 hours per week (excluding breaks) on a regular, continuing basis of indefinite duration.
 2. Permanent, Part-Time Employee:
 - 2.1. An employee not classified as a temporary worker, who has assigned shifts to work less than 35 hours per week (excluding breaks), on a regular, continuing basis.
 3. Casual/Temporary Worker:
 - 3.1. An employee working for a specific period of time or otherwise to work on an as needed basis.
 4. Contract Employee:
 - 4.1. An employee engaged directly to accomplish a specific job, working for a specific period of time.
 5. Contract Consultant:
 - 5.1. An independent contractor (according to Canada Revenue), working for Westwinds as a result of specific conditions of a contract, for the purchase of services.

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Policy Title	Employment and Employment Transfers	Revision Date	09.15.1999 03.16.2010 08.04.2017 10.23.2018 01.17.2020
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Purpose Westwinds Communities (Westwinds) strives to select employees who are appropriately qualified.

The recruitment process involves a review of the requirements of an available position and the qualifications of the individual applicants.

Additional Authority Alberta Personal Information Privacy Act
Alberta Employment Standards
Alberta Human Rights

Applicability This policy applies to all employees.

- Terms**
1. Westwinds selects and promotes the most qualified available candidates to fill employment vacancies.
 2. Westwinds will recruit employees who fulfill the position's competencies which may include but are not limited to education, specific training, work experience, health and safety, attitude and organizational culture. Westwinds will strive to promote the development and advancement of its employees.
 3. Hiring is based on skill required for the position without consideration of race, religious belief, colour, gender, physical disability, mental disability, marital status, ancestry, age, place of origin, family status, source of income, and sexual orientation.
 4. Applicants must be Canadian Citizens, Landed Immigrants or be otherwise legally entitled to work in Canada in order to be eligible for employment.
 5. Relatives of employees (except the CAO) may obtain employment if they occupy positions where there is no supervisor/subordinate relationship with a relative unless a temporary emergency prevails.
 - 5.1. Relatives cannot participate in the recruitment, promotion or the selection process.
 - 5.2. Relatives include but are not limited to husband, wife, children, parents, brothers, sisters, parents-in-law, brothers-in-law, sisters-in-law, sons-in-law, daughters-in-law, grandparents, aunts and uncles.
 - 5.3. Employees who enter into a common-law relationship or who have married a person in the same working unit may continue to be employed; however, one of the employees must transfer to an alternate work unit.
 - 5.4. Westwinds will not hire individuals or immediate family members of the Board of Directors or the CAO.

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6. Westwinds' policy is to promote from within where possible and practical.
 - 6.1. All job vacancies are advertised internally, and may be advertised externally and on the website simultaneously.
 - 6.2. Subsequent appointments may be made from a competition within a period of three months from the closing date of the competition, if fully qualified applicants are available from the previous competition.
 - 6.3. Former Westwinds employees may be given consideration for employment without using the posting process provided they left Westwinds in good standing, and are considered to be re-hirable.

7. Promotions or transfers of existing employees within Westwinds shall be based on skills, training, education, experience, ability, and previous performance record as well as the employee's career development goals/action plan.
 - 7.1. Promotions and/or transfers may require an employee to move to a different location within Westwinds.
 - 7.2. Employees interested in moving to a different position or location within Westwinds may apply through the Job Posting process.
 - 7.3. The hiring Manager at the location with the vacancy will make the hiring decision.

8. In some situations, where the employee is unable to perform duties of a particular position, he/she may be demoted or re-classified to a position of less responsibility or requiring different skills. Should this occur, the employee will be consulted about options, involved in the decision, given sufficient notice of the change, and notified of any employment effects as a result of the employment change.

9. All new hires to Westwinds must complete a successful Search and Disclosure (Police Security Clearance).
 - 9.1. All employment offers and continuing employment are contingent upon a successful security clearance.
 - 9.2. Should a problem be identified through this process, the employee is subject to termination of employment for just and proper cause.

Procedures

1. Recruitment
 - 1.1. The Human Resource Generalist in conjunction with the Manager will review any vacant position or new position to determine potential restructuring of the actual job requirements, including a decision to advertise outside of Westwinds. The Human Resource Generalist will approve all new or vacant positions for recruitment.

 - 1.2. Vacancies arising from resignation, reorganization of services, or termination, will be open to current employees and external

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applicants, who meet the qualifications and required competencies for the positions.

- 1.3. Notices of job vacancies at Westwinds are required to be posted internally for a minimum of five days. External posting are at the discretion of the Human Resource Generalist.
- 1.4. Positions that are not required to be posted include:
 - 1.4.1. A position that has been upgraded due to increased responsibility if the incumbent remains in the position being upgraded; or
 - 1.4.2. Positions that are opened to accommodate the transfer of an employee whose current position has been eliminated.
- 1.5. A job description, compensation and position advertisement will be developed and submitted for approval to the Human Resource Generalist prior to the start of the recruitment process.
- 1.6. In coordination with Human Resources, review the job ad for the Internal and External Posting (if required) and determine advertising mechanisms.
- 1.7. Managers will review existing active resumes and referrals.
- 1.8. All applications for employment will be retained for one year.
2. Interview Process
 - 2.1. All candidates will be screened based on pre-established criteria. Short-listed qualified applicants will be selected for an interview.
 - 2.2. Perform telephone pre-screening of the shortlisted candidates to confirm skills and arrange interview.
 - 2.3. Use the applicable Interview Recruitment Template.
 - 2.4. As part of the interview session, the recommended structure is as follows:
 - 2.4.1. Introductions (5 minutes) - including the organizational overview, community specific information and vacant role overview.
 - 2.4.2. Behavioural Interview Session (20 to 40 minutes)
 - 2.4.3. Answering Candidate Questions, including final remarks and interview conclusion (5 to 15 minutes)
 - 2.4.4. Following the interview summarize candidate's interview responses – strengths and weaknesses, and suitability for the vacant position.
 - 2.4.5. If additional interviews are required, liaise with human resources to schedule the additional interview session.
 - 2.4.6. Select the candidate.
3. Selection
 - 3.1. All applicants are required to submit a job application and/or résumé.

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- 3.2. External Candidates will be asked to supply a minimum of two professional references, which will be checked and documented in writing conditional upon any offer of employment.
- 3.3. Westwinds will conduct employee criminal record checks. Westwinds will accept a criminal records check that completed within the last 3 months.
- 3.4. Once all the required pre-hiring reference checks, driving abstract (if applicable) has been satisfactorily completed, consult with Human Resources on the next steps – including making an initial offer.
- 3.5. Forward all interview records to Human Resources to ensure FOIPP compliance.
4. Acting Capacity
 - 4.1. From time to time and at the discretion of the management team, an employee may be placed in “an acting capacity” to cover temporary absences of permanent positions. Under such circumstances, no postings or advertisement is required. At the end of the acting period, the employee will return to their former position of employment.
 - 4.2. When an employee assumes an acting capacity at a more senior employment level for a period of longer than one month, the employee may, at the discretion of Westwinds, be entitled to (at a minimum) the starting wage for the acting position.
5. Hiring
 - 5.1. In order to generate the letter of offer the following information is provided to Human Resources:
 - 5.1.1. Resume
 - 5.1.2. Interview and screening documents
 - 5.1.3. Two written reference checks
 - 5.1.4. Status Change form
 - 5.2. Westwinds Human Resources provides all successful candidates a letter of offer which outlines at a minimum; the term of employment, position description, compensation, hours of work, vacation entitlement, benefits, confidentiality, clear criminal records check requirement, probationary period, first day of work, as part of the onboarding new employee package. Other verification requirements may include driver’s abstract, education confirmation, etc.
 - 5.3. The Human Resource Generalist will review and approve all non-standard letter of employment offers.
 - 5.4. Westwinds completes a criminal records check prior to completing orientation.
 - 5.4.1. In the event the criminal records check is not clear; a finger print check is completed.

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- 5.4.2. In the event the finger print check is not clear, candidates with convictions are not considered for employment unless the Human Resource Generalist and hiring Manager agree and document that the associated risk has been mitigated.
- 5.5. If an internal candidate is offered and accepted the position, the hiring Manager must contact the current Manager to discuss a transfer date and transition plan that must be agreed upon by the employees, hiring Manager and current Manager.
 - 5.5.1. Generally, the employee should be transferred within 30 days from offer acceptance.
 - 5.5.2. If an agreement for transfer date between the parties cannot be reached, the Human Resource Generalist will make a final determination on the effective date of transfer for the employee.
- 5.6. All recruitment and interview materials for all candidates will be forwarded to Human Resources following the recruitment process.
- 5.7. Prior to commencing work, Human Resources will co-ordinate employment sign up (government form and if applicable benefits). IT computer related set up and also provide basic orientation to ADP (Payroll).
- 5.8. A manager/supervisor may wish to make an announcement on the new employee (can be corporately, community or department specific – verbal or written).
- 5.9. New employee commences orientation at the community.
- 6. Probationary Period
 - 6.1. The first three (3) months of employment is a probationary period as per Alberta Employment Standards.
 - 6.2. During the probationary period, the employee and Westwinds have the right to end the employment relationship without notice or pay in lieu.
 - 6.3. At the conclusion of the 3-month probationary period, the immediate Supervisor will make a performance appraisal of the employee and will discuss it with the employee. The purpose of the appraisal is to ensure the employee has the skills and judgment required to complete the essential responsibilities of the role.
- 7. Employee Resignation
 - 7.1. An employee who resigns should provide their Supervisor with formal, written notification of their intent to resign giving the minimum correct period of notice. Four weeks is preferred with the minimum being two weeks. Vacation time is not considered part of the advance notice period.
 - 7.2. During the notice period, Westwinds policies and procedures will continue to apply to the employee. Westwinds reserves the right to

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pay the employee out their notice period and have them leave Westwinds immediately.

- 7.3. Upon acceptance of the voluntary resignation, an exit interview with the Manager and/or Human Resource Generalist may be scheduled. The exit interview is an opportunity for Westwinds to gather data for improving working conditions and retaining employees. Although intended to be a positive and constructive exercise for both Westwinds and the employee, no departing employee will be required to attend the exit interview.

Policy Area	Human Resources	Effective Date	Nov. 1, 2016
Policy Title	Criminal Records Check	Revision Date	05.01.1998 10.07.2016 05.08.2017 02.11.2019 01.17.2020
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Purpose To be in compliance with the Protection of Persons in Care Act legislation requirements, Westwinds Communities (Westwinds) requires new, as well as existing (where determined) employees and volunteers to undergo a criminal records check, and in addition (where necessary), a vulnerable sector check.

Additional Authority

1. Province of Alberta Protection for Persons in Care Act.
2. Province of Alberta Housing Act.

Applicability

1. All new Westwinds employees and volunteers.
2. Existing employees and volunteers, as determined by Westwinds.

Terms

1. Westwinds performs the Criminal Records check through a web based automated tool for employees and the results communicated directly to Westwinds.
2. The specified background check, must be completed by new employee/volunteer within thirty (30) days of signing Westwinds employment or Volunteer terms of engagement.
3. For existing employees and volunteers, the specified background check must be completed within five (5) business days, from the date the requirement is communicated to the employee/volunteer.
4. Depending on the outcome of the criminal records check, Westwinds reserves the right to terminate employment or volunteer engagement immediately, and without notice and or compensation.
5. Westwinds reserves the right to initiate a criminal records at any time, during the employment or volunteer engagement.
6. Costs associated with the criminal records check, will be paid by Westwinds.

Procedure

1. As part of the employment or volunteer engagement with Westwinds, instructions for completing the specified background check, will be provided to the employee or volunteer.
2. An online form along with instructions is e-mailed out to the employee. The employee must sign the consent form, for the specified process to start. For the Criminal records check, the consent form will be sent to the employee directly, completed and signed off online by the employee. The automated service will communicate the results of the Criminal records check, directly to Westwinds.

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3. Volunteers will complete a criminal records check with their local police department and provide Westwinds the results within thirty days,

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Policy Title	Compensation Administration	Revision Date	01.29.2016 05.01.2019 09.01.2019 03.05.2020 05.26.2020
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Purpose To identify Westwinds Communities (Westwinds) philosophy and process for salary administration.

Applicability This policy applies to all employees.

- Terms**
1. Wage and Salary Administration
 - 1.1. Westwinds philosophy is to pay market-driven pay rates for all jobs.
 - 1.2. Westwinds salary administration objectives are to:
 - 1.2.1. Maintain a compensation system that identifies and maintains a uniform structure of job relationships and responsibilities;
 - 1.2.2. Ensure fair and equitable salaries/wages based on the work being performed and competitive with the external job market;
 - 1.2.3. Provide reward for desired behaviours and excellent results; and
 - 1.2.4. Foster transparency and trust in Westwinds compensation practices.
 2. Compensation Rates
 - 2.1. Compensation rates are set by the Manager/Supervisor at point of hire in consultation with the Human Resource Generalist.
 - 2.2. "Step" or "Incremental" salary ranges are used for all positions.
 - 2.3. Salaries may be set anywhere on the ranges or steps, however positioning guidelines must apply and be rationalized.
 - 2.4. Salary range rates are reviewed annually and will be adjusted as required by market conditions and as approved by the Board of Directors during the annual budget process.
 - 2.5. Managers may make recommendations for waiving the health benefit commencement date subject to approval of the Human Resource Generalist.
 3. Positioning Guidelines
 - 3.1. The following guidelines must be applied to all salaries/wages:
 - 3.1.1. Upon hire, assess the experience/qualification/skill level of the person being hired to determine position within the range.
 - 3.1.2. Ensure internal equity with pay rate of those currently doing the same job (review scope, responsibilities and years of experience).
 - 3.1.3. Adjust for external market and/or internal equity if required.
 4. Compensation Increases
 - 4.1. Non-management Positions
 - 4.1.1. Rate of pay for all non-management employees is reviewed annually, on the performance review (hire) date. Increases are subject to budgetary requirements and a successful performance review.

