



YMCA of
Greater Toronto



YMCA Management Practices Manual

Original issue date: June 1, 2000

Last issue date: May 1, 2017

*Building healthy
communities*

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YMCA Management Practices Manual

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Record of Updates

No.	Effective Date	Section	Procedure	New	Revised	Deleted
1	January 5/01	4 – Human Resources 6 - References	PRC (police records check) Tier 1 vendor list		x x	
2	November 15/01	2 - Finance 4 - Human Resources 6 - References	Purchase card Acting appointment, PRC, benefits, workplace injury Tier 1 vendor list	x x	x x x	
3	April 15/05	1 - Upholding YMCA policies 2 - Finance 3 - Programs & services 4 - Human resources 5 - Resources 6 - References	various various various	x x x	x x x	x
4	July 1/05	3 - Programs & Services	Consumer protection agreements, complaint process introduced	x		
5	March 1/08	3 - Programs & Services	- Business continuity, emergency response (crisis escalation protocol) introduced - Accident/Incident reporting revised	x	x	
6	September 1/10	1 – Programs & Services Various revisions to all sections	- Privacy impact assessment introduced Various revisions	x	 x	
7	December 15/10	1 - Upholding YMCA Policies 2 - Finance	Human Rights 1.vs.1 Contract Review form		x x	
8	February 1/11	Human Resources	EAP Procedure			
9	October 17/11	Human Resources	Accessibility Orientation for New Employees			
10	November 10/11	Human Resources	Accessibility Orientation for New Employees			
11	May 1/12	3 – programs & services	Business Continuity and Emergency Response procedures updated		x	
12	October 1/12	2 - Human Resources	Retirement Fund Procedure		x	
13	July 1/13	2 - Human Resources	Recruitment & Selection Screening Potential Volunteers and Employees Police Records Check Reference Checks		x x x x	

Cont'd

No.	Effective Date	Section	Procedure	New	Revised	Deleted
14	January 1/14	Human Resources	-Employment Status Categories Health & Safety – Hazard Identification and Work Practices (from former Admin Procedure) -Replacement of Job Description Template with Job Profile Template		x x x	
15	January 1/14	Introduction	Policies Acknowledgement Letter		x	
16	June 1/14	Upholding YMCA Operating Policies Communication Protocols	-Managing Risks and Opportunities at our YMCA -New Electronic Communications introduced to clarify Canadian Anti-Spam Legislation (CASL)	x x		
17	October 1/14	Human Resources	-Accessibility Orientation for New Employees		x	
18	October 1/14	Upholding YMCA Operating Policies	-Technology Incident Response	x		
19	January 1/15	Human Resources	-Screening of Potential Volunteers and Staff -Reference Checks for Staff Positions -Recruitment & Selection of Volunteers and Staff -Police Records Check Screening Procedures for Volunteers and Staff		x x x x	
20	April 1/15	Human Resources	-Benefit Continuance while on Leaves of Absences -Vacation Leave		x x	
21	July 31/15	Human Resources	-Police Records Check Screening Procedures for Volunteers and Staff		x	
22	December 1/15	Human Resources	-Recruitment & Selection of Volunteers and Staff -Accessibility Orientation for New Employees		x x	
23	September 22/16	Human Resources	-Accessibility Orientation for New Employees - updated Employees Responsibilities by clarifying intent of accessibility training		x	
24	October 1/16	Introduction/Table of Contents	-New Accessibility statement introduced as per AODA	x		

Cont'd

No.	Effective Date	Section	Procedure	New	Revised	Deleted
25	January 1/17	Human Resources	- Family Related Leaves Addition of new family leaves and changes to top up as per updated Service Canada policies – 1 week waiting period		x	
26	January 6/17	Lobbyist Registration and Interacting with Public Office Holders	-To clarify expectations and set out guidelines for staff communicating with provincial public office holders	x		
27	February 8/17	Privacy Incident Breach Response Procedures	-To provide supervisors & managers with instructions when responding to a privacy incident or suspected breach	x		
28	April 1/17	Human Resources	-Employee Assistance Program information updated -Performance Management Forms updated (full time/part time) -Hourly Employee Benefits Updated		x x x	
29	May 1/17	3 - Programs & Services	- Business continuity, emergency response (crisis escalation protocol) updated		x	



Mission

The YMCA of Greater Toronto is a charity offering opportunities for personal growth, community involvement and leadership.

Vision

Our communities will be home to the healthiest children, teens and young adults.

Core Values

The YMCA of Greater Toronto is guided by values that inform the way we act and the decision we make.

- | | |
|-----------------------|--|
| HONESTY | - acting with integrity at all times |
| INCLUSIVENESS | - encouraging a sense of belonging for people, groups and the global YMCA Family |
| HEALTH | - enhancing the well-being of individuals, families and communities in spirit, mind and body |
| RESPONSIBILITY | - being socially relevant and fiscally responsible. |
| RESPECT | - treating volunteers, staff participants, partners and supporters with respect |
| CARING | - being compassionate toward the needs of others |

Introduction

The **YMCA Management Practices Manual** is a resource for staff in a supervisory role.

This manual provides the objectives, procedures and practices for supervisors to be successful in their role. The procedures and practices articulated in the YMCA Management Practices Manual outline roles and responsibilities and provide guidance on what supervisors need to know, along with best practices and approaches to successfully manage and deliver YMCA programs and services.

As a supervisor, you should use this resource as your key reference for approved management procedures and practices to help you uphold our YMCA Operating Policies and to be successful in your role.

YMCA supervisors need to know and follow our YMCA policies and procedures designed to keep people safe and our buildings and reputation protected, and ensure that we fulfill our legal obligations. For example, all supervisors and staff must follow workplace health and safety requirements under Ontario's *Occupational Health and Safety Act*, and *Human Rights Code* requirements, and duty to report requirements under the *Child and Family Services Act*.

Supervisors must also understand and follow laws, regulations and standards that may apply to their specific program or process area. For example, child care staff must adhere to Ontario's *Day Nursery Act* requirements, while aquatics staff must follow pool safety regulations under Ontario's *Health Promotion and Protection Act*.

Supervisors may refer to laws and regulations available online by visiting government web sites. See *Resources* section of this Manual, for more information. Your general manager or vice president can provide you with more information on laws and regulations that apply to your program or service area.

Periodically you will receive notices of updates to the Management Practices Manual from the YMCA's Policy Review Team or from executive owners of content contained in this manual. It is your responsibility to review revisions carefully, and remain current on YMCA Management Practices.

For more information about a particular procedure or practice in this manual, please speak with your manager, general manager or senior/vice president or contact the designated executive owner for content and procedure(s) in question.

How to Read this Manual

The YMCA Management Practices Manual is a resource for YMCA staff in a supervisory role.

This manual provides the objectives, procedures and practices for supervisors to be successful in their role. The procedures and practices articulated in the Management Practices Manual provide guidance on what supervisors need to know, along with best practices and approaches to successfully manage and deliver YMCA programs and services.

Definitions

- **Objective / Introduction**

Describes the purpose, intent and background for a procedure, including any reference to a supporting operating policy or procedure in the YMCA Operating Policies Manual, with policy and procedure number.

- **Procedure versus Practice**

Procedure statements in this Manual are indicated with language such as “must” and “will” or “shall”. Procedures are specific rules that staff must follow in order to achieve the goal or objective. Failure to follow a procedure may result in disciplinary action up to and including termination.

Statements of successful practices or options that supervisors are encouraged to follow to achieve objectives, have some room for discretion and are articulated using language such as “may” and “can” or “should”.