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- 4.2. Management
 - 4.2.1. Salary increases for management and professional classified positions may occur, at the Annual Review. Increases are subject to budgetary requirements.
- 4.3. Performance bonus payments (if earned) for management classified positions will be paid in December or January of each year, subject to budgetary requirements.
- 4.4. Westwinds reserves the right to discontinue bonus payments at any time, depending on financial situation or other unforeseen factors.
- 5. Subject to satisfactory job performance and budgetary requirements, compensation increases may occur in the following circumstances:
 - 5.1. Promotion
 - 5.2. Merit/Performance Review (successfully meeting job performance criteria and goals)
 - 5.3. Economic (Market) adjustment; and/or
 - 5.4. Internal Equity adjustment.
 - 5.5. Compensation increases and/or bonus payments may be pro-rated in the event of an extended leave of absence or partial service during the calendar year.
 - 5.6. Employees receiving a promotion shall be paid at least at the minimum of the salary range in the new position.
- 6. Pay Premiums
 - 6.1. Employees who fulfill the role of “Manager/Supervisor” or “Food Services/ Housekeeping Supervisor” or other position in a higher pay range than the regular position, for 30 days or more in an “Acting or Interim” role shall have their pay adjusted to the appropriate level within the salary range for the position. While fulfilling an “acting” role it is presumed the employee’s regular position has been filled with a qualified “term” candidate during the timeframe required for the “Acting or Interim” role.
 - 6.2. Employees assigned to work evenings, nights and weekends are eligible for a shift premiums which is annually established by the Board of Directors. In order to be eligible the majority of the shift occurs:

Evening	After 4 p.m.
Night	After 12 a.m.
Weekend	On Saturday or Sunday
 - 6.3. Westwinds reserves the right to modify or discontinue pay premiums at any time.
- 7. Overtime Compensation
 - 7.1. Overtime may be necessary because of unforeseen circumstances. Westwinds recognizes the following situations in which overtime will occur:

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- 7.1.1. At the Manager/Supervisor's request.
- 7.1.2. In an emergency.
- 7.1.3. Special events (e.g. Christmas parties) unless employees clearly volunteer their time.
- 7.2. Non-management employees who work more than eight (8) hours a day or more than 40 hours per week, whichever is greater, shall be paid overtime at the rate of 1.5 times their regular rate for these excess hours on the next payday.
- 7.3. Alternatively, employees may take time off for overtime hours worked at one for one lieu time, and at a mutually agreed upon time, however time off must be taken within six (6) months following the date that the overtime occurred.
- 8. It is the Manager/Supervisor's responsibility to monitor time owing and ensure it is taken within the 3 months of being earned.
- 9. Extra Hours
 - 9.1. Managers and employees themselves are responsible to ensure employees requesting extra hours in excess of 8 hours per day or 40 hours per week, are physically capable of working this extra time with no risk to their health or potential burn-out or safety issues. These extra hours are compensated in accordance with Alberta Employment Standards.
- 10. Seminars/Classes
 - 10.1. Employees attending seminars and/or sponsored classes at the request of Westwinds, on a day that would otherwise have been a regular day off for the Employee, will be compensated for the seminar/class time. This also applies to all special events unless the employee clearly volunteers his time. If overtime results, employee take time in lieu within three months.
 - 10.2. Employees attending seminars and/or sponsored classes at the request of Westwinds on a scheduled work day will be considered as having attended work and therefore will receive their normal compensation for the seminar/class time. If overtime results, employee take time in lieu within three months.
 - 10.3. Employees attending seminars or classes voluntarily for individual personal or professional growth may or may not be compensated in accordance with goals and training plans as pre-approved by the Manager/Supervisor.
 - 10.4. Employees called in at the request of Westwinds while on time off (e.g. to attend special meetings, monthly staff meetings) will be paid a minimum of 3 hours call-in pay. If it is a Health & Safety meeting, employees receive regular pay.

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11. Maintenance

11.1. On Call Banked Time

11.1.1. The on-call person shall be compensated one (1) hour per day at regular time to recognize the time availability associated with being on-call.

11.1.2. Maintenance employees called in outside normal working schedules will be entitled to a minimum two (2) hours banked time at the regular hourly rate per service call that lasts one hour that do not run concurrently. Regular overtime rates apply beyond the first hour of service to be banked time.

11.2. Snow Removal; On-call snow removal duties are paid at 1.5 times hourly rate.

Policy Area	Human Resources	Effective Date	Aug 2, 2013
Policy Title	Payroll	Revision Date	08.15.2017 03.05.2020
Policy No.	5.209	Page No.	Page 1 of 2



Purpose Westwinds Communities (Westwinds) Finance and Human Resource department provides comprehensive Human Resources & Payroll services.

Additional Authority Alberta Employment Standards

Applicability This policy applies to all employees.

- Terms**
1. Human Resources is responsible for the processing and maintenance of all aspects of payroll administration.
 2. Human Resources shall be responsible for maintaining and ensuring the confidentiality of the employee Human Resources & Payroll records.
 3. Human Resources shall be responsible for responding to third party requests on all current and past employees.
 4. Human Resources is responsible for remaining current with applicable provincial and federal statutes.
 5. Human Resources shall be Westwinds' source of contact with Alberta Employment Standards, Workers' Compensation Board, Employee Group Insurance Commission, Employment Insurance, Revenue Canada, Canada Pension Plan, Alberta Local Authorities Pension Plan, etc.
 6. Human Resources is responsible for the administration of Westwinds Employee Benefits Plan.
 7. As required and directed by the Human Resource Generalist the department will conduct periodic competitive salary and benefits survey.
 8. Human Resources and payroll responsibilities include:
 - 8.1. Payroll processing.
 - 8.2. Records of employment and other statutory reports.
 - 8.3. T4's and T4 Summary.
 - 8.4. Maintenance of employees' sick accrual and vacation bank.
 - 8.5. Payables for remittance of employee/employer benefits.
 - 8.6. Reconciliation for employee deductions and payables.
 9. Payroll Cycle
 - 9.1. A bi-weekly (twenty-six (26) pay periods) with direct deposit will be made on every second Friday for all employees.
 - 9.2. Payroll cut-off is the Saturday prior to the Friday banking day for all employees.

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10. Time Sheets

- 10.1. It is the employee's responsibility to complete fully and accurately their payroll time card into the payroll system by the cut-off date.
- 10.2. Time Sheets are approved by the Department Supervisor, with final review being the Manager.
- 10.3. All employees shall receive an itemized statement of all earnings and deductions at each pay period available on the payroll system.
- 10.4. The payroll register will be reviewed and authorized by each Manager for their community/department.

11. Payroll Information Changes

- 11.1. Employees requiring payroll information changes including but not limited to name, banking information and address must submit the changes in writing to Human Resources.
- 11.2. Employees are responsible to change their personal address on the payroll system.

12. Pay Advances

- 12.1. Westwinds will only provide payroll advances on accrued vacation that is payable in the year in question. Requests must be made in writing one week prior to the payroll cut-off date to Human Resources.

Policy Area	Human Resources	Effective Date	July 1, 2016
Policy Title	Work Schedule	Revision Date	06.22.1990 07.15.1999 02.02.2010 08.04.2017 02.28.2018 03.05.2020
Policy No.	5.210	Page No.	Page 1 of 3



Purpose This policy explains Westwinds Communities (Westwinds) schedule of work for its employees.

Additional Authority Alberta Employment Standard Code; Employment Standards Regulations

Applicability This policy applies to all employees.

- Terms**
1. Position Descriptions
 - 1.1. Employees will be provided with a position description and the Manager/Supervisor or designate will provide the relevant shift description(s) and task/duties list to each employee when he/she begins in the job.
 - 1.2. Employees, along with the Manager/Supervisor's input and approval, are responsible for suggesting annual changes or updates to the position and duty descriptions.
 2. Work Schedules
 - 2.1. Work schedules inform staff members of normal start/end times, break times, and meal periods. Managers/Supervisors have the authority to rearrange work schedules to meet the operating needs of the location. This may include changing the schedule, requiring overtime or reducing the work hours.
 - 2.2. Employees will be given as much advance notice as possible when work schedules must be changed and such notice will be in accordance with Alberta Employment Standards at minimum.
 - 2.3. Work schedules are issued monthly and prior to the beginning of the month to ensure all staff at a location is aware of the hours of work/shifts required.
 - 2.4. Employees are asked to adhere to the shifts for which they have been scheduled; in the event a change is necessary, the employee is responsible to ensure the Manager/Supervisor or designate is told as soon as possible.
 - 2.5. Breaks are issued in accordance with Alberta Employment Standards.
 3. Staffing Levels
 - 3.1. Each work unit or location shall have sufficient numbers of employees to safely and efficiently operate the facility.
 - 3.2. Management may revise the authorized staffing levels as required and generally this is reviewed annually as part of the salary budget process.

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Policy Title	Work Schedule	Revision Date	06.22.1990 07.15.1999 02.02.2010 08.04.2017 02.28.2018 03.05.2020
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4. Hours of Work
 - 4.1. Employees are scheduled to work shifts up to 8 hours per day or 40 hours per week prior. Time in excess of these hours are subject to overtime pay at 1.5 hours.
5. Workplace Breaks
 - 5.1. For every 4 hours worked, an employee receives a paid 15 minute rest break;
 - 5.2. For employees working over 5 hours, they receive a paid 30 minute rest break which they can take in one session or two 15 minutes intervals;
 - 5.3. Employees working 7 hours receive a 30 minute meal break and a paid 15 minute rest break; and
 - 5.4. Employees working 7.5 to 8 hours receive a 30 minute meal break and two paid 15 minute rest breaks.
 - 5.5. Times of meal breaks will be scheduled by the employee's immediate Supervisor.
6. Overtime – Lieu Time
 - 6.1. This policy does not apply to management or contract consultants.
 - 6.2. Non-management employees are entitled to overtime pay when prior approval is obtained from their immediate supervisor or Manager.
 - 6.3. "Call back" is paid at an overtime rate (1.5 hours).
 - 6.4. The hours of entitlement and rate of overtime paid shall be in accordance with the Alberta Employment Standards Code.
 - 6.5. For certain positions, an overtime agreement is in place. Under such, overtime is recognized and taken according to the signed agreement. Over time may not be banked beyond six (6) months; time off in lieu must be taken within the twelve pay periods following the date the overtime was earned.

Procedure

1. Rest breaks: must be taken within the employee's work community (paid time).
2. Meal breaks (unpaid time)
 - 2.1. An employee may have the option to leave their work community during and/or for the duration of the scheduled meal break except for employees working alone.
 - 2.2. At no time can a work community be left with an inappropriate staffing compliment during times of rest and/or meal breaks.
3. Staff and or Health and Safety Meeting Compensation
 - 3.1. Employees called in at the request of Westwinds while on time off (e.g. to attend special meetings, Health and Safety monthly meetings) will be paid a minimum of 3 hours, or at 1.5 hours whichever is greater, multiplied by their applicable standard wage rate. If employees are

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scheduled to work on a meeting day, they will be paid any overtime incurred at 1.5 hours.

- 3.2. Employees who are a Committee Member of the Corporate Health and Safety program will be paid their regular hourly wage to attend the meetings.

Policy Area	Human Resources	Effective Date	Jan., 2016
Policy Title	Attendance	Revision Date	07.30.1999 03.15.2010 02.28.2018 01.17.2020
Policy No.	5.212	Page No.	Page 1 of 2



Purpose This policy outlines Westwinds Communities (Westwinds) expectations with respect to workplace attendance and notification of absence.

Applicability 1. This policy applies to all employees.

Terms

1. Each employee has a responsibility to be diligent in completing their work. Westwinds recognizes that at times employees will be late or absent from work for valid reasons. However, absences and tardiness can result in a hardship and puts an undue workload on other employees.
2. Westwinds expect employees to strive for perfect attendance and to arrive for work in time to begin working at the appropriate time.
3. If you are absent from work for three (3) consecutive work days without notice, Westwinds will consider that you have voluntarily resigned your position due to job abandonment.
4. Excessive absenteeism and/or tardiness may result in the employee being placed on a corrective action plan.
5. Westwinds does not pay employees for days that are not worked due to factors outside of the employer's and or employee's control. For example natural disaster, inclement weather, forced closure of building, Lodge outbreak, etc. Employees are encouraged to discuss alternative options to minimize a pay reduction for missed work with their immediate Supervisor such as taking a vacation day, time off in lieu, or working additional hours to make up for lost time.

Procedure

1. Absence Notification
 1. Sickness and other emergencies cannot always be anticipated and may require you to miss all or part of your work day. If you cannot report to work as scheduled, you must notify your immediate Supervisor.
 2. If your need for time off is foreseeable, you must provide as much notice as possible. If your need for time off is unforeseen, you must provide as much notice as practicable, preferably six (6) hours prior to your normally scheduled starting time.
 3. Employees who consistently report late for work may receive a loss in pay, calculated to the nearest quarter hour following the time they come to work.
 4. When you contact your immediate Supervisor, you must let them know how long you will be out and when you expect to return or, as the case may be, arrive for work.
 5. Westwinds prefers you contact your supervisor directly.

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6. In the event of an outbreak, employees who are unable or who choose not to be vaccinated cannot work in the community and will not be paid for their shift.

Policy Area	Human Resources	Effective Date	Sept 13, 2017
Policy Title	Position Descriptions	Revision Date	01.17.2020
Policy No.	5.215	Page No.	Page 1 of 1



Purpose Every position of employment at Westwinds Communities (Westwinds) shall have a position description which will include: a position summary, typical duties and responsibilities, required specifications and qualifications and reporting relationship.

Applicability 1. This policy applies to all employees.

Terms

1. Each employee will be provided with the opportunity of reviewing their position description with their immediate supervisor at the commencement of their employment.
2. Position descriptions are maintained in the corporate policy manual, are easily accessible and available for the review of employees.
3. Position descriptions will be reviewed on a regular basis. Employees are free to provide their immediate supervisor with comments relating to their description. New position descriptions and changes or revisions to a current position description requires the approval of the Human Resource Generalist.

Policy Area	Human Resources	Effective Date	Sept. 15, 1999
Policy Title	General Holiday	Revision Date	03.15.2010 08.04.2017 02.28.2018 09.01.2019 01.17.2020
Policy No.	5.250	Page No.	1 of 2



Purpose This policy establishes Westwinds Communities General Holiday process and criteria.

Applicability This policy applies to all employees.

- Terms**
1. The following eleven holidays are observed by Westwinds:
 - 1.1. New Year's Day
 - 1.2. Alberta Family Day
 - 1.3. Good Friday
 - 1.4. Victoria Day
 - 1.5. Canada Day
 - 1.6. Heritage Day
 - 1.7. Labour Day
 - 1.8. Thanksgiving Day
 - 1.9. Remembrance Day
 - 1.10. Christmas Day
 - 1.11. Boxing Day
 2. General Holiday Eligibility
 - 2.1. Employees are entitled to general holiday pay if they have worked for Westwinds for at least 30 workdays in the 12 months prior to the holiday as mandated by the Alberta Employment Standards code.
 - 2.2. The average daily wage calculated as 5% of the employee's wages, general holiday pay and vacation pay earned in the 4 weeks immediately preceding the general holiday.
 3. General Holiday Determination and Remuneration
 - 3.1. Regular full-time employees shall be entitled to one day off with pay for each General Holiday if they were not scheduled to work that day at their average daily wage. If they were scheduled to work, then they will be paid at 1.5 and in addition, one day off with pay.
 - 3.2. Part-time or casual employees, General Holiday pay applies if the employee regularly worked on the day of the week that the statutory holiday falls. The employee would be paid 1.5 times what they would normally earn for the hours worked in addition to their average daily wage.
 - 3.3. Time off in lieu must be taken within 30 days following the date of the General Holiday.
 4. Day of Observance
 - 4.1. Westwinds retains the privilege of declaring the date that it will observe for the paid optional General holidays.

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5. General Holiday Occurs During Vacation
 - 5.1. When a General Holiday falls during a regular full time employee's vacation off, the General Holiday may be taken in conjunction with their schedule vacation time off or to be taken at a mutually agreed upon time within 30 days following the General Holiday.
6. Regular Day Off
 - 6.1. When a General Holiday falls on a regular full time employee's scheduled day off, the employer will designate an alternate day as a day off with pay in lieu of the General Holiday or grant an alternate day off with pay in lieu to be taken at a mutually agreed upon time within 30 days following the General Holiday.
7. Exceptions
 - 7.1. Permanent full-time employees are not entitled to the General Holiday as noted above, under the following conditions:
 - 7.1.1. The general holiday falls within approved leave of absence without pay;
 - 7.1.2. The employee is on sick leave or long term disability on the general holiday; and or
 - 7.1.3. The employee is receiving Workers Compensation Board benefits at the time of the General Holiday.
 - 7.2. An Employee will not be entitled to General Holiday pay if they do not work on a general holiday but were scheduled or required by Westwinds to work that day, or where they are absent from work on the day preceding to/ or the day immediately following the General Holiday but were required to work.

Policy Area	Human Resources	Effective Date	July 1, 2016
Policy Title	Vacation and Vacation Pay	Revision Date	09.15.19, 03.15.10 09.26.17, 02.28.18 01.17.20, 01.01.21, 2.12.2021
Policy No.	5.251	Page No.	Page 1 of 2



Purpose To establish the standards for vacation time and vacation pay for Westwinds Communities (Westwinds) employees.

Additional Authority Part 2, Division 6 of the *Employment Standards Code*.

Applicability This policy applies to all employees.

- Terms**
1. Vacation
 - 1.1. Vacation entitlement is based on level of position and years of service.
 - 1.2. All employees must have successfully completed their probationary period prior to taking vacation leave.
 - 1.3. Vacation is to be taken in daily increments or at the discretion of the supervisor, and requested on ADP.
 - 1.4. Vacations will be approved with consideration by the employee's immediate Supervisor based on the needs of Westwinds. There is no guarantee that a request will receive approval.
 - 1.5. Every attempt will be made to accommodate vacation requests, but management reserves the right to schedule alternative vacation periods as necessary.
 - 1.6. Vacation time must be approved by the employee's Supervisor at least four weeks in advance.
 - 1.7. Westwinds limits vacation leaves in July and August, and over the Christmas holidays, to two (2) weeks and requires eight (8) weeks advanced notice.
 - 1.8. Vacation time taken cannot exceed time accrued.
 - 1.9. Employees are encouraged to use all vacation leave within the calendar year.
 - 1.10. A maximum of two weeks' vacation may be carried over into the next year; any other arrangements are subject to approval of their Manager.
 2. Cancellation of Vacation Leave
 - 2.1. Should circumstances occur which will prevent Westwinds from allowing an employee to be absent for approved vacation leave, due to extreme circumstances faced by the employer; the employee will have priority within their department for their next period of preference.
 - 2.2. Every effort will be made to secure appropriate vacation coverage and due consideration will be afforded in the event that the affected employee has incurred any related financial costs (e.g., reservations, airline tickets, etc.)
 3. Vacation Pay Calculation
 - 3.1. All employees are entitled to vacation time and/or vacation pay dependent on their employment status. All employees must take the vacation time to which they are entitled.
 - 3.2. Employees cannot choose to be paid out for vacation.

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- 3.3. Should an employee not schedule vacation leave equal to their entitlement, Westwinds may mandate vacation time.
- 3.4. Vacation pay is accrued as a percentage as per below for full and part-time employees:

Category	Position	Years of Service				
		4%	6%	8%	10%	12%
Level 1	Maintenance Worker Cook Housekeeper Dietary Aid Landscaper	1	2-5	6-12	13+	
Level 2	Resident Services Assistant Receptionist Centre Coordinator Administrative Assistant Human Resource Generalist Health & Safety Coordinator		1-5	6-12	13+	
Level 3	Recreation Coordinator General Accountant Program Coordinator Administrative Coordinator Health and Safety Coordinator Human Resource Generalist		1-4	5-10	11+	
Level 4	Food Service Supervisor Housekeeping Supervisor Maintenance Supervisor Maintenance Coordinator Assistant Program Manager		1-4	5-10	11+	
Level 5	Program Managers Controller Human Resource Generalist Maintenance Manager			1-5	6+	
Level 6	Chief Administrative Officer			1-2	3-10	11+

4. Temporary and casual employees that are paid hourly will receive a vacation payment on each regular pay cheque based on a 4% percentage calculation.
5. Termination of Employment
- 5.1. Should employment end, outstanding vacation time balance will be added/deducted from the employees final pay cheque.

Policy Area	Human Resources	Effective Date	July 1, 2016
Policy Title	Group Benefits	Revision Date	07.30.1999 03.15.2010 01.01.2016 09.26.2017 01.12.2019 01.17.2020
Policy No.	5.260	Page No.	Page 1 of 3



Purpose Westwinds Communities (Westwinds) provides a group benefit package for its employees. Benefits availability are based on hours of work.

Applicability

1. Plan participation is based on regularly scheduled work hours and continuous length of service.
2. The premiums for most of the insured benefits included within the group plan are shared between the employee and employer.

Terms

1. Group Insurance
 - 1.1. All permanent full and part-time employees who are actively at work, have completed 3 months of continuous service, who regularly work a minimum of 25 hours per week, and are under the age of 65, are eligible for group insurance.
 - 1.2. The group insurance policy includes:
 - 1.2.1. Basic Group Life Insurance
 - 1.2.2. Extended Group Life Insurance (Optional)
 - 1.2.3. Basic Dependent Life Insurance
 - 1.2.4. Basic Accidental Death and Dismemberment Insurance
 - 1.2.5. Long Term Disability Insurance (LTD)
 - 1.2.6. Extended Health and Vision Care
 - 1.2.7. Basic Dental Care
 - 1.2.8. Voluntary Accidental Death & Dismemberment Insurance (Optional)
 - 1.2.9. Employee Family Assistance Program (EFAP)
 - 1.2.10. Critical Illness (optional)
 - 1.3. Westwinds contributes premiums for life insurance, accidental death and dismemberment, extended health care, basic dental and EFAP.
 - 1.4. Long-term disability coverage, the employee's share of health and dental premiums, life insurance, basic Accidental Death and Dismemberment and any optional coverage are the employee's responsibility.
 - 1.5. On a regular basis, Westwinds will complete a review of the current benefits package provided to its employees. The employer reserves the right to select alternate vendors and or make adjustments to the package offered to its employees.
2. Local Authorities Pension Program (LAPP)
 - 2.1. Upon completion of six months of active employment, LAPP is compulsory for all permanent employees working a minimum of 1560 hours per year (30 hours week).
 - 2.2. Upon completion of six months of active employment, permanent part-time employees who work 14-30 hours a week or more have a one- time option of joining LAPP. This is an optional benefit for

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- permanent part-time employees. Once participating in the benefit, they must remain on the plan until they terminate employment with Westwinds.
- 2.3. The contribution rates of the Employee and Employer are determined by LAPP in addition to benefit and program administration.
 - 2.4. Employees currently receiving a pension from LAPP are not eligible to contribute to the plan.
 - 2.5. Pensionable salary is defined as the member's gross basic pay for performing regular duties of their employment. The following types are pensionable pay; regular, sick, vacation, shift differential, stat holiday, retroactive, and acting pay.
 - 2.6. Contributions to the pension plan are calculated on a pay period basis using:
 - 2.6.1. The year's maximum pensionable earnings, the salary cap;
 - 2.6.2. Pensionable salary; and
 - 2.6.3. Defined percentages specific to the member and employer.
 - 2.7. Pension benefits will cease on the last day worked, at retirement or when the employee has reached thirty-five (35) years of pensionable service.
 - 2.8. Westwinds will maintain compliance with LAPP program guidelines and administration.
3. Registered Retirement Savings Plan (RRSP)
 - 3.1. All employees who have earnings in the pay period and have over 1007.5 hours of service can apply for the RRSP program.
 - 3.2. Westwinds will contribute \$20 per pay period as a matching contribution. Employees must contribute a minimum of \$20 per pay period.
 - 3.3. Program participation is contingent upon employees participating in a financial assessment with a financial advisor to determine the employee's financial goals and risk tolerance.
 - 3.3.1. Should an employee invest funds in the RRSP program for over a year without financial advice (funds deposited to default account) will have the employer's contribution suspended until such time as the financial assessment is completed. No retro-active payments will occur.
 - 3.4. Managers with at least five years of service can increase their matching RRSP to a maximum of 2% of earnings per pay period. Managers with at least ten years of service can increase their matching RRSP to a maximum of 4% of earnings per pay period.
 - 3.5. Employees are not eligible to withdraw funds from the plan without expressed written consent of Westwinds.
 - 3.6. The RRSP funds are vested after two years.

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3.7. Westwinds contributions cease with last day of employment.

4. Wellness Benefit

- 4.1. All management employees who are actively at work and have completed three months of continuous service are eligible to access a Wellness Benefit up to \$500.00 per year as per the terms of the program.
- 4.2. Program reimbursement is only completed on line.
- 4.3. The Wellness Benefit is pro-rated for new managers.

Procedure

- 1. The employee may apply by completing an enrolment form obtained from the Human Resource Generalist, one month prior to becoming eligible. If there is a change in required personal information, they must notify the Human Resource Generalist as soon as possible, so that the insurer may be notified.
- 2. Group Insurance benefits are explained in detail in a separate booklet. A booklet will be issued to an employee when the insurance carrier confirms their enrolment.
 - 2.1. Health and Dental options can only be opted-out of if the employee can provide evidence that they are covered under a spousal/partner plan.
- 3. Any questions concerning any aspect of the benefits plan should be directed to the General Accountant.

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Policy Title	Health Related Leave	Revision Date	10.05.1999 3.15.2010 08.04.2017 02.28.2018 01.17.2020
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Purpose Health Related Leave policy outlines Westwinds Communities (Westwinds) provisions for employees who require to be absent from their work because of health issues. It is designed to protect the employee from losing pay for reasons beyond their control.

Applicability Qualifying permanent full and part-time employees.

- Terms**
1. Health related Leave Use
 - 1.1. Health Related Leave only applies to illness (and/ or medical and dental appointments) for the employee and/or medical treatment of the employee.
 - 1.2. Health Related leave must be taken, in minimum of one hour increments.
 - 1.3. Employees are entitled to access their health related leave credits while on vacation if they should become hospitalized, as an “in-patient” during an approved vacation leave. The employee must provide Westwinds with satisfactory proof of hospitalization, and for such period, the employee will recover their vacation entitlement.
 2. Accrual
 - 2.1. An employee’s Health Related Leave credit accrual is calculated at 4% of regular hours worked. Employees are eligible to use the leave after they have completed their probationary period.
 - 2.2. Hours are calculated and the credit banked is adjusted at the end of each pay period.
 - 2.3. May accrue Health Related banked maximum time of 658.75 hours.
 3. Health Related Leave Verification
 - 3.1. Westwinds’ Managers may seek verification of health related issues related to an employee’s leave. Employees may be asked to provide medical confirmation to substantiate any ongoing leave.
 - 3.2. Should any abuse of health related leave be found, it will result in revoking health related leave until the period taken is repaid, in addition, may also result in disciplinary action up to and including termination.

- Procedure**
1. Notification of Leave
 - 1.1. In the event an employee is ill or anticipates being ill, the employee should notify the supervisor, manager or designate of their absence, six hours in advance, or as soon as reasonably practicable to do so.
 - 1.2. Medical certificates may be required after three (3) consecutive Health Related days off and/or anytime, at the discretion of Westwinds.

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- 1.3. Employees are required to provide weekly update when on health related leave to supervisor.
2. Payroll
 - 2.1. Days absent must be recorded in ADP.
3. Employees who do not have Health Related leave credits left, and as a result of illness are absent from work, will be given unpaid leave of absence, up to the limitations provided within the Alberta Employment Standards code;
 - 3.1. Up to 16 weeks of job protection per year for long term-term personal sickness or injury.
4. Health Related leave cannot be used for time lost because of workplace injury or accident. All workplace injuries or accidents must be reported to the employee's Supervisor, and must also be reported to the Workers Compensation Board.

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Purpose Westwinds Communities (Westwinds) support employees requiring time away or facing challenging circumstance.

Additional Authority

1. Alberta Employment Standards Code
 - a. Reference for definition of Family Members
2. Service Canada

Applicability

1. This policy applies to permanent employees who meet the identified criteria and have successfully completed their probationary period.