Maintenance, Updates and Training

The YMCA Management Practices Manual will be updated periodically on an “as needed” basis.

The YMCA Management Practices Manual and procedures contained in the Manual will be reviewed and revised periodically by executive content owners and the YMCA Policy Review Team (VP Risk Intelligence, CFO, SVP HR, Legal Counsel, and Policy Specialist). Supervisors shall receive revisions electronically along with a notice highlighting the nature and reasons for the revision(s).

YMCA Operating Policies and Management Practices are stored on the YMCA’s intranet – Information Y Way. It is the responsibility of supervisors to review and remain current on YMCA Operating Policies and YMCA Management Practices.

Ongoing training and awareness of staff on YMCA Operating Policies and YMCA Management Practices/Procedures is the responsibility of senior managers / general managers, who may wish to track training using the following template and tool:

Training Record

Date	Audience	Material



YMCA Operating Policies and Procedures

Acknowledgement Letter

An important part of your role at the YMCA of Greater Toronto is to understand **YMCA Operating Policies and Procedures**. As part of your orientation, you are required to review all YMCA Policies. A Policy e-Learning Session and self-study module is available as a resource (on YMCA intranet - Information Y-Way). In addition, staff in a supervisory role are required to review **YMCA Management Practices**.

When reviewing YMCA Operating Policies, please pay particular attention to the following:

- **Programs and Services Policies Section #1:** includes Human Rights Policy (1.VS.1); Protection of Children and Vulnerable Persons Policy (1.VS.2); Universal Precautions/Infection Control Policy (1.VS.3); Accessibility and Customer Service Policy (1.VS.5); Volunteer Development Procedure (1.S.1); Incident Reporting Procedure (1.S.3)
- **Human Resources Policies Section #2:** includes Police Records Check Procedures (2.S.7, 2.S.8, 2.S.9); Health & Safety in the Workplace Policy (2.S.1); Workplace Violence & Harassment Policy (2.S.2); Human Rights in the Workplace (2.S.3); Mandatory Training Procedure(2.S.10)
- **Ethical Conduct Policies Section #3:** includes Confidentiality Procedure (3.VS.1); Protecting the Privacy of Personal Information Policy (3.VS.2); Ethics Reporting Policy (3.VS.8); Travel, Meals & Hospitality Expense Policy (3.VS.10); Conflict of Interest Procedure (3.S.1)
- **Emergency Readiness Policies Section #4:** includes Safety and Emergency Response Procedure (4.S.1); Business Continuity Planning (BCP) Procedure (4.S.2)
- **Asset Protection Policies Section #5:** includes Acceptable Use of Technology Policy (5.VS.6); Electronic Communications Policy (5.VS.7); Identifying and Managing Risks Procedure (5.S.1); Crisis Communications Procedure (5.S.3); Mobile Devices Policy (5.S.6)

In addition, I understand:

- YMCA Operating Policies and Management Practices are revised from time to time, and that I am responsible for reading all updates;
- As a condition of employment, I agree to abide by YMCA policies and procedures. I understand that failure to follow a YMCA policy or procedure may lead to disciplinary action up to and including termination.

I have read the YMCA policies manual(s) and I have been provided an opportunity to discuss with my supervisor YMCA Policies and Procedures.

Employee Full Name (please print)

Employee Signature

Date

Supervisor Signature

Note: Original copy to be placed in employee file



Section 1

Upholding YMCA Operating Policies

- General Responsibilities – Upholding YMCA Operating Policies
- Accident/Incident Reporting Procedure
- Business Continuity and Emergency Response
- Consumer Agreements and Complaint Procedures
- Emergency Spill Response
- Human Rights
- Managing Risks and Opportunities at our YMCA
- Privacy Procedures and Practices
 - Handling Information Access Requests
 - Privacy Incident and Breach Response
 - Monitoring Privacy Compliance
 - Privacy Impact Assessment
 - Records Retention Guidelines
 - Third Parties with Custody of Personal Information
- Responding to a Subpoena Involving Staff
- Technology Incident Response



General Responsibilities: Upholding YMCA Operating Policies

Original issue date: June 1, 2000
Last revised: December 1, 2013

1. Objective / Introduction

YMCA Supervisors have a special responsibility as policy champions and role models for YMCA Operating Policies and Procedures. The following procedures outline the role of supervisors for upholding, and helping staff and volunteers in their program area uphold, YMCA Operating Policies and Procedures.

2. Procedures

Supervisors shall follow these procedures for upholding YMCA Policies and Procedures:

1. Senior managers (general managers, vice presidents, senior vice presidents) shall ensure that their supervisors understand their role and responsibilities for upholding YMCA policies and procedures.
2. Supervisors shall review with new staff, YMCA policies and procedures in the *YMCA Operating Policies Manual* and if a new supervisor, YMCA Management Practices and procedures in the *YMCA Management Practices Manual*. Ensure that a signed Acknowledgment Letter is included in the new hire package forwarded to Human Resources. See the 'YMCA Operating Policies and Procedures Acknowledgment Letter' included in this manual.

For volunteers, supervisors shall ensure that staff contacts review with volunteers the *YMCA Volunteer Operating Policies*.

3. Monitor trends in policy questions and provide clarification as appropriate to ensure that staff and volunteers are familiar with and adhere to YMCA operating policies and procedures. Review with your staff and program volunteers any revisions and updates to a policy or procedure as they occur, and that staff know where to access current copies.
4. Review YMCA policies and procedures when performing mid-year and annual performance reviews with staff.
5. Address failure to comply with a policy or procedure in the following ways:
 - A staff who fails to follow a procedure may face disciplinary action up to and including termination. Supervisors should however take disciplinary action only after carefully considering the circumstances in consultation with their manager.
 - In the case of a minor infraction, meet with the staff to discuss the infraction and reiterate the expectation of the YMCA that procedures are followed. Monitor the employee's performance after this discussion.
 - In the case of a serious infraction or failure to adhere to a policy or procedure, consult immediately with your general manager or vice president. Examples of a serious infraction include, but are not

limited to, an action or failure to act, or error in judgment that places an individual or others at risk, or could negatively impact the reputation of the YMCA.

- Managers or general managers shall advise their VP or SVP of any circumstance(s) that might result in suspension or termination. No employee may be dismissed without prior consultation with the SVP of Human Resources and Organizational Development, or GM Human Resources.
- In situations of serious non-compliance of a policy involving a volunteer, the volunteer may be asked to resign. Supervisors shall consult with their manager regarding any incident involving a volunteer to determine appropriate response, and contact the GM of Volunteer Development for further guidance.

3. Contacts and other Resources

For more information about this policy, staff may speak with their general manager or vice president, or senior VP, or staff may wish to contact the Senior VP of Human Resources and Organizational Development or designate for more information.



YMCA Accident/Incident Reporting – Operating Procedure 1.S.3

Original issue date: June 1, 1988

Last revised: June 1, 2016

1. Objective / Introduction

Incident reporting is an important process designed to ensure that incidents are documented properly to capture the facts of an incident and any action or response by staff, to keep managers informed of events in their program areas and to facilitate any escalation when needed. It also ensures that our YMCA meets its reporting requirements to insurers, funders and government agencies. As an important tool for identifying enhancement opportunities, incident reporting can also trigger post incident reviews and improvements to further enhance the member's experience and quality of our YMCA program offerings.

In keeping with the YMCA Operating Procedure 1.S.3, all staff are required to complete a report when an incident or accident occurs. The YMCA Accident/Incident Report form is designed to:

- Document the facts of an accident or incident, including all actions taken by staff responding to the incident;
- Alert management to details of a serious accident or incident, and meet legal requirements;
- Help determine the possible cause of the incident, and trigger recommendations to prevent a future recurrence;
- Form part of a risk database to identify trends and potential risk areas.