Terms

1. Citizenship Ceremony Leave
 - 1.1. Employees who have worked for 90 continuous days with Westwinds are eligible for unpaid job-protected citizenship ceremony leave.

Short-Term Leaves

- 1.2. Length of leave
 - 1.2.1. An employee can take up to a half-day of citizenship ceremony leave.
- 1.3. Notice to begin citizenship ceremony leave
 - 1.3.1. An employee must give an employer notice as soon as is reasonably practicable.

2. Bereavement Leave
 - 2.1. Employees who have worked for Westwinds, for at least 90 days, may request bereavement leave upon the death of an immediate or extended family members.
 - 2.2. Length of leave
 - 2.2.1. An employee can take up to three days paid leave. The employee may request additional three days, which will be subject to review and approval by the Human Resource Generalist.
 - 2.3. Notice to Begin Bereavement Leave
 - 2.3.1. An employee must give an employer notice as soon as is reasonably practicable including the relationship to the deceased and the dates of absence.
 - 2.4. An employee who is on bereavement leave on a statutory holiday will be paid for a regular day.
 - 2.5. An employee who is absent from work on vacation at the time of the death of a relative, will not be disentitled to bereavement leave if they are required to interrupt their vacation to attend the funeral or assume responsibilities arising from the death. That portion of their vacation, which may be subsequently approved as bereavement leave, will be rescheduled to a mutually agreed convenient time.

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3. Personal and Family Responsibility Leave
 - 3.1. Employees who have worked for 90 continuous days with Westwinds are eligible for job-protected personal and family responsibility unpaid leave if they are sick or to attend to their personal health matters, or this have responsibilities in relation to the family members.
 - 3.2. Length of leave
 - 3.2.1. Employee can take up to 5 days unpaid leave each calendar year.
 - 3.3. Notice to begin personal and family responsibility leave.
 - 3.3.1. The eligible employee must provide written notice, as soon as reasonably possible.
4. Domestic Violence Leave
 - 4.1. Employees who have worked for 90 continuous days with Westwinds are eligible for job-protected domestic violence leave.
 - 4.2. Length of leave
 - 4.2.1. Up to 10 days of unpaid leave, per calendar year.
 - 4.2.2. The leave can be taken when an employee, the employee's dependent child or a protected adult who lives with the employee experiences an act of domestic violence.
 - 4.2.3. The eligible employee must provide written notice, as soon as reasonably possible.
5. Court/Jury Leave
 - 5.1. Employees who have worked for Westwinds, for at least 90 days, are entitled to leave with pay when summoned to court for jury duty, as a witness, or to give evidence or produce records related to employment with Westwinds.
 - 5.2. If an employee is summoned for jury duty they must promptly notify their Supervisor, giving details of the date when the employee must attend court and the likely date when the employee will be available to return to work.
 - 5.3. The employee must also provide a copy of any summons or other correspondence to his or her supervisor. Leave and payment will not be granted without the applicable statutory deductions.
 - 5.4. Employees will be paid full salary during any jury duty. Any jury fees received by the employee must be declared, and also the portion equivalent to the gross salary paid to the employee via payroll, reimbursed back to Westwinds. Westwinds will deduct such sums from your salary for the relevant period.
 - 5.5. Time paid for jury duty will not be considered as time worked for the purpose of calculating overtime.
 - 5.6. Paid time off is not provided for court appearances to give evidence in a professional capacity related to, or covered by, employment outside Westwinds or for issues of a personal nature.

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6. Leave of Absence Without Pay
 - 6.1. Employees may wish to take an unpaid leave from work outside the scope of other available leaves. This leave covers such situations as self-development or education, extended vacation, moving, and other special circumstances.
 - 6.2. To be eligible for job protected unpaid leave, you must have completed at least one year of continuous employment. All unpaid leaves are granted at the discretion of the Manager, based on Westwinds needs related to your position and the hardship that might result from your absence at a particular time.
 - 6.3. Dependent on the length of leave, the employee will be required to continuously pay their portion of the applicable benefits, to maintain Westwinds benefits program participation.

Longer Term Leaves

7. Compassionate Leave
 - 7.1. Employees who have worked for Westwinds, for at least 90 days, may request up to 27 weeks unpaid job protected compassionate leave, and can be taken in multiple weekly installments.
 - 7.2. Notice to Begin Compassionate Leave
 - 7.2.1. Employees must provide Westwinds with a certificate from a physician stating a family member has a significant risk of death within 26 weeks and requires the support of one or more family members, or where the leave is required to care for or provide support to a gravely ill family member.
 - 7.2.2. The employee must provide at least 2 weeks' notice, or for emergencies as soon as reasonably possible.
 - 7.2.3. A leave period must be at least one week long, and the medical certificate must be submitted prior to taking the leave, or as soon as reasonably possible in an emergency situation.
 - 7.3. The employee must also provide one week's written notice of the date they intend to return to work or two weeks' notice if they do not intend to return to work.
8. Reservist Leave
 - 8.1. An employee is eligible for this leave if they have completed at least 26 consecutive weeks of employment with Westwinds under the Alberta Employment Standards Code. Employees who are reservists are entitled to an unpaid, job protected leave of absence when deployed to an operation outside of Canada (including any required pre- or post-deployment activities) or inside Canada to assist with an emergency.
 - 8.2. In addition, a reservist is entitled to unpaid leave of up to 20 days each calendar year to participate in annual training (no return notification required), or as long as necessary to accommodate the required period of service for deployment.

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- 8.3. A minimum of four weeks leave notice will be required from the employee, or for emergencies - as soon as reasonably possible along with the estimated date on which the reservists intends to return to work.
9. Critical Illness of a Child or an Adult Family Member
- 9.1. Employees who have worked for 90 continuous days with Westwinds are eligible for job-protected critical illness leave to who take time off to care for a critically ill child or adult family member.
- 9.2. Length of leave
- 9.2.1. A maximum of 36 weeks job protected unpaid leave is permitted for a child and 16 weeks for an adult family member.
- 9.2.2. Critical illness leave may be taken in more than one period, but each has to be at least one week long.
- 9.2.3. For any additional unpaid leave requests, after the first 36(child)/16(adult) weeks, a new medical certificate must be provided.
- 9.3. Notice to begin and end critical illness of a child or an adult leave
- 9.3.1. A medical certificate stating start and end date of care or support, and identification that the child or adult family member is critically ill and requires the support of a family member.
- 9.3.2. The employee must provide at least 2 weeks' notice, or for emergencies as soon as reasonably possible.
- 9.3.3. The employee must provide at least one week's notice of the date they intend to return to work or two weeks' notice if they do not intended to return to work.
10. Long –Term Illness and Injury Leave
- 10.1. Employees who have worked for 90 continuous days with Westwinds are eligible for job-protected long-term illness and injury unpaid leave.
- 10.2. Length of leave
- 10.2.1. Employee can take leave up to 16 weeks each calendar year.
- 10.3. Notice to begin and end Long-Term illness and injury leave.
- 10.3.1. The eligible employee must provide written notice, as soon as reasonably possible, along with medical certificate which states the estimated duration of the recommended leave.
- 10.3.2. Employee must provide at least 1 week's written notice of the date they intend to return to work or two weeks' notice if they do not intended to return to work.
11. Maternity and Parental Leave
- 11.1. Employees who have worked for 90 continuous days with Westwinds are eligible for unpaid job-protected maternity and/or parental leave.

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- 11.2. Employees may be eligible to receive employment insurance benefits according to the regulations guiding the Canadian Employment Insurance Act. All employees are advised to seek out information relating to benefits and reporting requirements directly from Service Canada pertaining to Employment Insurance for Maternity and Parental Leave.
- 11.3. If pregnancy ends, for any reason, within the 16 weeks of the estimated due date, the employee is still entitled to maternity leave, but not parental leave. The leave will end after the 16 weeks have been used up.
- 11.4. Length of Leave
 - 11.4.1. Birth mothers can take up to 78 weeks of unpaid job-protected leave consecutively. This includes 16 weeks of maternity leave and 62 weeks of parental leave.
 - 11.4.2. Maternity leave is 6 weeks minimum (general illness leave) to a maximum of 16 weeks.
 - 11.4.3. Parental/Adoptive Leave - parents can take up to 62 weeks of unpaid job-protected parental leave. Adoptive parents can take parental leave for any child under age 18. Parental leave may be taken by one parent or shared between two parents but the total combined leave cannot exceed 62 weeks.
- 11.5. Sick Leave Prior to Maternity Leave
 - 11.5.1. If pregnancy interferes with the employee's job performance during the 13 weeks before their due date, Westwinds can require that the employee start maternity leave earlier by notifying the employee in writing.
 - 11.5.2. If an employee is required to leave work prior to giving adequate notice, due to pregnancy related illness, she remains eligible for maternity leave if a physician's note is provided outlining medical condition and estimated or actual date of delivery.
 - 11.5.3. Westwinds will recognize a pregnancy related sick leave prior to, or during a maternity leave under the following parameters:
 - 11.5.3.1. The employee requests the sick leave to be treated separately from the maternity leave; and
 - 11.5.3.2. A physician's note is provided to Westwinds, which indicates that the pregnancy related illness should be considered separate from the maternity leave and approximate time frame for the illness.
 - 11.5.4. The sick leave benefit paid to employees during a maternity leave will not exceed the amount of sick leave the employee has accrued over time, during regularly scheduled work schedule.

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11.5.5. Unpaid sick leave may be requested by the employee if their illness extends beyond the number of sick days accumulated. The employee will be responsible for informing Westwinds in writing of any changes to the length of the sick leave.

11.6. Commencing the Leave

11.6.1. Maternity leave can begin at any time within 13 weeks prior to the estimated date of delivery.

11.6.2. Parental leave can begin at any time after the birth or adoption of the child but it must be completed within 78 weeks of the date a baby is born, or an adopted child is placed with the parent.

11.6.3. If Westwinds employs both parents of a child, Westwinds is not required to grant leave to both employees at the same time.

11.6.4. Notice to Begin Maternity Leave

11.6.4.1. Leave can be commenced from 13 weeks before due date of child's birth.

11.6.4.2. The employee must provide 6 weeks' written notice to start maternity leave. Must obtain and submit a medical certificate certifying pregnancy and giving the estimated date of delivery.

11.6.4.3. If an employee fails to give notice, she is still entitled to maternity leave if she notifies Westwinds within 2 weeks of her last day at work and provides a medical certificate, and where there's an emergency as soon as reasonably possible.

11.6.4.4. Employees who take maternity leave are not required to give Westwinds notice before going on parental leave, unless there was an original agreement to only take 16 weeks of maternity leave.

11.6.4.5. An employee who takes maternity and parental leave must take both consecutively.

11.6.5. Notice to Begin Parental Leave

11.6.5.1. Must provide 6 weeks' written notice to start parental leave.

11.6.5.2. Parents will still be eligible for parental leave if medical reasons, or circumstances related to adoption, prevent the employee from giving notice. When this happens, written notice must be given to Westwinds as soon as reasonably possible.

11.6.5.3. Employees who intend to share parental leave with a spouse must advise their respective employers of their intention to do so in writing.

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11.6.6. End of Leave

- 11.6.6.1. Employees must give at least 4 weeks' written notice that they intend to return to work, to return early, or not return to work after the leave ends. Westwinds does not have to reinstate an employee who fails to give the required 4 weeks' notice.
- 11.6.6.2. Where an employee fails to provide this notice, or fails to report to work the day after their leave ends, Westwinds is under no obligation to reinstate the employee unless failure to give notice, is as a result of unforeseen or unpredictable circumstances.
- 11.6.6.3. The employee must not engage in any regular, salaried employment during the maternity and/or parental leave.
- 11.6.6.4. An employee must take at least 6 weeks of maternity leave after the birth of her child, for health reasons, unless Westwinds agrees to early resumption of employment, and the employee provides a medical certificate indicating that resumption of work will not endanger her health.

12. Death or Disappearance of a Child

- 12.1. Employees who have worked for 90 continuous days with Westwinds are eligible for job-protected for death or disappearance of a child is a result of a probably Criminal code offence.
- 12.2. Length of leave
 - 12.2.1. If an employee is taking unpaid leave due to death of a child, a maximum of 104 weeks after the day of the death is permitted.
 - 12.2.2. For the disappearance of a child, a maximum of 52 weeks, after the day the child disappeared is permitted.
 - 12.2.3. If the employee takes unpaid leave, and the child is then found alive, the period of leave ends the earlier of; 14 days after the child is found, or 52 weeks after the day the child disappeared.
 - 12.2.4. If the employee takes unpaid leave due to the disappearance of a child who is subsequently found deceased as the result of a crime, the period of leave ends 104 weeks after the day the child disappeared.
- 12.3. Notice to begin death or disappearance of a child leave
 - 12.3.1. The eligible employee must provide written notice of death, or disappearance of a child as soon as reasonably possible.
 - 12.3.2. Notice to end death or disappearance of a child leave
 - 12.3.3. The employee must provide at least one week's notice of the date they intend to return to work or two weeks' notice if they do not intended to return to work.

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12.3.4. The leave ends without notice if the employee is charged with the crime that resulted in the death or disappearance of the child or it is no longer probable that the death or disappearance was a result of a crime.

13. Leave Benefits Retention

- 13.1. Should the employee wish to retain benefits while on leave, the employee has the option of continuing their benefits provided they provide notice in writing and pre-pay one hundred percent (100%) of the employee portion of the contribution, via post-dated cheques.
- 13.2. Westwinds will maintain the employer contributions for a period of eighteen weeks. Beyond eighteen weeks Westwinds requires employee's to pay both the employee and employer contribution.
- 13.3. During this unpaid leave period, an employee will not accumulate vacation time, sick leave or earn general holidays.

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Purpose This policy establishes Westwinds Communities performance management criteria and processes.

Additional Authority Employee and Volunteer Recognition Program Policy

Applicability This policy applies to all employees.

- Terms**
1. General Information
 - 1.1. The Performance Management Program contributes to positive communication, mutual respect, improved performance, individual growth, and career development of employees.
 - 1.2. Westwinds provides employees with regular and ongoing performance evaluations. At regularly scheduled meetings supervisors and employees discuss how well employees are achieving their established goals and position expectations.
 - 1.3. Meetings shall be held at least semi-annually.
 - 1.4. Westwinds provides employees the opportunity for professional and personal development. Employee training and development will be supported in conjunction with goals and objectives agreed to during the performance management process.
 2. The Performance Management process will be used as the basis for the making the following decisions:
 - 2.1. career development
 - 2.2. salary increases
 - 2.3. training
 - 2.4. coaching
 - 2.5. corrective action
 3. Responsibilities and Accountabilities
 - 3.1. All employees are responsible for establishing professional goals that make a positive contribution to Westwinds mission, vision and business plan objectives.
 - 3.2. All employees need to understand that this process is self-directed and requires active ownership and participation.
 - 3.3. Westwinds supports the program by providing open, honest feedback and by recognizing employee contributions on agreed to results.
 - 3.4. Objective feedback from a variety of sources including residents, their families, peers, and other staff are integral components of the performance management system. The employee's manager/supervisor is responsible for obtaining and sharing this feedback with the employee.
 - 3.5. Interim and annual review forms are used to obtain this feedback and facilitate discussions.
 - 3.6. The employee's manager/supervisor is responsible for on-going coaching and mentoring.

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- 3.7. Supervisors must clearly define performance expectations by articulating goals and objectives, defining projects and tasks to be completed, and describing skills required to perform duties and responsibilities assigned to an acceptable standard. These expectations help to form the foundation of the performance appraisal.
 - 3.7.1. When employees meet and exceed expectations, it is the immediate Supervisor's responsibility to recognize their efforts as a means of supporting and encouraging employee's development and learning.
 - 3.7.2. When employees fail to meet the expectations and the immediate Supervisor identifies performance concerns, it is the immediate Supervisor's responsibility to counsel the person by clarifying performance expectations and offering support services such as training and coaching to assist employees in changing behaviours to meet acceptable standards within a reasonable period of time.
 - 3.7.3. Failure to meet performance expectations, clarification of the expectations and the consequence of continued non-performance will be documented with a copy of any such documentation given to the employees.

4. Performance Bonus
 - 4.1. As a means of recognizing and enhancing employee performance, Westwinds may compensate individuals for verified exceptional performance (see: Employee and Volunteer recognition program policy.)

5. Process
 - 5.1. Meetings between the employee and their manager/supervisor will be held at least two times a year.
 - 5.1.1. Annually to set goals based on Westwinds' vision and business plan.
 - 5.1.2. At the employees anniversary date or alternatively in November/December to review the year's contribution and achievements.
 - 5.2. Additional meetings can be held at any time at the request of the employee or the manager/supervisor.

6. Interim and Annual Review Forms are used to obtain feedback from others, facilitate discussions, and focus the meetings to ensure results and contributions are recorded and formally recognized.

7. Westwinds adheres to a three month probationary period to ensure employee onboarding and engagement, and assess organizational fit and

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performance. Westwinds reserves the right to terminate without cause while in this period.

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Purpose Westwinds Communities (Westwinds) provides opportunities to recognize and acknowledge employees and volunteers for their contribution and commitment to the organization.

The Employee and Volunteer Recognition Program is a recognition program that encourages and empowers all employees, volunteers, visitors and clients to recognize the contributions of Westwinds employees and volunteers.

Applicability 1. To all employees and volunteers of Westwinds.

Terms 1. Objectives 1. Westwinds encourages the recognition of excellent performance and achievement through the use of rewards that are creative, flexible and meaningful. When administered and communicated effectively, reward and recognition are an important part of a total compensation program.

2. This program is a corporate, non-monetary recognition program that provides employees and volunteers with a range of options and tools to acknowledge colleagues for their contributions to Westwinds. Recognized personnel can include other employees, supervisors, managers, volunteers, groups or teams and recognition and acknowledgement is encouraged throughout the organization.

2. Program Administration 1. Rewards should be given for significant outstanding performance that advances the organization's goals and should be tied to a specific accomplishment for an individual or team.
2. Rewards are most effective when they are meaningful to the individual/team.
3. Westwinds shall allocate a nominal budget and appropriate human resources to administer the Employee and Volunteer recognition program.

4. Reward Guidelines:

Reward	Approval	Frequency	Taxable
Up to \$50 non cash	Above & Beyond Committee	Maximum 2 times per year (individual)	No
Between \$50 to \$125 non cash	Above & Beyond Committee	Maximum 2 times per year (individual)	No
Employee Gift -	Board budget approval & management	Maximum \$100 non cash, once per year.	No

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- 3. Informal Recognition
 - 1. The key attribute in informal recognition is that it be positive, timely, sincere, specific and personal. Examples include but are not limited to thank-you notes, acknowledgement, sharing comments, providing feedback, time off, birthday cards, celebrations, etc.

- 4. Formal Recognition
 - 1. Employee Gift
 - 1.1. Annually the Board of Directors may recognize the contributions of its employees in the provision of quality service through a seasonal gift, generally in December as a Christmas gift. This discretionary gift subject to board approval has a maximum value of \$100 per employee. Each employee receives the same gift selection.
 - 1.2. Employees who have completed their probationary period and have worked shifts in the previous month are eligible for the gift.

 - 2. Above and Beyond Recognition Program
 - 2.1. The Above and Beyond recognition program is intended to recognize employees and/or teams who demonstrate an extraordinary achievement in one or more of the five areas of focus.
 - 2.2. Awards shall be appropriate to the significance or impact of the achievement or accomplishment.
 - 2.3. The Above and Beyond Recognition Program is based on five factors that make a difference in the lives of our clients, their families, our volunteers, our organization, or our employees:
 - 2.3.1. Excellence in Customer Services
 - 2.3.2. Promoting Teamwork
 - 2.3.3. Promoting Client Independence
 - 2.3.4. Above & Beyond Leadership
 - 2.3.5. Promoting Health & Safety
 - 2.3.6. Innovation Excellent (recognizes new initiatives that enhance the long term effectiveness or efficiency of Westwinds).
 - 2.4. Nominations can be made by: co-workers, residents, families, supervisors, managers, Chief Administrative Officer, Board of Directors, volunteers and contractors.
 - 2.5. The Human Resource Generalist shall support the Employee/Volunteer Recognition Program Committee with the administration of the program.
 - 2.6. Above & Beyond Brochures/nomination forms and Drop Boxes are publicly available. Completed

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nominations are gathered by the Manager and forwarded to the Employee/Volunteer Recognition Committee member.

2.7. The Employee/Volunteer Recognition Committee

- 2.7.1. The Employee/Volunteer Recognition Committee shall be responsible for assuring that awards are administered in accordance with Westwinds' policies and procedures and comply with the approved recognition program, that appropriate funding sources are used, and that the reward and recognition program is administered in a non-discriminatory manner.
- 2.7.2. The Employee/Volunteer Recognition Committee shall consist of one member from each Community and Maintenance/Admin in addition to a Manager who is a resource person (non-voting).
- 2.7.3. Annually employees select a person who is currently not sitting on other Westwinds' committees to be a representative on the Employee/Volunteer Recognition Committee.
- 2.7.4. Committee members are appointed for 1 year term. An alternate is designated for each community.
- 2.7.5. The Committee meets three times per year – February, June & October.
- 2.7.6. Manager to review submissions in advance and group together multiple submissions for individuals/groups for ease of Committee review.
- 2.7.7. Committee to determine:
 - 2.7.7.1. If the nomination meets program criteria (yes/no);
 - 2.7.7.2. If multiple nominations should be combined (e.g. same instance resulting in multiple nominations or combining nominations for a more significant reward)
 - 2.7.7.3. Rational for recognition; and
 - 2.7.7.4. Reward size (large or small).
- 2.7.8. Recognition – all employees regardless of criteria are to be recognized with a personalized letter from their Manager for a nomination.

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- 2.7.9. The Committee members maintain confidentiality about all nominations.
 - 2.7.10. Absent Committee members can be substituted with an alternate should they not be able to attend the recognition meetings.
 - 2.7.11. Committee Members participation – if they are nominated, refrain from participating in the deliberation (only pertaining to recognition for themselves) and remove themselves from the room.
 - 2.7.12. The Committee will annually review gift selections and make suggestions.
3. Length of Service Recognition
- 3.1. Length of Service is recognized in intervals of five (5) years of uninterrupted continuous employment with Westwinds in permanent full-time or permanent part-time position.
 - 3.2. Awards Dinner: once each year, usually in May, the Board of Directors will host an Awards Dinner to honor the long service employees and to present them with their Length of Service Award and Certificate.
 - 3.3. Each award recipient is invited to bring one person with them as a guest.
 - 3.4. Former employees, who retired from employment of Westwinds prior to receiving their length of service award, will be invited to attend the Awards Dinner held following the date of their resignation.
 - 3.5. Recipients being honored will have completed years of recognized service by December 31st of the previous year.
 - 3.5.1. 5 years, certificate and cheque valued at \$50.00
 - 3.5.2. 10 years, certificate and cheque valued at \$100.00
 - 3.5.3. 15 years, certificate and cheque valued at \$200.00
 - 3.5.4. 20 years, certificate and cheque valued at \$300.00
 - 3.5.5. 25 years, certificate and cheque valued at \$400.00
 - 3.5.6. 30 years, certificate and cheque valued at \$500.00

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Policy Title	Employee and Volunteer Recognition Program	Revision Date	11.01.2016 08.04.2017 06.01.2019 09.30.2019 01.17.2020
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4. Retirement Recognition

4.1. To be eligible for retirement recognition, an employee must have completed ten years of uninterrupted and continuous regular full-time or regular part-time employment with Westwinds in addition to:

4.1.1. Providing the employer with notice of intent to retire; and

4.1.2. One of the following:

4.1.2.1. Reached the age of 65 years, attained the 85 factor under the Local Authorities Pension Plan ;or

4.1.2.2. Been granted eligibility under special circumstances by the Board of Directors.

4.2. Retiring employees will be honored at a "Retirement Tea" which will be held in their community of employment at a time as close as possible to their actual date of retirement.

4.3. The supervising Manager which the employee is retiring is responsible for planning the Retirement Tea.

4.4. The date and time of the Tea will be arranged with the Board of Directors.

4.5. Attendance at the function will be open to employees of Westwinds, residents of the community and by written invitation from the Board of Directors, to family and friends of the retiring employees.

4.6. Presentation – on behalf of Westwinds, a member of the Board of Directors or the Chief Administrative Officer will present to the retiring employee, a retirement recognition cheque;

4.6.1. 10 to 14 years, cheque valued at \$350.00

4.6.2. 15 to 19 years, cheque valued at \$475.00

4.6.3. 20 to 24 years, cheque valued at \$650.00

4.6.4. 25 plus years, cheque valued at \$900.00

4.7. Except under extenuating circumstances and with the approval of the Chief Administrative Officer, employees being honored must attend the applicable event to receive their recognition cheque/gift.

4.8. Length of Service Award and Retirement Recognition cheques are processed through payroll.

4.9. Westwinds will notify all community employees via-

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bulletin board notice about changes in employment of co-workers in order to ensure workplace safety.

5. Performance Bonus
 - 5.1. In recognition of consistent exceptional performance and attendance; the Board may allocate funds for verified exceptional employee performance.
 - 5.2. Employees must have completed their probationary period, have a current performance assessment and their supervisor must complete an assessment for a performance bonus in order to be considered.
 - 5.3. Employees are eligible for a bonus from \$100-\$1,000 funds permitting.
 - 5.4. Supervisors and Management are eligible for a bonuses funds permitting.
 - 5.5. All bonuses are subject to Chief Administrative Officer review and approval.

6. North American Occupational Safety & Health Week
 - 6.1. In honor of a community, that has demonstrated exceptional team work by placing first in NAOSH Week competitions, the Board of Directors hosts a luncheon.

Procedure Formal Recognition: Above & Beyond Recognition Program

1. Reward Recipient Acknowledgement Process
 - 1.1. Within a week of the Employee and Volunteer Recognition Committee meeting, the liaison person shall forward a summarization of the nominations and awards for the applicable period of review to the Human Resource Generalist.
 - 1.2. The Human Resource Generalist shall generate a recognition letter to be signed by the Chief Administrative Officer. The applicable award selection catalogue and letter will be provided to the Manager for distribution to the recipient.
 - 1.3. A copy of the recognition letter shall be retained as follows:
 - 1.3.1. Employee – in Human Resources file and a copy to the applicable Manager.
 - 1.3.2. Volunteers – Supportive Living Centre volunteer file.
 - 1.3.3. Teams – to be posted on the Employee bulletin board.

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- 1.4. The Human Resource Generalist is to forward the awarded gift to the community for distribution to the recipient.
- 1.5. The Manager shall present the awarded gift as follows:
 - 1.5.1. Employee - at the applicable Community's next staff meeting,
 - 1.5.2. Volunteer – at the applicable Community's next resident meeting, and
 - 1.5.3. Teams – at the applicable Community's next staff meeting.
2. Non-Reward Recipient Acknowledgement Process
 - 2.1. Within two weeks of the Above & Beyond Recognition Program Nomination & Award Summarization being posted, the department Manager shall:
 - 2.1.1. Review and select letter template (employee, volunteer or group).
 - 2.1.2. Draft a letter for individual or group nomination (can include multiple nominations), thanking the relevant parties for their efforts as recognized by the third party.
 - 2.1.3. Letter is to be distributed to the nominee or in the case of group nominations, the letter is to be posted on the bulletin board.
 - 2.1.4. Copies of letters are to be filed as follows
 - 2.1.4.1. Employee - in Human Resources file.
 - 2.1.4.2. Volunteer – Supportive Living Centre volunteer file.

Policy Area	Human Resources	Effective Date	Oct. 10, 2017
Policy Title	Volunteers	Revision Date	01.01.2019 01.17.2020
Policy No.	5.276	Page No.	Page 1 of 1



Purpose The purpose of this policy is to detail the rights, responsibilities, and mutual obligations of Westwinds Communities (Westwinds) and its volunteers.