2. Definitions

An **accident** is an unplanned event that causes harm to people or damage to property.

An **incident** is an unplanned event that could have resulted in harm or damage, if circumstances had been different. An incident may also be considered as a "near miss".

A **serious incident** is any event that is serious in nature. The following are examples (not an exhaustive list):

- any serious or critical injury requiring professional treatment (e.g. medical doctor or nurse)
- any emergency situation including a call made to 911 – refer to YMCA Safety & Emergency Procedures
- suspected abuse of a child or vulnerable person – refer to YMCA Child Abuse Reporting Kit
- staff injury deemed a critical injury – refer to YMCA Health & Safety Policy for more information
- allegation against a staff or volunteer, or a serious complaint involving a YMCA program or service
- any event causing program or service disruption including power outage, building evacuation, fire, flood, critical incident, inappropriate behaviour incident, lockdown, severe weather, etc. Refer to YMCA Safety & Emergency Procedures for more information.
- Any incident that has or may generate public or media attention;
- Visit by police or authority (Ministry of Labour, Public Health, Ministry of Environment, etc).

A **serious occurrence** is further defined by the Ministry of Education and Ministry of Community & Social Services. Note: Staff working in Child Care complete additional Incident Notification to Parents and other Ministry reporting requirements.

3. Procedures

Once immediate response and steps have been taken to stabilize the situation, the supervisor taking charge of the situation must follow these procedures:

- a) If a **serious occurrence or critical incident**, staff must immediately notify their GM or Senior/VP in keeping with our crisis escalation model. To help staff determine when an incident should be escalated, see the *Incident Decision Model* following these procedures. See also our *YMCA Safety and Emergency Procedures Manual* for more information about how to respond to various types of emergency situations.
- b) If a serious **incident involving a child**, the supervisor should promptly notify the Senior VP of Child and Family Development. If an incident involving suspected child abuse or neglect, staff must immediately notify a child protection authority (CAS). Follow See *Protection of Children and Vulnerable Persons Policy 1.VS.2* in YMCA Operating Policies Manual for more information.
- c) If an accident involves a **staff injury**, staff must notify Human Resources immediately. A Joint Health and Safety Committee member or the Health and Safety Representative at the workplace must also be notified. See *Health & Safety in the Workplace* in YMCA Management Practices or contact HR for more information.
- d) In the case of a **critical injury** involving staff, supervisors are responsible for the following:
 - Secure the accident site and ensure that further injury to staff is prevented.
 - Immediately arrange for medical and emergency assistance by calling “911”.
 - Immediately notify their GM and HR to communicate details.
 - Cooperate with HR for investigations, and Ministry of Labour directives (i.e. provide access, and copies of reports in consultation with HR and in keeping with information access procedures – see *Handling Information Access Requests* for more information).
- e) If a **privacy incident** or involving an unintended disclosure of information, escalate to your program manager or VP who will work with our Privacy Officer – Director of Risk Management to ensure appropriate response.
- f) If involving a suspected **technology security incident** or breach, report the incident to IT immediately. IT Information Security staff will coordinate and manage appropriate response.
- g) If a **chemical or environmental spill**, staff taking charge of the situation must follow the *Emergency Spill Procedures* outlined in the Management Practices Manual. There may be additional reporting requirements to the Ministry of the Environment.

4. Completing a YMCA Accident / Incident Report

Supervisors must ensure staff are trained in and follow these procedures when completing an Accident/ Incident report within 4 hours of the occurrence.

Staff shall provide a factual account of what happened, what action was taken, and by whom. See below for more information.

Use a pen to complete the form (not pencil). An electronic form is also available (by September 2016).

- a) If a serious occurrence, all staff who attended the scene should complete a report, individually and without discussion with others who attended the incident or accident.
- b) When asking an individual (i.e. program member or visitor) for information in order to complete an incident report, staff should follow YMCA privacy practices by first explaining why the information is being collected and how it will be used, before proceeding to document any information given by an individual. For example, staff may explain to an individual the following: *“Information you provide me will be used to document details of an incident that you or another individual has reported to us. For more information about the YMCA’s commitment to privacy, a copy of our policy is available on the YMCA’s website.”*
- c) It is very important to remain objective while completing a report by documenting the exact details as you know them. Do not write your feelings or opinion about the incident or how you think someone else feels, rather, what you know and what you were told by an individual or others reporting an incident, or who witnessed the incident/accident.

Accuracy is very important, and staff completing an incident report should bear in mind that, at any time, an individual may request access to information on an incident report for example, or a YMCA incident report may be ordered by the courts under a subpoena as evidence. For more information, see *Handling Information Access Requests* and also, *Responding to a subpoena involving staff* in the YMCA Management Practices Manual.

- Provide a factual account of **what** happened, including the extent of the injury, and what action was taken, and by whom.
 - Indicate **what** was observed or what a member or participant said. Describe any response steps taken by staff including first aid or if a taxi called, etc.
 - Indicate **who** was involved – include name of injured person(s), staff who attended to assist, emergency contact person, witnesses if any, and emergency services if any (ambulance, police, fire dept).
 - Specify **where** the incident/accident occurred, noting actual location and any relevant details regarding the surrounding area.
 - Note **when** the incident/accident occurred (date, time), arrival time of emergency services if applicable.
 - Describe **how** the incident/accident happened – Be sure to state the facts (not opinions) of circumstances or factors that may have contributed to the event.
- d) Using point form may help you record details in the order they occurred.
 - e) Including a diagram may help to highlight the location of the incident, or to show the movement of people or objects involved in an incident.
 - f) Once completed, staff shall send the report to their manager for review and signature. If a critical incident or serious occurrence, the program GM or VP shall also review and sign the report.
 - g) The top (white) page of the report is sent to the Risk Management Department at 2200 Yonge Street. The second page (yellow) shall be maintained at the program site in a secure/locked cabinet or drawer.

- h) Forward all incident reports to RM on a weekly basis. Please **avoid holding or batching** reports for more than a week. Staple any additional forms and documentation to the Incident Report.

Repeat the above steps when completing an Accident/Incident Follow-up Report within 24 or 48 hours, and again within 7 days if a serious injury or escalated incident. Speak with your supervisor or manager for more information.