Applicability 1. This policy applies to all volunteers and Recreation Coordinator.

- Terms**
1. Westwinds acknowledges and supports the vital role of volunteers in achieving the organization's mission.
 2. Volunteer positions address the needs and purposes of Westwinds while creating the most meaningful experience possible for the volunteer.
 3. Volunteers are a welcome and integral component of Westwinds' service compliment while not duplicating employee responsibilities.
 4. Westwinds policies and procedures are consistent with national and provincial Human Rights Codes and comply with Provincial Statutes. Volunteers reflect the diversity in the general population.
 5. The volunteer program is evaluated regularly and includes reviewing volunteer job descriptions, identifying program results, performance assessment, on-going communications and conducting exit interviews. In addition a consistent interview, screening, and orientation is provided to all new volunteers. All volunteer assignments are assessed for level of risk to both the volunteer and Westwinds.
 6. An appropriate level of supervision is maintained by Westwinds according to the task assigned.
 7. The contributions of volunteers are regularly acknowledged with formal and informal recognition methods.
 8. Volunteer policies comply with the Protection for Persons in Care Legislation and all volunteer records are subject to Westwinds' privacy policy. All persons who are volunteers of Westwinds must complete a criminal records check.
 9. All volunteers are required to read and adhere to Westwinds Volunteer Handbook when they begin volunteering with Westwinds.
 10. Westwinds provides volunteers with the same expense guidelines as employees when participating in Westwinds authorized activities.

Policy Area	Human Resources	Effective Date	09.13.2017
Policy Title	Employee Communication	Revision Date	01.17.2020
Policy No.	5.280	Page No.	Page 1 of 1



Purpose This policy explains Westwinds Communities (Westwinds) employee communication process.

Applicability 1. This policy applies to all employees.

Terms

1. Westwinds expects that all employees display a team approach and represent Westwinds professionally when at work.
2. Westwinds endeavours to keep employees apprised of the organization and the community's activities and plans through newsletters, bulletins, presentations, memos, staff meetings, department meetings and information sessions.
3. Workplace Concerns, Giving and Receiving Feedback
 - 3.1. Employees experiencing workplace concerns or problems, or simply wanting to provide feedback about Westwinds operations, shall discuss these with the immediate manager/supervisor.
 - 3.2. In situations where it is not possible to speak directly with the immediate manager or supervisor, or where the employee is not comfortable doing so, the Human Resource Generalist may be consulted at any time.
 - 3.3. The CAO may also be consulted at any time.
4. Suggestions
 - 4.1. Employee suggestions or ideas for improvement and change are always welcome. These can be submitted verbally, in writing through the manager/supervisor, through the Employee Comments Box, e-mail at cadmin@westwindscommunities.ca and or the Chief Administrative Officer.

Policy Area	Human Resources	Effective Date	11-01-2016
Policy Title	Dress Code	Revision Date	08.30.1999 02.19.2009 02.02.2010 08.04.2017 01.01.2019 09.01.2019 01.01.2019 01.17.2020 02.12.2021
Policy No.	5.282	Page No.	Page 1 of 3



Purpose Westwinds Communities (Westwinds) dress code is established to set a minimum guideline for all employees and volunteers consistent with organizational, client and other customer expectations.

Applicability This policy applies to all employees, contractors, consultants, vendors and visitors on Westwinds' premises.

- Terms**
1. Westwinds' dress code is established to set a minimum guideline for all employees consistent with organizational expectations.
 2. Clothing must be properly fitted, clean and neat in appearance, good condition and are not to have visible logos and/or advertising. At all times, staff must represent themselves and Westwinds favourably.
 3. Uniforms
 - 3.1. Employees who are required to wear uniforms will ensure the uniforms are properly fitted, clean and neat in appearance.
 - 3.2. Uniform Reimbursement
 - 3.2.1. Reimbursement up to \$250/yr. for full-time, and \$125/yr. for part-time and casual employees.
 - 3.2.2. Full-time Maintenance is eligible for \$125/yr. for CSA approved footwear or winter outdoor coveralls. Seasonal maintenance is eligible for \$50/yr. for CSA approved footwear. Uniforms must meet policy standards for reimbursement.
 - 3.2.3. Employees must provide receipts for approved clothing/material and slip resistant footwear.
 - 3.2.4. Frequency of reimbursement: Westwinds requests one submission per employee annually via an expense claim form with attached original receipts. The uniform allowance follows the calendar year.
 - 3.2.5. No waiting period for employees to apply (eligible first day of work).
 - 3.2.6. Uniform standards:
 - 3.2.6.1. Kitchen Cooks & Dietary Aids – black, black/white or white tops with full length black pants. Slip resistant footwear.
 - 3.2.6.2. Maintenance – Westwinds shirt, full length denim jeans/work pants.
 - 3.2.6.3. Housekeeping, Centre Coordinators and Casual Employees – royal blue or navy blue scrubs, full length pants. Slip resistant footwear.

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Policy Title	Dress Code	Revision Date	08.30.1999 02.19.2009 02.02.2010 08.04.2017 01.01.2019 09.01.2019 01.01.2019 01.17.2020 02.12.2021
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- 3.2.6.4. Employees are welcome to wear seasonal attire for uniforms but will not be reimbursed. For example: Christmas theme top.
- 3.3. For employees not required to wear uniforms, business casual attire is expected.
 - 3.3.1. Casual blue jean Fridays are allowed for those not required to wear uniforms provided that the blue jeans are clean and of good repair. Other casual clothing, such as sweat pants, are not permitted. The Manager maintains the option to waive casual Fridays for special community events and/or functions.
- 4. Name Tags
 - 4.1. Employees are required to wear their name tag while on duty at a community.
 - 4.2. The name tag remains the property of Westwinds and if lost or damaged, the employee is required to report it immediately.
- 5. Footwear
 - 5.1. Employees working in the following departments: Maintenance, Housekeeping, Centre Coordinator and Food Services within are required to wear fully enclosed, low heeled shoes which provide good foot support. Soles must be constructed of skid resistant material and footwear must be correct for the work environment, providing proper protection for the employee.
 - 5.2. Maintenance and landscaping employees must wear regulation safety shoes.
 - 5.3. Suitability of footwear is at the discretion of Westwinds.
- 6. Grooming
 - 6.1. All employees are expected to maintain good grooming standards.
 - 6.2. Hair, inclusive of beards and mustaches, must be clean and neat in appearance. When setting tables, serving food or working in the food preparation area; employees must contain all their hair, inclusive of beards.
 - 6.3. Westwinds will provide basic hair/beard covering. Those employees wishing to wear an alternate covering may do so at their own expense, provided it is pre-approved by their Supervisor.
 - 6.4. Piercings are to be covered if it poses a safety issue.
 - 6.5. Westwinds is a scent free environment; nail polish is discouraged.
 - 6.6. Fingernails must be clean, neat and short. No nail attachments or nail polish is permitted in food service areas. Disposable gloves are worn while doing specific tasks and also when the employee has an open

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wound/band aid. Gloves must be changed after breakage in addition to anytime you would have otherwise washed your hands.

7. Protective Clothing

7.1. Protective clothing and other safety apparel will be provided by Westwinds where required by legislation and/or health and safety policy. It is the responsibility of the employee to ensure they wear protective and/or safety clothing when required.

Procedure

1. Supervisors will discuss this policy with each new employee. Employees, who according to Westwinds' standards are not dressed appropriately, may be sent home, without pay, to change his/her attire.
2. Repeated non-compliance with the dress codes by an employee may result in corrective action being taken by Westwinds. Adherence to the dress code is a condition of employment.

Policy Area	Human Resources	Effective Date	09.13.2017
Policy Title	Health Management	Revision Date	09.01.2019 01.17.2020
Policy No.	5.284	Page No.	Page 1 of 4



Purpose The purpose of Westwinds Communities (Westwinds) Health Management Program is to promote through active case management an employee's timely and safe return to the workplace following an illness or injury.

Westwinds' documentation processes and program management complies with Westwinds' duty to accommodate legislation.

Additional Authority Alberta Human Rights

Applicability 1. This policy applies to all employees.

- Terms**
1. Program Definition
 - 1.1. This program is a partnership between Westwinds and its employees. The program provides support for full return as well as gradual and modified return to work opportunities for employees who have been ill or disabled due to illness or injury. Employees may be receiving/accessing WCB, health related leave or employment insurance during this time.
 2. Health Related Leave
 - 2.1. Employees may be granted medical leave with or without pay for illness or disability upon receipt of a doctor's certificate of verification/support for the leave.
 3. Responsibilities
 - 3.1. Employee Responsibilities
 - 3.1.1. Advise manager/supervisor of an illness/injury requiring absence from work.
 - 3.1.2. Should the illness leave be longer than one month but less than four months, the employee is responsible to pre-pay his/her portion of premiums to ensure coverage for life/health/dental benefits remain intact during the leave.
 - 3.1.3. Should the leave be longer than four months, the employee is responsible to pre-pay both employee and employer portion of premiums to ensure coverage for life/health/dental benefits remain intact during the leave. Payment arrangements are made directly with the General Accountant.
 - 3.1.4. While away from work on extended illness or disability leave, the employee is required to meet with or call the manager/supervisor every week (or other agreed-to time frame) to keep Westwinds informed of progress.
 - 3.1.5. Participate fully in the health management policy and with the Return to Work Team should an absence for illness or injury extend past 30 days from initial absence.
 - 3.1.6. If the employee or management requests the participation of an external resource, the employee signs a consent form

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authorizing additional relevant information. The consent form will be valid only for the case currently being managed. Refusal to provide required medical information for the purposes of effective case management could result in stopping pay and/or benefits and/or corrective action planning measures.

- 3.1.7. Actively cooperate and participate in forwarding suggested return to work options.
- 3.1.8. Submit medical documentation with required information when necessary or required by this policy for the purpose of effective case management.
- 3.2. Employer Responsibilities
 - 3.2.1. Maintain contact with the employee during his/her period of absence.
 - 3.2.2. Help employees to fully understand the health management program and their responsibilities.
 - 3.2.3. Help employees complete all necessary forms for occupational illness/injury requiring medical aid or absence from work.
 - 3.2.4. Westwinds will provide appropriate options for employees to return to work in a safe and timely manner without risk to their health or the health of others. These may include gradual or modified duties according to the Return to Work Plan authorized by the employee and his/her doctor.
 - 3.2.5. Westwinds will continue to pay the employer portion of the employee's benefits premiums for medical leaves of one to three months, but not longer than four months.
 - 3.2.6. When deemed medically able to return to full duties, reinstate the employee in the same or a comparable position anywhere within Westwinds with the same wage/ benefits as received when the medical leave started.
 - 3.2.7. Where there is a modified work plan, the manager/supervisor must consult regularly with the employee regarding how he/she is adjusting to and/or coping with the modified work plan.
 - 3.2.8. Notwithstanding any other provisions in this Policy, the obligations of Westwinds the employee will not exceed the point of undue hardship.
- 3.3. External Consultant Responsibilities
 - 3.3.1. An Occupational Health Nurse (OHN) or other external medical consultant may act as a resource when requested by Westwinds in cases generally extending beyond 30 days from initial absence.
 - 3.3.2. The external consultant interprets medical information, maintains confidential medical information, maintains communication with medical practitioners, recommends return to work plans, and coordinates referrals for medical assessments and independent evaluations if required.
 - 3.3.3. Along with the employee, his/her doctor, his/her manager/supervisor and/or the Human Resource Generalist of Westwinds, the OHN participates as a member of the Return

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- to Work (RTW) Team.
- 3.3.4. The OHN or other external medical consultant may arrange an independent medical examination (IME) if further specialized medical information is required. There will be no cost related to the IME, OHN or external medical consultant for the employee.
 - 3.4. Return to Work (RTW) Responsibilities
 - 3.4.1. Prepare and implement an integrated RTW plan with specific goals and established timelines
 - 3.4.2. Monitor and evaluate the progress of the RTW plan.
 - 3.4.3. If an employee is not able to return to his/her own job, the RTW Team will explore available alternate work options suitable to the employee's capabilities and the organization's needs.
 4. Return to Work (RTW) Plan
 - 4.1. Employee must contact the Manager/Supervisor if or when able to return to full or modified job duties.
 - 4.2. A detailed physical demands analysis (PDA) must be provided to the physician or specialist who completes a Return to Work Assessment Form prior to employee being scheduled for work; this document assists in planning gradual or modified work duties and time frames.
 - 4.3. Medical clearance supplied in writing from the physician supporting the return to work is required prior to the initiation of any RTW Plan.
 - 4.4. The RTW plan must provide the employee with productive and meaningful work in a manner that is mutually beneficial to the employee and Westwinds.
 - 4.5. Employees continue to earn unpaid vacation entitlement for any month in which they are on sick leave. Employees earn regular vacation entitlement for the periods of time they are participating in a RTW plan.
 - 4.6. The RTW plan may include modified or alternate work opportunities including:
 - 4.6.1. The employee's own job with reduced hours.
 - 4.6.2. A portion of the employee's own job duties with full-time or part-time hours.
 - 4.6.3. A different job within Westwinds either full-time or part-time.
 - 4.7. Once back at work, the employee must inform the manager/supervisor of how he/she is adjusting to and/or coping with the modified work plan if one exists.
 - 4.8. Westwinds will attempt to provide alternate work of a comparable skill and salary of the employee. Westwinds will not create new positions for the purpose of accommodating an employee, but shall make every effort to place the employee in a position comparable in both skill and salary level to the employee's pre-disability job.
 5. Early Intervention and Employee Family Assistance Program (EFAP)
 - 5.1. Eligible employees may use the EFAP at any time.
 - 5.2. In some cases, management may suggest the employee seek

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assistance through the EFAP.

5.3. Every effort will be offered to support an employee with EFAP access.

6. Confidentiality of Employee Medical Records

6.1. All confidential medical information will be maintained only by the Occupational Health Nurse in accordance with the Alberta Occupational Health Nurses Bylaws.

6.2. Once consent has been given by the employee authorizing the OHN to obtain medical information, subsequent medical records relevant to the case in question will be maintained and kept confidential by the OHN. Managers/Supervisors will not have access to these records unless authorized by the employee.