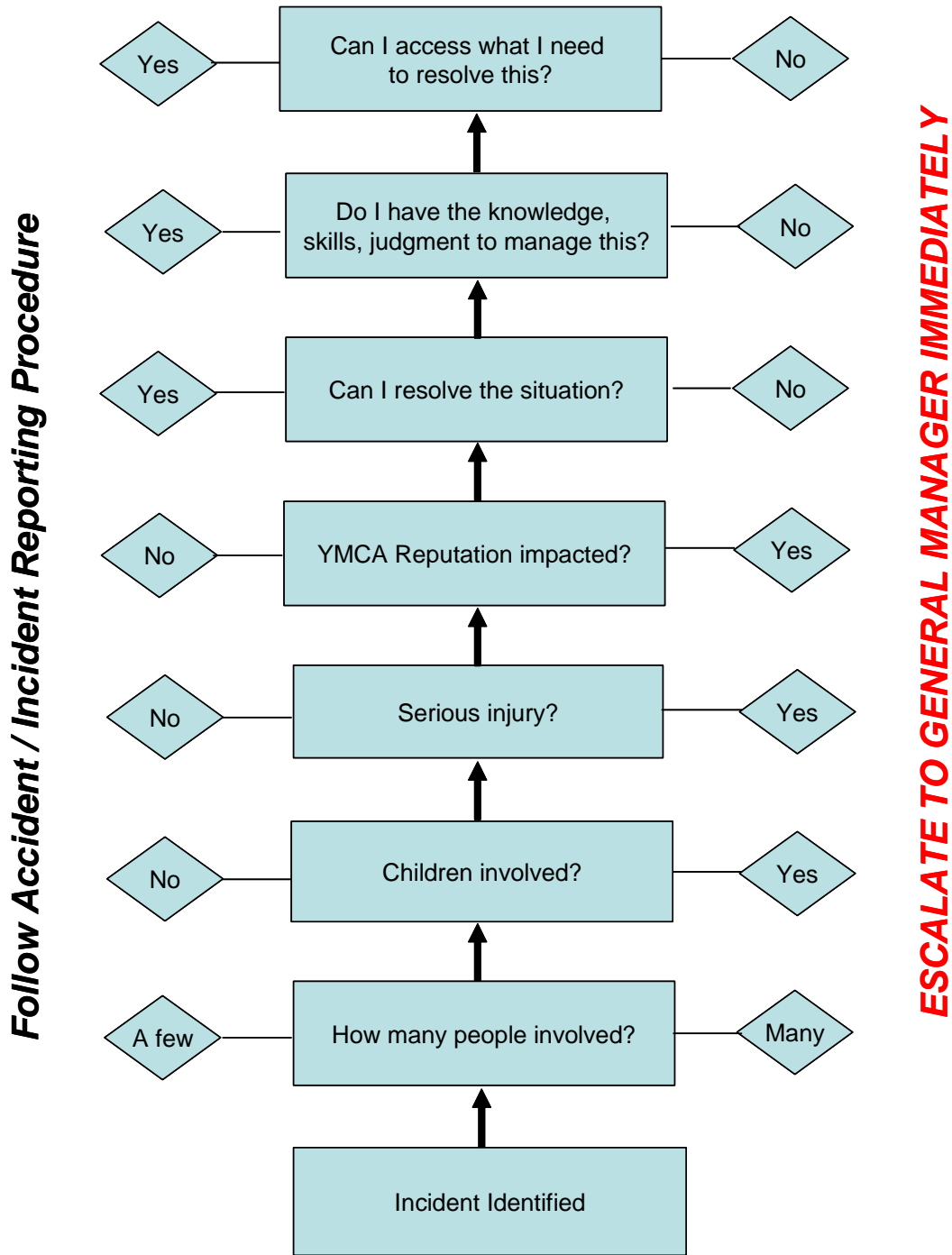
5. Each program area and location should maintain an adequate supply of YMCA Accident/Incident Report and Accident Follow-up forms. See sample form following these procedures. Copies are also available online on the YMCA's intranet – Information Y-Way.

6. YMCA Related Policies/Procedures and Reference Documents

- **YMCA Safety and Emergency Procedures**
- **Crisis Escalation Model and Procedures** in Business Continuity in YMCA Management Practices
- **Protection of Children and Vulnerable Persons Policy 1.VS.2** - YMCA Operating Policies
- **Suspected Child Abuse Reporting Kit**
- **Health & Safety in the Workplace** - YMCA Management Practices
- **Technology Incident Response – YMCA Management Practices**
- **Privacy Incident Response** – refer to Risk Management Team for guidance
- **Handling Information Access Requests** - YMCA Management Practices
- **Emergency Spill Procedures** - YMCA Management Practices

7. Contacts and other Resources

For more information, staff should speak with their general manager or vice president or senior VP, or contact the Director or Manager of Risk and Insurance for more information about our YMCA incident reporting process and procedures.



Follow Accident / Incident Reporting Procedure

ESCALATE TO GENERAL MANAGER IMMEDIATELY

Incident: Unplanned event that can result in harm or damage

THIS FORM IS CONFIDENTIAL - FOR INTERNAL YMCA USE ONLY

This form is used to report any incident that can or has resulted in injury, property damage, or reputation impact. This form should be completed within 4 hours of the incident. For any Serious Incident/Occurrence, staff must follow YMCA escalation procedures.



YMCA OF GREATER TORONTO: YMCA ACCIDENT/INCIDENT REPORT

Date of Incident (DD/MM/YYYY) _____ Full Name of YMCA Program _____
 Time of Incident _____ Site Location/Address _____
 Program/Area _____

INFORMATION OF PERSON INVOLVED

Individual Involved: First Name _____ Last Name _____
 Address _____
 Phone (Home) _____ (Work) _____ Gender _____ Age _____
 Member/Participant Membership No. (if applicable) _____ Staff: FT PT Volunteer Other _____
 Emergency Contact Name _____ Phone (H) _____ (W) _____
 Emergency Contact Relationship to Individual Involved _____

TYPE OF INCIDENT

Injury/Illness <input type="checkbox"/> Slip/Trip/Fall <input type="checkbox"/> Bodily Injury <input type="checkbox"/> Illness <input type="checkbox"/> Allergic Reaction <input type="checkbox"/> Staff Injury *	Behaviour <input type="checkbox"/> Physical <input type="checkbox"/> Verbal <input type="checkbox"/> Other _____	Abuse/Allegation ** <input type="checkbox"/> Suspected Abuse <input type="checkbox"/> Allegation against Staff or Volunteer <input type="checkbox"/> Other _____	YMCA Property Loss <input type="checkbox"/> Flood Damage <input type="checkbox"/> Wind Damage <input type="checkbox"/> Fire/Smoke <input type="checkbox"/> Theft/Vandalism <input type="checkbox"/> Other _____	Theft & Vandalism (Property of Others) <input type="checkbox"/> Locker Room <input type="checkbox"/> Parking Lot <input type="checkbox"/> Other _____	Other <input type="checkbox"/> Specify (e.g. complaint, privacy incident, IT incident, near miss, etc.) _____
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*NOTE: Any staff injury must be reported to HR immediately. ** For suspected child abuse, follow steps in YMCA Child Abuse Reporting Kit. Follow escalation procedures for any Critical, Serious Incident/Occurrence including immediate reporting.

DETAILED DESCRIPTION

Exact location where incident occurred _____ Staff/Child Ratio (if applicable) _____

Describe exactly what happened and the nature of the incident. Describe what action was taken and by whom, including any first aid and other staff response (Use an extra piece of paper if necessary). If a Serious Incident/Occurrence, a Follow-Up report is required within 24 to 48 hours.

Attachments (staple to form): Suspected Child Abuse sealed envelope Follow-Up Form Other (e.g. further details) _____

Witness Names _____ Phone Numbers _____ Addresses _____

Ambulance requested Yes No Time requested _____ Time arrived _____ Badge # _____
 Police requested Yes No Time requested _____ Time arrived _____ Badge # _____
 Was media present? Yes No Which paper, radio, or TV stations? _____

Your Name _____ Your Position _____ Phone (W) _____
 Supervisor/Manager's Name _____ Supervisor/Manager signature _____
 If a Serious Incident/Occurrence, GM/NP/SVP name and signature _____

SEND COMPLETED REPORT TO YMCA RISK MANAGEMENT - AND TO HR IF A STAFF INJURY
 KEEP A COPY AT YMCA PROGRAM SITE IN A SECURE/LOCKED AREA



Business Continuity and Emergency Response

Original issue date: December 1, 2004

Last revised: May 1, 2012

1. Objective / Introduction

At the YMCA, we know that our employees, volunteers and the many people we serve, rely on our ability to deliver uninterrupted programs in safe environments. Inherent in our commitment to the safety and wellbeing of all individuals is a responsibility to ensure that, in the event of a disruption, including a *crisis* or *emergency* situation, processes are in place to keep people and our buildings safe, and to provide *business continuity* or continued functioning of operations.

Whether responding to a natural disaster, fire, a critical injury, power outage, loss of data or IT system, preparedness is critical to ensuring we continue to meet basic needs during and following a crisis or disruption event. This is in keeping with the *Emergency Readiness Policy* in YMCA Operating Policies, which states: “The YMCA strives to be prepared to keep people safe and the Association functioning in case of emergency or natural disaster”.

2. Definitions

Business Continuity Plan (BCP) can be defined as the procedures, processes, decisions and activities that ensure an organization can continue to function through an operational disruption.

Emergency Response procedures protect immediate life safety (people) and physical assets (buildings), as well as YMCA image through effective crisis escalation and communications, to accelerate decision-making and ensure appropriate communication during a major incident or disruption event.

Crisis may be defined as an incident or event that impacts or has the potential to significantly impact the organization and its business processes. *Crisis escalation* protocol accelerates the decision-making process in the event of a disruption.

3. Procedures

1. Senior managers (GM, VP, SVP) shall be familiar with and perform their roles and responsibilities outlined in the YMCA Business Continuity Program for Senior Managers. Role and responsibilities for senior managers include the following:
 - a) Ensuring that recovery strategies are established for essential programs and time-sensitive processes in their program/process area;
 - b) Ensuring supervisors understand and follow emergency procedures including our Crisis Escalation Model - see Crisis Escalation Model following these procedures;
 - c) Ensuring all staff (and program volunteers) in their program/process area receive training/refresher training at least annually on *YMCA Safety and Emergency Procedures*;

- d) When responding to a major disruption event, follow established procedures for key response phases (Emergency Response includes crisis management and communication, Business Resumption, Recovery/ Restoration) outlined in the *BCP Program for YMCA Senior Managers*.
- e) When responding to a pandemic or major infectious disease outbreak, follow procedures outlined in the *YMCA Pandemic Plan*.

Senior managers may seek further guidance on BCP from the VP of Risk Intelligence.

2. Supervisors shall ensure that staff participate in fire drills and receive emergency training / refresher training at least annually, as outlined in the *YMCA Emergency Readiness Policy* in YMCA Operating Policies.
3. Staff shall follow procedures outlined in YMCA Safety and Emergency Procedures. See *YMCA Safety and Emergency Procedures Manual* for steps to follow and how to respond to various types of emergency situations including personal injury, fire, building evacuation, missing child, power failure, bomb threat, inappropriate behavior including workplace violence, critical incidents, disease outbreak, lockdown, severe weather, earthquake.
4. Senior managers (GM, VP, SVP) and on-site managers shall review annually key BCP items to ensure ongoing preparedness in their program or process areas. See YMCA Manager's Checklist following these procedures.

The extent to which we are effective in planning and being prepared for a disruption has a significant impact on how well we respond to an event, and at times can even prevent a disruption from becoming a crisis.

4. YMCA Related Policies/Procedures and Reference Documents

- **Ensuring Business Continuity at YMCA of Greater Toronto: BCP for YMCA Senior Managers**
- **YMCA Pandemic Plan**
- **YMCA Safety and Emergency Procedures for YMCA Staff & Program Volunteers**

5. Contacts and Other Resources

For more information on business continuity planning, emergency response and being prepared at our YMCA, staff should speak with their general manager or vice president or senior VP.

YMCA Manager's Checklist for Preparedness... and ongoing maintenance

YMCA Program:	Completed by BCP Prime (GM):
Location (address):	BCP Alternate (name):

YMCA MANAGER'S BCP CHECKLIST

As part of the BCP (Business Continuity Plan) Program, the following checklist outlines important items that SVPs, VPs and/or General Managers (*BCP Primes*) and On-Site Managers (*BCP Alternates*) must implement and review at least on an annual basis, as part of the YMCA BCP Program. This checklist is introduced in staff training for YMCA managers.

<p>1. A notification and call tree has been established and is kept in hard copy at my home, and contains appropriate contact information such as:</p> <ul style="list-style-type: none"> • Home telephone number, cell phone number, emergency contact phone number • Personal e-mail address <p>Appropriate team employees/volunteers have their manager's contact information with them or at home. (<i>Note: Please obtain consent from staff prior to sharing personal contact info for use in emergencies ONLY.</i>)</p>	<input type="checkbox"/>
<p>2. I have arranged emergency training for my team, and we have reviewed and understand <i>YMCA Safety & Emergency Procedures</i> within the past year.</p>	<input type="checkbox"/>
<p>3. For employees requiring an accessibility plan, I have established individualized workplace emergency response information following applicable guidelines available from the Human Resources Department.</p>	<input type="checkbox"/>
<p>4. I and my team have read and understand the <i>YMCA Crisis Escalation Model</i> and procedures.</p>	<input type="checkbox"/>
<p>5. Any time sensitive or essential functions in my Program area have been identified, and I have established back-up, recovery strategies for high priority functions.</p>	<input type="checkbox"/>
<p>6. I have reviewed my recovery strategies and know where to get the hard copy information.</p>	<input type="checkbox"/>
<p>7. A skills sets inventory and succession plan for people performing critical functions exists and is up to date. I know my people backup strategy and the steps to follow in an infectious disease outbreak, and know where to find a copy of the YMCA Pandemic Plan.</p>	<input type="checkbox"/>
<p>8. Any designated staff essential to business continuity have a telephone at home that does not require electricity (or recharging) to operate and/or I know how to contact them.</p>	<input type="checkbox"/>
<p>9. I and my team have reviewed the <i>YMCA Records Retention Guidelines</i>. I have identified any critical hard copy files that are or need to be kept on site. Examples of critical hard copy files include: licensing documents for child care centres, or pool records/lifeguard certification for Public Health.</p>	<input type="checkbox"/>
<p>10. I have backed up regularly any important files on my computer (i.e. budget plans, performance reviews).</p>	<input type="checkbox"/>
<p>11. I hold a copy of the YMCA BCP Program that includes various checklists, and I have a hard copy at home.</p>	<input type="checkbox"/>
<p>12. I have confirmed that my program location information is up to date on the YMCA website.</p> <p>Alternate short term site: _____ Alternate long term site: _____ (if an essential program or service)</p>	<input type="checkbox"/>