Policy Area	Human Resources	Effective Date	Mar. 15, 2010
Policy Title	Working Alone	Revision Date	01.17.2020
Policy No.	5.290	Page No.	Page 1 of 1



Purpose Westwinds Communities (Westwinds) works with its employees reduce and or eliminate the risk of employees working alone. Westwinds views safety as a joint responsibility of the employees' diligence, effective supervision and strong Risk Management guidelines.

Additional Authority 1. Alberta Occupational Health and Safety Act & regulations

Applicability 2. This policy applies to all employees.

Terms

1. Westwinds tries to eliminate the risk of employees working alone, as well as needing to comply with the working alone requirements, by organizing work schedules for its employees to avoid employees members from working alone.
2. Westwinds supports and provides employees with mechanisms that promote risk reduction and risk management for employees who work alone. This is accomplished by:
 - 2.1. Implementing safety measures to reduce risk to employees from the hazards they identify.
 - 2.2. Ensuring that employees have an effective means of communication to summon help in instances of injury, illness or emergency.

Policy Area	Human Resources	Effective Date	July. 1, 2016
Policy Title	Progressive Discipline	Revision Date	08-04-2017 09-30-2019 01.20.2020
Policy No.	5.300	Page No.	Page 1 of 3



Purpose Westwinds Communities (Westwinds) promotes fair and constructive treatment of unacceptable conduct or work performance. The purpose of the Progressive Discipline Policy is to outline when and how the policy will be applied. Progressive Discipline process is carried out with the intent to improve behavior.

Applicability This policy applies to all employees.

Terms

1. Westwinds Corrective Action policy when necessary, managers and supervisors follow a program of corrective action planning which includes three steps:
 - 1.1 Verbal warning
 - 1.2 Written warning which includes a plan of action including time frames involved and direct consequences.
 - 1.3 Final warning which includes a reference to dismissal with just cause.
2. Situations which may lead to corrective action planning may include, but are not limit to:
 - 2.1 Improper employee conduct (dishonesty, abuse, harassment, carelessness, misrepresentation of personal information, etc.)
 - 2.2 Tardiness;
 - 2.3 Chronic or excessive absenteeism;
 - 2.4 Improper behavior or attitude toward customers – residents/tenants and their family members, contractors, other Westwinds employees or management;
 - 2.5 Below standard work performance in following;
 - 2.5.1 Westwinds job performance expectations; or
 - 2.5.2 Inability to perform the requirements of the job;
 - 2.6 Insubordination towards manager/supervisor;
 - 2.7 Alcohol and drug abuse;
 - 2.8 Abandonment of position;
 - 2.9 Criminal activity and or fraud;
 - 2.10 Sexual harassment;
 - 2.11 Abuse of Westwinds equipment or materials;
 - 2.12 Falsification of Westwinds records;
 - 2.13 Violent or unsafe actions;
 - 2.14 Failure or inability to project a positive image of the services of Westwinds;
 - 2.15 Breach of the Code of Conduct policy;
 - 2.16 Not declaring a conflict under the Conflict of Interest policy;
 - 2.17 Violations of the Protection of Persons in Care Act including neglect; and or
 - 2.18 Purposeful violation of any Westwinds policies and/or procedures.

Policy Area	Human Resources	Effective Date	July. 1, 2016
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3. Corrective Action Procedures

- 3.1 Corrective action planning is based on the premise that employees know the acceptable Westwinds job standards and workplace expectations.
- 3.2 This prior knowledge, understanding, and acceptance by employees are the result of training, practice on the job and open, honest communication.
- 3.3 Response to unacceptable or sub-standard performance must occur as soon as possible after the incident or when it has been noticed.
- 3.4 The Manager/Supervisor must gather factual and objective information about the performance concern and define:
 - 3.4.1 The problem or behavior,
 - 3.4.2 Westwinds' past practices/expectations in similar situations,
 - 3.4.3 The employee's service and prior conduct, and /or any special circumstances.
- 3.5 Verbal Discussion: Corrective Action Planning
 - 3.5.1 An opportunity for the manager/supervisor and employee to talk about the problem and confirm and clarify both Westwinds' expectation and the employee's awareness of the required performance standards.
 - 3.5.2 Verbal reference to a written warning and further consequences may be included at the manager/supervisor's discretion in order to stress the concern.
 - 3.5.3 Manager/supervisor and employee agree on desired performance standards and confidence in the employee's ability to meet expectations in the future is shown.
 - 3.5.4 Verbal meetings are informally recorded in a separate file to document the discussion and prepare for any follow-up discussion that may be required.
 - 3.5.5 A positive response by the employee should be acknowledged by the supervisor/manager in a follow-up meeting and encouragement provided for continuing efforts to bring performance to acceptable levels.
- 3.6 Written Warning: Form
 - 3.6.1 If performance has not improved within the agreed time frame the manager/supervisor has another discussion with the employee.
 - 3.6.2 If no barriers prevented the employee from achieving the desired performance standards, this second discussion is confirmed in writing to the employee.
 - 3.6.3 A reasonable time frame to meet desired standards is again established. The expression of confidence in the

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- employee's ability and a willingness to provide support and assistance is important at this stage. A follow-up date for discussion with the employee is identified.
- 3.6.4 The formal written notice should be issued within twenty-four (24) hours of the meeting. This form may be issued in consultation with the Human Resource Generalist and should include reference to:
 - 3.6.4.1 The previous verbal discussion (date noted);
 - 3.6.4.2 The expectations needing to be met; and
 - 3.6.4.3 The support / assistance to be provided by the Manager/Supervisor;
 - 3.7 Final Written Warning (Suspension or Dismissal)
 - 3.7.1 If the employee's performance has not met the required standards set out during the verbal discussion and written corrective action planning stages, the final written warning is issued.
 - 3.7.2 In some circumstances which warrant immediate action by the manager/supervisor, final consequences may require removal of the employee from the work area immediately without the previous two stages being followed.
 - 3.7.2.1 This may be a suspension and may be with or without pay as an investigation would be pending. Alternatively this may be an immediate dismissal for severe actions with cause.
 - 3.7.3 Consultation with CAO/Human Resource Generalist is required prior to discussion with the employee and prior to the Manager/Supervisor implementing the final recommendation.
 - 3.8 Employee Notification

Westwinds will notify all community employees via the bulletin board notices about changes in employment of co-workers in order to ensure workplace safety.

Policy Area	Human Resources	Effective Date	11-01-2016
Policy Title	Workplace Discrimination, Harassment, Violence	Revision Date	05.27.2019 01.17.2020
Policy No.	5.305	Page No.	Page 1 of 6



Purpose Westwinds Communities is committed to eliminating and or controlling workplace discrimination, harassment and violence in the workplace.

This policy establishes Westwinds' (Westwinds) position on workplace discrimination, harassment and violence, how employees, volunteers and contractors should handle incidents that arise, and expectations about behaviour.

All employees, volunteers and supervisors will receive relevant information and instruction on the contents of the policy and procedures.

Additional Authority Alberta Human Rights Act
Occupational Health and Safety Act

Applicability This policy applies to all employees, volunteers, contractors, consultants, vendors, residents/tenants and visitors on Westwinds' premises.

- Terms**
1. Definition of Harassment:
 - 1.1. Workplace harassment is defined as a single or repeated incident of objectionable or unwelcome conduct, comment, bullying or action intended to intimidate, offend, degrade or humiliate a particular person or group. It's a serious issue and creates an unhealthy work environment resulting in psychological harm to employees/volunteers.
 - 1.2. It does not include any reasonable conduct of an employer or supervisor related to the normal management of employees and volunteers or a work community. Differences of opinion or minor disagreements between coworkers are also not generally considered to be workplace harassment if steps are taken to resolve the conflict. Examples of harassment include:
 - 1.2.1. Verbal or physical abuse, threats, derogatory remarks, jokes, innuendo or taunts about appearance or beliefs.
 - 1.2.2. The display of pornographic, racist or offensive images.
 - 1.2.3. Unwelcome invitations or requests, either indirect or explicit.
 - 1.2.4. Intimidation, leering or other objectionable gestures.
 - 1.2.5. Condescension or paternalism that undermines self-confidence.
 - 1.2.6. Unwanted physical contact such as touching, patting, pinching, punching and outright physical assault.
 2. Definition of Violence
 - 2.1. Violence, whether at a work community or work related, is defined as the threatened, attempted or actual conduct of a person that causes or is likely to cause physical or psychological injury or harm. It can include:

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- 2.1.1. Physical attack or aggression
- 2.1.2. Threatening behaviour
- 2.1.3. Verbal or written threats
- 2.1.4. Domestic violence
- 2.1.5. Sexual violence

3. Definition of Discrimination

3.1. Discrimination for the purposes, of the workplace, is defined as the unjust or prejudicial treatment of different categories of people. Westwinds prohibits discrimination based on the protected grounds of race, colour, ancestry, place of origin, religious beliefs, gender, gender identity, gender expression, age, physical disability, mental disability, marital status, family status, source of income and sexual orientation.

- 4. Westwinds will not tolerate any form of discrimination, harassment, or workplace violence (intentional or unintentional), including from Residents/tenants.
- 5. Westwinds is committed to a healthy, welcoming and respectful environment for its employees, volunteers, residents and stakeholders and will make every attempt to prevent and handle any situations that might arise in a prompt and effective manner.
- 6. Employees/volunteers are responsible for upholding this policy and ensuring that everyone has the freedom to a workplace without discrimination, harassment or violence.
- 7. Westwinds will confidentially investigate all incidents of discrimination, workplace violence and or harassment and take corrective action to remediate the issue.
 - 7.1. Westwinds will only disclose the necessary amount of personal information that is necessary to inform employees/volunteers of a specific or general threat of violence or potential violence.
- 8. Westwinds workplace discrimination, harassment and violence policy is not intended to discourage employees/volunteers from exercising an employee's/volunteer's rights pursuant to any other law or remedies.

Procedure

- 1. Workplace Violence
 - 1.1. Precautions to reduce incident of workplace violence:
 - 1.1.1. Notify employer in writing if you have concerns or have been exposed to violence that could be brought into the workplace for example domestic violence or threats. This will allow Westwinds to reduce the threat of workplace violence for all employees/volunteers;

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- 1.1.2. Do not meet with clients, employees or others alone if you have any concerns about workplace violence;
- 1.1.3. Notify supervisor about meeting and concerns; if needed take alternate measures to ensure employee/volunteer protection;
- 1.1.4. Minimize occurrence of meeting in a private area with clients or others; and
- 1.1.5. Position yourself to access easiest point of departure and maintain a boundary between yourself and client for example a table.
- 1.2. If a workplace violence incident occurs to you:
 - 1.2.1. Try to remain calm.
 - 1.2.2. Immediately remove yourself from the situation. If unable to remove yourself from the situation:
 - 1.2.2.1. Protect and defend yourself;
 - 1.2.2.2. Keep talking to the individual(s); and or
 - 1.2.2.3. Alert other employees/volunteers. Referencing Mr. Orange will alert other employees/volunteers of your situation.
 - 1.2.3. Alert authorities, call 911.
 - 1.2.4. Seek medical attention as soon as possible, if required. If needed, complete WCB forms when seeking medical attention.
 - 1.2.5. Notify your supervisor or manager.
 - 1.2.6. Inform Supervisor of the incident and the way in which you responded. The supervisor in consultation with the manager is to immediately take all necessary precautions to safe guard the employees/volunteers and clients. This may include but is not limited to putting the building in lock down, providing additional security, securing a restraining order, etc.
 - 1.2.7. Employees are encouraged to contact the Employee Family Assistance Program for additional resources and support following an incident of workplace violence at 1-800-387-4765.
- 1.3. What happens once an incident occurs?
 - 1.3.1. Complete incident record and if applicable an unusual incident report.
 - 1.3.2. The Management, supervisor and an employee representative from the Corporate Health and Safety Committee will complete the investigation within one week.
 - 1.3.3. Once a complaint is received it will be kept strictly confidential. An investigation will be undertaken immediately and all necessary steps taken to resolve the problem.
 - 1.3.4. Confidentiality of information is not the same as anonymity.
 - 1.3.5. It is the responsibility of all Supervisory personnel to take immediate and appropriate corrective action in situations involving workplace violence. It is also their responsibility to

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make employees/volunteers aware of this policy and its regulations and procedure.

- 1.3.6. If the investigation reveals evidence to support workplace violence, the alleged instigator – if any employee, supervisor, manager, client, volunteer and or contractor will be disciplined appropriately. Discipline may include suspension or termination, and the incident will be documented in the harasser’s file. No documentation will be placed in the complainant’s file where the complaint is filed in good faith, whether the complaint is upheld or not.
- 1.3.7. If the investigation reveals the incident was lodged intentionally with false accusations, disciplinary action against the complainant, up to and including termination could result.
- 1.3.8. Regardless of the outcome of a workplace violence situation complaint made in good faith, the employee/volunteer lodging the complaint, as well as anyone providing information, will be protected from any form of retaliation by either co-employees, co-volunteers, supervisors or management.
- 1.4. If you witness workplace violence:
 - 1.4.1. It is the responsibility of any person within Westwinds to take immediate and appropriate action to report or deal with incidents whether brought to their attention or personally observed.
 - 1.4.2. Notify authorities – call 911.
 - 1.4.3. Under no circumstances should a legitimate complaint be dismissed or downplayed, nor should the complainant be told to deal with it personally.
2. Workplace discrimination and harassment
 - 2.1. Precautions to reduce incident of workplace discrimination and harassment:
 - 2.1.1. Notify employer in writing if you have concerns or have been exposed to discrimination and or harassment that could be brought into the workplace for example threats. This will allow Westwinds to reduce the threat of workplace discrimination and harassment for all employees/volunteers;
 - 2.1.2. Do not meet with clients, employees or others alone if you have any concerns about workplace discrimination and harassment;
 - 2.1.3. Notify supervisor about meeting and concerns; if needed take alternate measures to ensure employee/volunteer protection;
 - 2.1.4. Minimize occurrence of meeting in a private area with clients or others; and
 - 2.1.5. Position yourself to access easiest point of departure and maintain a boundary between yourself and client for example a table.