GM or SVP/VP signature: _____

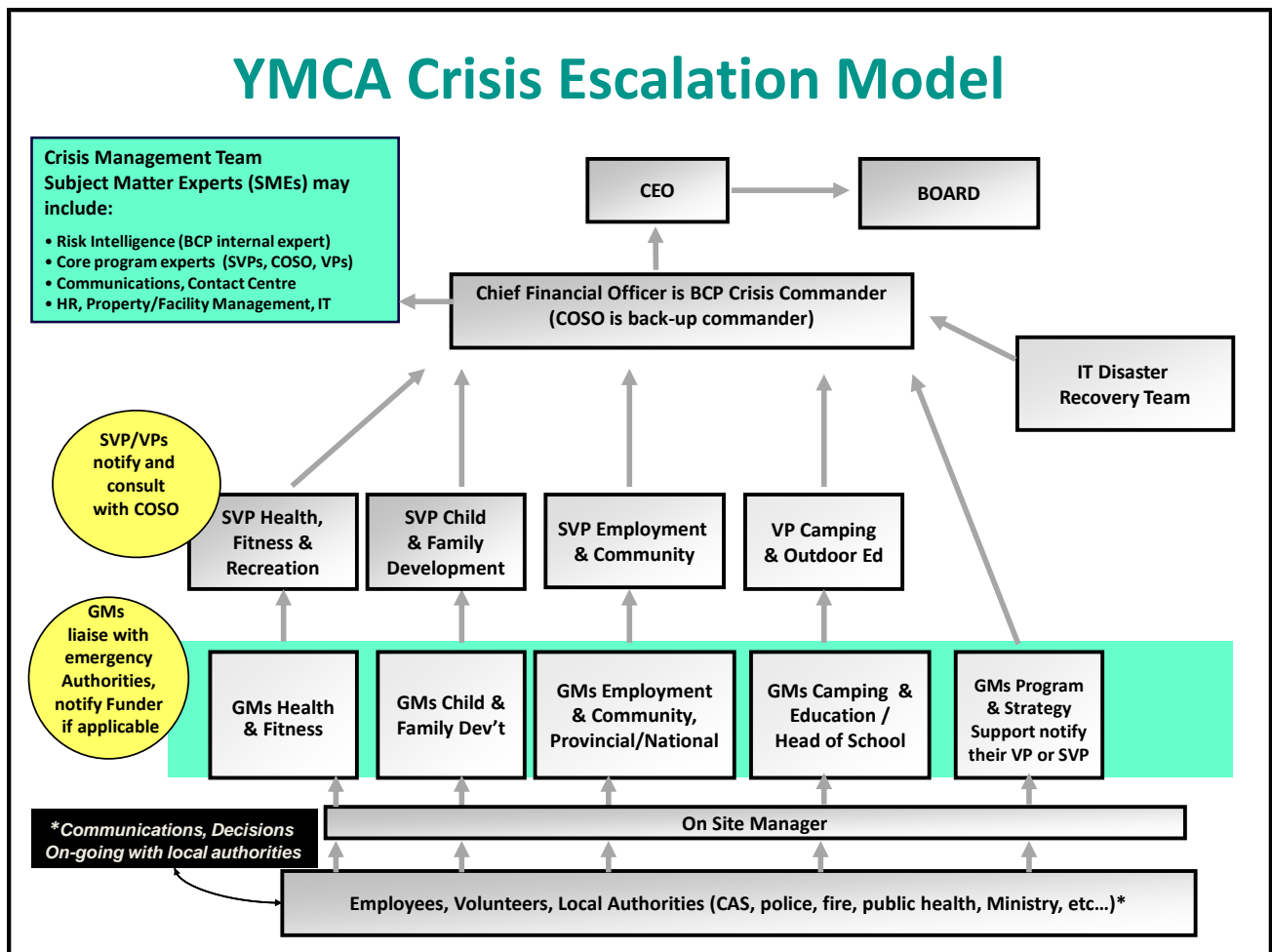
Date: _____

Send a completed copy to the Risk Management Department

Crisis Escalation Model and Roles

The Crisis Escalation Model for the **YMCA of Greater Toronto** accelerates the decision-making process in the event of a major business disruption including a **pandemic**. An incident determined to be significant to business processes will be treated as a Crisis. This decision is made by the General Manager or On Site Manager. Although communication continues to flow both ways, initial notification and escalation is upwards and depends on crisis impacts and need for more senior level decision making, notification, and management support.

Crisis Escalation Roles are defined as follows:



BCP Crisis Escalation Roles	Escalation and Communication Points
<p>YMCA employees, volunteers, Local & Provincial Authorities (fire, police, health agencies, etc.)</p> <ul style="list-style-type: none"> Respond to or identify crisis 	<ul style="list-style-type: none"> Escalates crisis or identified dangers to health and safety to the Program Manager or available YMCA supervisor Activates emergency response procedures if appropriate Responds to provide first aid to suddenly ill or injured people Escalates to Local / Provincial Authority as directed / trained Notifies or liaises with governing provincial Ministries (i.e. Children and Youth Services)

BCP Crisis Escalation Roles	Escalation and Communication Points
	<ul style="list-style-type: none"> ▪ Provides advice to Volunteers and YMCA members on appropriate measures and protective equipment to protect health and safety during various types of crisis (infectious disease, chemical spill, or any crisis which may cause a health threat)
<p>On-Site Manager</p> <ul style="list-style-type: none"> ▪ Responds to crisis reported to them by employees or volunteers within their programs 	<ul style="list-style-type: none"> ▪ Evaluates severity of incident and takes appropriate action ▪ Escalates incident to General Manager ▪ If an incident is considered significant, it will be treated as a Crisis.
<p>General Manager... is the Site or Program Crisis Commander</p> <p>INITIAL RESPONSE:</p> <ul style="list-style-type: none"> ▪ Leads and coordinates Crisis management in YMCA owned buildings, working with facilities team ▪ Leads and coordinates Crisis management, working with building management in leased buildings 	<ul style="list-style-type: none"> ▪ GM of the facility or program area is the Site or Program Crisis Commander ▪ Escalates decision-making, notifies Program SVP / VP of crisis ▪ Assists in emergency response procedures if decisions at GM level are required; coordinates emergency response ▪ Ensures assignment of duties and delegation as appropriate ▪ Handles communications with Local Authorities (i.e. Fire, Police) depending on level of emergency ▪ Establishes communication channel with emergency response authorities (ie. fire chief, police captain) ▪ Identifies type of communications that may be required and escalates to VP Communications or Program SVP / VP ▪ Notifies Funding Agency, External Relations if applicable
<p>VP or Senior VP of Program or Process Area</p> <ul style="list-style-type: none"> ▪ Responds to Crisis reported by General Managers or alternates 	<ul style="list-style-type: none"> ▪ Notifies and escalates crisis issues appropriate for review with Chief Operating and Services Officer (COSO) ▪ Escalates crisis to COSO and BCP Executive Owner (CFO) and Crisis Management Team (if or when convened) ▪ Works with Chief Financial Officer and COSO and other SVPs / VP of crisis decisions as needed ▪ Coordinates Crisis response with General Manager (Site or Program Crisis Commander) ▪ Coordinates ongoing communication needs with trained media spokesperson when necessary
<p>SVP Information Technology and IT Team</p> <ul style="list-style-type: none"> ▪ Responds to disruption involving IT issues ▪ Escalates to Crisis Commander (CFO) and Crisis Team (if or when convened) 	<ul style="list-style-type: none"> ▪ Works with General Managers or SVPs/VPs to assess IT impact to programs and services ▪ Reviews IT support requests with Crisis Commander, sets action plan, and escalates support requests within IT accordingly; directs IT outsourced provider if applicable ▪ Escalates any IT issues to Crisis Management Team, determines and communicates application outage estimates to Crisis Commander and Team for advice/decision making
<p>Crisis Management Team</p> <ul style="list-style-type: none"> ▪ Helps determine whether or not BCP needs to be activated 	<ul style="list-style-type: none"> ▪ Provides senior level guidance for teams activating and managing their business continuity ▪ Works with GM and SVP / VP to assure human safety, and minimize loss to physical assets or reputation