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2.2. If an incident occurs to you:

- 2.2.1. Advise the alleged instigator, either verbally or in writing, in a reasonable and appropriate manner, that his/her behaviour is unwelcome and ask him/her to stop.
- 2.2.2. Inform Supervisor of the incident and the way in which you responded. A complaint must be filed in a reasonable time from when the last incident occurred. Westwinds reserves the right not to deal with complaints based on facts which occurred more than one (1) year prior to the date of the complaint.
- 2.2.3. Keep a record of incidents (dates, times, locations, possible witnesses, what happened, and your response and report the incident to your supervisor).
- 2.2.4. Employees are encouraged to contact the Employee Family Assistance Program for additional resources and support at 1-800-387-4765. if needed, seek medical attention.
- 2.2.5. File a complaint with the supervisor, manager or Human Resource Generalist if the harassment continues beyond the initial incident.
- 2.2.6. You also have the right to contact the Alberta Human Rights Commission to file a complaint and or with the police.

2.3. What happens when a complaint is received?

- 2.3.1. Once a complaint is received it will be kept strictly confidential. An investigation will be undertaken immediately by management and a Corporate Health and Safety employee representative, and all necessary steps taken to resolve the problem. If appropriate, action taken may include the involvement of a mutually agreed-upon mediator to facilitate a resolution.
- 2.3.2. Confidentiality of information is not the same as anonymity. The respondent is entitled to know the identity of the complainant and to receive a written copy of the complaint outlining the specifics of the allegations.
- 2.3.3. It is the responsibility of all Supervisory personnel to take immediate and appropriate corrective action in situations involving harassment complaints. It is also their responsibility to make employees/volunteers aware of this policy and its regulations and procedure.
- 2.3.4. Both the complainant and the alleged instigator will be interviewed, as will any individuals who may be able to provide relevant information. All information will be held in confidence.
- 2.3.5. If the matter continues to be unresolved the complainant may request a meeting with the Human Resource Generalist. The Human Resource Generalist must take action on the request within ten days of the request.
- 2.3.6. If the investigation reveals evidence to support the complaint of harassment, the alleged instigator will be disciplined

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appropriately. Discipline may include suspension or termination, and the incident will be documented in the harasser's file. No documentation will be placed in the complainant's file where the complaint is filed in good faith, whether the complaint is upheld or not.

- 2.3.7. If the investigation fails to find evidence to support the complaint, there will be no documentation concerning the complaint placed in the file of the alleged instigator.
 - 2.3.8. If the investigation reveals the complaint was lodged intentionally with false accusations, disciplinary action against the complainant, up to and including termination could result.
 - 2.3.9. Regardless of the outcome of a harassment complaint made in good faith, the employee/volunteer lodging the complaint, as well as anyone providing information, will be protected from any form of retaliation by either co-employees, co-volunteers, supervisors or management.
- 2.4. If you witness harassment:
- 2.4.1. It is the responsibility of any person within Westwinds to take immediate and appropriate action to report or deal with incidents of harassment of any type whether brought to their attention or personally observed. Under no circumstances should a legitimate complaint be dismissed or downplayed, nor should the complainant be told to deal with it personally.
 - 2.4.2. Alberta Human Rights Commission
 - 2.4.3. A complaint must be filed with the Alberta Human Rights and Citizenship Commission within twelve months of the alleged incident.
 - 2.4.4. Alberta Human Rights Commission Confidential Inquiry Line 403-297-6571.

Policy Area	Human Resources	Effective Date	July 1, 2016
Policy Title	Substance Impairment	Revision Date	09.15.1999 03.15.2010 08.04.2017 04.24.2018 01.17.2020
Policy No.	5.310	Page No.	Page 1 of 3

Purpose Westwinds Communities (Westwinds) is accountable to create a safe environment for clients, families, staff, volunteers and members of the public. This duty includes addressing any issue that may impair an individual's ability to perform their work functions responsibly including ensuring an environment that is free from substance impairment.

Applicability This policy applies to all employees.

- Terms**
1. All individuals working at Westwinds (including volunteers and contractors) are expected to report fit for duty for scheduled work and be able to perform assigned duties safely and acceptably without any limitations due to use or after effects of alcohol, illicit drugs, non-prescription drugs, prescribed medications, or any other substance that may impair judgment or performance.
 2. Westwinds has taken the position that the presence of illicit drugs, recreational drugs and alcohol on the worksite is not permitted. This includes:
 - 2.1. Employees of Westwinds are under no circumstances permitted to consume alcoholic beverages, consume cannabis or products containing cannabis, use illegal substance or mind altering substances when on duty including participation in client or employee social activities; and
 - 2.2. Westwinds prohibits the use of illegal substances or mind altering substances on Westwinds property.
 3. An employee will not be permitted to commence or continue work if they are felt in the opinion of Westwinds management to be under the influence of alcohol, marijuana, or like substance.
 - 3.1. Any employee reporting for duty or found at work showing no signs of being under the influence but who presents the odor of alcohol, marijuana, or the like, will be required by Westwinds to take corrective action to the satisfaction of the management before being permitted to begin/complete their scheduled work shift.
 4. When "off duty" and attending a client function having no responsibility for the direct and/or indirect provision of service to participating clients, an employee may consume an alcoholic beverage.
 5. When "off duty" and attending a corporate function, an employee may consume alcohol in moderation when such is being served as part of the



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function. Westwinds will arrange transportation for employees consuming alcohol in moderation.

Terms

6. The consumption of alcohol and cannabis by employees of Westwinds, within the confines of a client suite, is prohibited.
7. The storage of alcohol/cannabis, cannabis consumables or alcoholic/cannabis beverages, not owned by a client of Westwinds is not permitted on any premises owned or operated by Westwinds. Exception: alcohol purchased for consumption at a Westwinds or supported client or staff social function, may be stored in a secure environment on a Westwinds premise.
8. Without prior authorization from a Manager, employees are not permitted to bring alcohol to the work place. Cannabis is not permitted in the workplace. Concealment of alcohol or cannabis by an employee on any premise of Westwinds will result in disciplinary action being taken by the employer.
9. Any individual failing to adhere to this policy will be subject to discipline up to and including dismissal.
10. Westwinds supports education and information regarding substance impairment for employees and volunteers.

Procedure

1. Managers and supervisors are to identify and handle all situations promptly where there are concerns about an individual's ability to perform his or her job safely.
2. Employees who are assessed and suspected to be impaired while at work will be sent home immediately. Transportation will be arranged. The supervisor is responsible for documenting any incidence of suspected impairment.
3. Employees are encouraged to inform their supervisor or Human Resource Generalist about any situation that may compromise their safety or the safety of others, or impair their performance. All reporting is confidential. Westwinds will view any employee who knowingly does not report a breach of policy as condoning such and will take action as appropriate.
4. Employees suspected of having an alcohol, cannabis or drug related problem which interferes with their job performance, will be required by Westwinds to obtain a professional/medical assessment and to provide Westwinds with evidence of so doing.

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5. All infractions to Westwinds' policies relating to alcohol or drugs will be thoroughly investigated. Proven non-compliance will result in disciplinary action up to and including termination of employment.
6. Management and supervisory staff are responsible and accountable for ensuring policy compliance and in the event of non-compliance, for taking immediate action as deemed appropriate.

Procedure

7. Westwinds will use a positions physical demand analysis to provide accommodations (where appropriate). Westwinds will provide support for employees by providing access to confidential assessment, counselling and treatment.

Policy Area	Human Resources	Effective Date	Dec. 21, 2004
Policy Title	Employee Expense Guidelines	Revision Date	02.25.2010 08.04.2017 09.24.2018 01.17.2020
Policy No.	5.315	Page No.	Page 1 of 2



Purpose Westwinds Communities (Westwinds) recognizes that employees and volunteers may incur work-related expenses. The employee or volunteer's Supervisor is responsible for reviewing and processing expenses submitted for reimbursement of Westwinds employees and volunteers.

Additional Authority Canada Revenue – Automobile allowances rates

Applicability This policy applies to all employees.
This policy section six applies to volunteers.

- Terms**
1. Westwinds employees may incur expenses on behalf of Westwinds for which they must be reimbursed. These expenses usually relate to pre-authorized travel but may include legitimate sundry purchases paid in cash or other personal funds.
 2. All necessary and customary expenses incurred while traveling on Westwinds business will be considered for reimbursement. It is recommended that employees obtain their immediate Supervisor's pre-authorization for all planned expenses, in order to avoid unexpected non- payment.
 3. The expense report will be reviewed by the Supervisor, and on approval, will be forwarded to the accounting department for reimbursement by cheque to the employee.
 4. Use of Personal Vehicle
 - 4.1. If Westwinds determines that travel using an employee's personal vehicle is necessary for business purposes, it is the employees' responsibility to provide assurance to Westwinds that:
 - 4.1.1. That they carry at least \$2,000,000 in liability insurance;
 - 4.1.2. Have a valid driver's license; and
 - 4.1.3. The vehicle is roadworthy.
 - 4.2. As a rule residents, may not be transported in employee's vehicles.
 - 4.3. Westwinds will reimburse the employees for approved travel using their personal vehicle at the current approved rates per kilometer traveled. These rates are understood to include the cost of gasoline, vehicle wear and tear, depreciation, insurance and deductibles. Mileage will not be reimbursed to travel to and from home to the initial place of work except for Maintenance on Call.
 5. Rental Vehicle
 - 5.1. If Westwinds determines that travel using a rental vehicle is appropriate, an employee is required to ensure that the vehicle has full collision and liability insurance. All vehicles used for Westwinds business must be insured for at least \$2,000,000 liability, and rental vehicles must carry collision insurance. We ask that employees use reasonable planning to ensure that the appropriate insurance is in place.

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5.2. Westwinds will not reimburse employees for rental vehicle charges for routine travel within the employees' local city/town. As well, per kilometer reimbursement will not be allowed for a rental vehicle. Personal vehicle use is expected for short distances. If in doubt, consult your Supervisor prior to entering into a rental agreement.

6. Approved Meal Rates

Breakfast	\$11.00 including GST plus gratuity to a maximum of 15%
Lunch	\$14.00 including GST plus gratuity to a maximum of 15%
Supper	\$25.00 including GST plus gratuity to a maximum of 15%

- Under extenuating circumstances and with the approval of the CAO these rates may be adjusted. For example travel to destinations where meal costs are higher than those experienced provincially.
- The approved meal rates also apply to Volunteers.

Procedure

- Claims Process
 - To comply with Good and Service Tax requirements, expense claims must should identify amount of GST paid. Employee claims are submitted through the manager.
- Reimbursement
 - As a non-profit organization, there is the expectation that employees will use discretion and attempt to avoid any unnecessary or excessive expenditure. In the case of travel, the least-cost travel and hotel alternative should be chosen.
 - Economy class or equivalent air and rail travel will be reimbursed when pre-approved.
 - Except when otherwise approved by the CAO, the purchasing of alcoholic beverages is not an approved claimable expense.
 - Meal expenses may not be claimed when the meal is proved at no cost or is included as part of the costs for the function being attended.
 - Expense claims should be submitted within the month occurred. Claimant shall be reimbursed for approved expenses by corporate cheque.

Policy Area	Human Resources	Effective Date	Jul. 20, 1990
Policy Title	Other Employment	Revision Date	08.24.1999 03.15.2010 01.17.2020
Policy No.	5.320	Page No.	Page 1 of 1



Purpose Westwinds Communities (Westwinds) employees will carry out their duties with attention to the highest degree of ethical rigor.

Applicability 1. This policy applies to all employees.

Terms

1. Westwinds recognizes that its employees may engage in activities related to employment outside the organization. In order that both Westwinds and employee interests are protected, Westwinds requires that all employees who undertake such activities, or already are engaged in other employment, agree to the terms of this policy prior to undertaking or continuing to undertake any employment outside the agency activities.
2. Westwinds requires that employees provide notification of other employment activities.
3. An employee is not required to obtain approval from Westwinds management for voluntary or remunerative activities during non-scheduled Westwinds work hours. However, involvement in those activities must not, as determined by Westwinds:
 - 3.1. Present a conflict of interest;
 - 3.2. Be in competition with Westwinds; and or
 - 3.3. Adversely affect the quality of the employee's work for Westwinds.

Policy Area	Human Resources	Effective Date	Nov. 28, 2017
Policy Title	Employment and Tenancy	Revision Date	01.17.2020
Policy No.	5.325	Page No.	Page 1 of 1



Purpose This policy outlines Westwinds Communities (Westwinds) employees who seek housing with Westwinds or conversely tenants who seek employment with Westwinds.

Applicability 1. This policy applies to all employees.

Additional Authority 1. 5.104 Conflict of Interest Policy

Terms

1. Westwinds strives to maintain transparency in its operations and ensure no perceived conflict or favoritism occurs in the workplace or in tenancy. Westwinds considers a conflict exists if the Program Manager is both the landlord and employer representative. As a consequence, Westwinds recognizes that a conflict may occur when:
 - 1.1. An employee applies for housing located in the same community in which they are employed; or
 - 1.2. A tenant applies for employment in the same community in which their property is administered.
 In addition, authorized employees will have access to an employee's private tenancy information. Westwinds ensures that both employment and tenancy are not overseen by a single representative.
2. Westwinds supports balancing both the employee and tenancy objectives, to the extent that there's transparency and also no conflict of interest within the work place. Consequently, housing and or employment applications will be strictly reviewed against the following criteria, where relevant in each of the scenarios:
 - 2.1. From Westwinds employees for Westwinds housing, in programs not administered within the community in which they work.
 - 2.2. From Westwinds tenants for Westwinds employment, in communities where their housing is not administered and/ or located.
3. Subject to meeting all provisions of the rent supplement program, an employee may be approved for the rent supplement wait list as long as the employee does not administer the rent supplement program.
4. Tenancy screening and interviewing will be conducted in accordance with established processes and policies currently in place; and applicable to all qualifying prospective tenants.
5. Employment screening and interviewing will be conducted in accordance with established processes and policies currently in place, and applicable to all qualifying prospective Westwinds employees.
6. In the event of any question about the application of this policy, please consult directly with the Chief Administrative Officer.