BCP Crisis Escalation Roles	Escalation and Communication Points
<ul style="list-style-type: none"> ▪ Assesses damage to business operations and impact to human resources based on input from Program GM and VP or SVP <p>Crisis Management Team – cont’d</p> <p><i>Team comprised of various Subject Matter Experts depending on nature of the Crisis</i></p> <ul style="list-style-type: none"> ▪ Management staff most familiar with the program impact and support needs ▪ Provides cross-functional coordination, expertise, advice and support to teams executing the BCP response phases (emergency, initial resumption and restoration activity) 	<ul style="list-style-type: none"> ▪ Escalates issues appropriate for resolution by SVP and/or COSO ▪ Guides Communication Plan from VP Communications to include internal/external audiences, management/board/staff briefings, contact centre/member services and website updates as appropriate ▪ Provides subject matter advice for crisis management including media, impact/damage assessment, EAP, insurer notice, legal consult or Ministry reporting if applicable, etc. ▪ Provide BCP support (damage assessment, facilities planning, staff (re)deployment and other HR issues, revenue and process impacts, initiating downtime steps, regulatory reporting, insurance, access to key suppliers, expenditure guidance, etc. ▪ Provide Program advice/support on priorities and strategies
<p>Chief Operating and Services Officer (COSO) is the back-up commander when CFO is not available</p> <ul style="list-style-type: none"> ▪ Provides cross-program expertise, and support to SVP or VP executing BCP 	<ul style="list-style-type: none"> ▪ Provides input to program SVP or VP ▪ Considers cross-program impacts and provides expertise to CFO, and supports CFO in executing BCP ▪ Escalates issues appropriate for review with Crisis Commander ▪ Provides back-up as commander when CFO is not available
<p>Chief Financial Officer is the BCP Senior Executive owner and overall Crisis Commander</p> <ul style="list-style-type: none"> ▪ Provides cross-functional crisis command, expertise, and support to teams executing BCP ▪ Triggers BCP Conference Line to facilitate communication among Crisis Management Team members: <p>Conference Dial-in details: <i>Toll free: 1-866-251-3220</i> <i>Participant ID: 46113907#</i></p>	<ul style="list-style-type: none"> ▪ Declares full YMCA BCP activation and assumes executive leadership as overall Crisis Commander ▪ Leads crisis management based on input from COSO, from Program SVP or VP and appropriate Subject Matter Experts including VP Risk Intelligence as internal BCP process expert ▪ Convenes Crisis Mgmt. Team in consultation with COSO and Program SVP to resolve escalated issues and prioritize resources ▪ Considers with COSO impact(s) on other programs, for example, a major disruption at an H&F facility may impact Child Care or Camping services ▪ Escalates issues appropriate for review and approval in consultation with CEO
<p>CEO</p>	<ul style="list-style-type: none"> ▪ Consults with and supports Chief Financial Officer in decision-making and issue resolution; reviews/approves crisis management response as required ▪ Determines need for direct CEO engagement and visibility under certain circumstances, such as crisis involving fatality, in consultation with Chief Financial Officer ▪ Informs and updates Board as appropriate
<p>Board</p>	<ul style="list-style-type: none"> ▪ Receives updates from CEO, and provides any requested input or guidance



Consumer Agreements and Complaint Procedures

Original issue date: July 30, 2005

Last revised:

1. Objective / Introduction

The YMCA is committed to transparency through sharing appropriate information with participants we serve, in keeping with our *Ethical Conduct Policy*.

In communicating YMCA programs and services to our participants and consumers, the YMCA must ensure that it meets consumer disclosure and other requirements under Ontario's new *Consumer Protection Act (CPA)*, an Act which outlines consumer rights as well as information transparency and disclosure requirements applicable to most suppliers of goods or services to consumers in Ontario.

2. Definitions

Consumer as defined by CPA means an individual acting for personal, family or household purposes, and does not include a person who is acting for business purposes.

Consumer agreement as defined by CPA means an agreement between a supplier and a consumer in which the supplier agrees to supply goods or services for payment.

Note:

Regarding payment of fees, the Act does not specify that the individual consumer must make the payment. Therefore, the Act would apply to YMCA government-funded programs where the government pays for the service on behalf of the individual.

For "drop-in" programs however, where an individual comes into the YMCA, accesses the service on the spot for a few minutes or several hours, a full written agreement may not necessarily be required, but full details about the service should be disclosed to the consumer.

3. Procedures

1. Senior staff shall ensure staff and volunteers are trained on and use YMCA agreements when participants (consumers) register for a program or service. Staff shall provide consumers with relevant "welcome" or similar information kits where applicable.

Our YMCA consumer agreements include important information that fulfills legal requirements. Speak with your general manager or vice president for more information about consumer agreements in your core service area.

2. Supervisors shall ensure staff and volunteers specifically review the agreement with consumers, allowing them to accept or decline the agreement and/or correct any errors in information on the agreement, before obtaining a signature whenever possible.
3. Supervisors shall ensure staff and volunteers provide consumers a copy of the consumer agreement at the time of registration, or by mail within 30 days following registration.

A copy of the agreement shall be kept on file, in keeping with our records retention guidelines. See *Records Retention Guidelines* in this section of the Manual for more information.

- Supervisors shall ensure that for (annual) program renewals or fee changes, or major building construction or closure, notices are mailed to all affected consumers between 30 to 90 days before the date the renewal or change takes place. In addition, notices for building refurbishments, seasonal pool closures, fee or program changes shall be posted at program sites between 30 to 90 days before the date the change or major building work takes place.

Contact Communications for information on sample notice and signage for posting.

- When developing a new YMCA program, the program manager shall check with their vice president to determine whether a consumer agreement is required for the new program or service. For more information on “new program development” procedures, see section 3 of this Manual.
- Responding to Complaints:**
Staff shall encourage individuals with a complaint or concern about a YMCA agreement or program, to speak with a manager or vice president. In most cases, discussing a concern with senior staff will address the complaint or concern.

If the complaint or concern is not resolved to the individual’s satisfaction, staff shall inform their general manager or senior vice president who shall review the complaint and determine next steps, in keeping with *policy and procedure 1.S.2 – Dispute Resolution Policy* and procedure in our *YMCA Operating Policies Manual*.

4. YMCA Related Policies/Procedures and Reference Documents

- **Dispute Resolution Policy 1.S.2** - YMCA Operating Policies Manual
- **Ensuring Business Continuity at YMCA of Greater Toronto: BCP for YMCA Senior Managers**
- **YMCA Pandemic Plan**
- **YMCA Safety and Emergency Procedures for YMCA Staff & Program Volunteers**
- **Consumer Protection Act (CPA)**

5. Contacts and other Resources

For more information about these procedures, staff may speak with their general manager or vice president or senior VP for more information.



Emergency Spill Response

Original issue date: February 6, 2002
Last revised: September 1, 2010

1. Objective / Introduction

Our YMCA is committed to protecting the natural environment, as outlined in the *Environmental Protection Procedure 5.VS.5*. It is critical that a chemical spill be managed immediately by trained staff to lessen the threat to occupants, the building and the environment.

2. Definitions

There are two spill categories:

Minor spills require trained staff use proper procedures to clean up immediately with low risk to human health and no risk to the environment.

Major spills have the potential to harm human health and/or the environment. The person who discovers or causes the spill must immediately report major spills.

3. Procedures

Supervisors must ensure staff are trained in procedures outlined below when responding to a chemical spill. Supervisors must keep posted our *Emergency Spill Procedures* (see notice following these procedures) in the pool chemical area and in other chemical storage areas.

Minor Chemical Spill – Trained staff only shall respond to a chemical spill:

1. Open existing door(s) to air well for additional ventilation.
2. At all times wear personal protective equipment (see Material Safety Data Sheet) when responding to a spill.
3. Confine or localize the spill to a small area if possible.
DO NOT ALLOW TWO CHEMICALS TO MIX TOGETHER
Mixing of pool chemicals may produce extremely dangerous gases / explosion.
4. Immediately advise the building duty officer, GM or VP (via two-way radio if in a HFR facility) if you discover or cause an accidental spill. For a chemical spill in small quantity, flush the area with a large volume of water.
5. If a chemical has splashed on or contacted any part of the body NOT covered by protective clothing, hit the EMERGENCY CALL button if in a HFR centre for immediate assistance. When calling for assistance, indicate what spilled, the approximate quantity and the location of the spill.
6. Flush affected area with water for at least 20 minutes. Obtain medical attention immediately. Refer to the Material Safety Data Sheet for additional first aid information.
7. Order an evacuation of the immediate area if necessary. Only authorized personnel are allowed to enter the spill area.
8. Place spill-absorbing material over the spill to prevent or minimize the possibility of the spill reaching the drain.
For hydrochloric acid spill, neutralize with alkaline material (like soda ash, lime), then absorb with an inert material (i.e. vermiculite, dry sand or commercial spill cleanup material such as 3M chemical

absorbents). A minimum 2 bags of spill-absorbing material must be kept on hand at all times, stored at least six inches off the floor or on a rot-resistant skid.

For sodium hypochlorite, use inert material such as sand or commercial spill cleanup material such as 3M chemical absorbents. A minimum 2 bags of spill-absorbing material must be kept on hand at all times, stored at least six inches off the floor or on a rot-resistant skid.

9. Using a plastic scoop or shovel, transfer all cleanup/saturated absorbent materials into a proper, leak-proof plastic container. Properly seal and affix a hazardous waste label. Arrange for removal and disposal by a hazardous material contractor.
10. After spill cleanup, flush area with a large quantity of water.
11. Complete an Accident/Incident report and send copies to your general manager or vice president, and to the Risk Management Department, and Human Resources Department if a staff injury or illness is involved.

Major Chemical Spill – Trained staff only shall respond to a chemical spill:

12. Increase ventilation of area of leak or spill by opening door(s) and wear appropriate personal protective equipment if approaching area of spill.
13. Order an evacuation of the immediate area if necessary. No unauthorized individuals shall enter the spill/cleanup area.
14. Perform a quick assessment of the overall situation and notify the building manager, GM or VP, or duty officer immediately. No staff should put himself/herself or others at risk when performing a spill cleanup.
15. If a chemical has contacted any part of the body NOT covered by protective clothing, hit the EMERGENCY CALL button if in a HFR centre, request immediate assistance and flush affected area with water for at least 20 minutes. Obtain medical attention immediately. Refer to the Material Safety Data Sheet for additional first aid information.
16. Contact local Fire Department at 911 and indicate type of chemical, estimated spill quantity, and spill location.
17. Contact Ministry of the Environment at 1-800-268-6060 (24 hr emergency services) to report a major spill. If unsure whether a spill is “major” or reportable, contact the Ministry who will advise staff accordingly.
18. Isolate the area until external emergency personnel arrive and take control of the spill or until direction has been given to manage/clean up the spill locally by trained staff.
19. DO NOT dump hydrochloric acid and/or sodium hypochlorite into the sewer. If accidental dumping of both chemicals into the drain occurs, contact your local Fire Department at 911 and evacuate the building immediately.
20. Complete an Accident/Incident report and provide copies immediately to your VP or GM, and to the Risk Management Department, and Human Resources Department if staff injury or illness is involved.

4. YMCA Related Policies/Procedures and Reference Documents

- **Environmental Protection Procedure 5.VS.5.**

5. Contacts and other Resources

For more information about these procedures, staff may speak with their facility manager or contact the YMCA’s Asset Development / Property Management team.



Emergency Spill Procedures

(To remain POSTED in chemical storage area)

If you discover or cause an accidental chemical spill:

1. Identify the substance and source.
2. Ensure your safety and the safety of others by immediately evacuating the area.
3. Notify the building manager, GM or duty officer.
4. Only staff trained on spill procedures may respond to a spill:
 - Wear personal protective equipment
 - For a **minor** spill, contain and cleanup with absorbing material.
5. For a **major** spill, immediately contact:
 - Local fire department by dialing 911
 - Ministry of Environment and Spills Hotline at:
1-800-268-6060 (24 hr service)

Revised September 2010

Human Rights - YMCA Operating Policy 1.VS.1, 2.S.2, 2.S.3



Original issue date: March 1, 1994
Last revised: December 1, 2013

1. Objective / Introduction

The YMCA is committed to recognizing the dignity and worth of every person by maintaining an environment that is free from harassment or discrimination, in keeping with our Human Rights Policy 1.VS.1, our Workplace Violence and Harassment Policy 2.S.2, our Human Rights in the Workplace Policy 2.S.3, as well as legal obligations under Ontario's *Human Rights Code*, and *Occupational Health & Safety Act*, and *Accessibility for Ontarians with Disabilities Act*.

2. Procedures

Supervisors are responsible for promoting a workplace free from discrimination, harassment and sexual harassment by following the procedures outlined below. More information is available in our *Human Rights Policy*, *Workplace Violence and Harassment Policy*, and *Human Rights in the Workplace Policy* in the YMCA Operating Policies Manual.

1. Respond promptly to incidents, and seek guidance from HR to determine the need for an investigation. For member or volunteer-based complaints, supervisors shall follow dispute resolution procedure and policy 1.S.2 in YMCA Operating Policies.
2. Set a good example. Let your staff know that you take the issue of workplace discrimination, harassment or sexual harassment seriously.
3. Approach employees if you suspect something is wrong. Employees may be embarrassed or reluctant to approach a supervisor.
4. If you receive a staff complaint, take the complaint seriously and respond quickly:
 - Get as much information from the employee as possible. Let the staff know that EAP is available. Consult with your GM or VP who may contact HR for further guidance.
 - If designated by your GM or Senior/VP, discuss the situation with the alleged harasser. He or she may be unaware that their behaviour is offensive. Even if they deny the allegation, treat the discussion as a warning that inappropriate workplace behaviour will not be tolerated. The person making the complaint need not be present. If the complaint involves several people, a separate discussion should be held with each individual.
 - Record accurately all discussions with the alleged victim, the alleged harasser or any other person with whom the complaint is discussed. These notes may be needed later should the behaviour continue or lead to a formal complaint.
 - Follow up with the alleged victim or the person making the complaint as advised by your GM, VP or Senior VP in consultation with HR.

5. At all times, maintain confidentiality for the alleged victim and alleged harasser.

3. YMCA Related Policies/Procedures and Reference Documents

- **Dispute Resolution Policy 1.S.2** – YMCA Operating Policies
- **Human Rights Policy 1.VS.1** – YMCA Operating Policies
- **Human Rights in the Workplace Policy 2.S.3** - YMCA Operating Policies
- **Workplace Violence and Harassment Policy 2.S.2** - YMCA Operating Policies
- **Accessibility for Ontarians with Disabilities Act**
- **Occupational Health & Safety Act**
- **Ontario’s Human Rights Code**

4. Contacts and other Resources

For more information, staff may speak with their general manager or vice president, or senior VP, or staff may wish to contact the Senior VP of Human Resources and Organizational Development or designate for more information.

Managing Risks and Opportunities at our YMCA



Original issue date: January 1, 2009
Last revised: June 1, 2014

1. Introduction / Objective

The YMCA of Greater Toronto is committed to protecting YMCA assets and unique capabilities, while extending our reach and impact in communities served by the YMCA.

Effective risk management is not just about mitigating potential threats, but also seizing opportunities to increase YMCA impact and reach in rapidly changing environments in which we operate today. This balanced approach also views **risk** as flowing through an organization in interdependent and connected ways, which is why at our YMCA, we seek to understand and actively manage risks and opportunities across our entire Association. We also recognize that effective risk management or **risk intelligence** is an ongoing process that requires active discussion, response and monitoring for continuous improvement.

Our Risk Intelligence Program and risk strategy incorporates these objectives that enable us to:

- Better understand major risks and opportunities that impact YMCA annual and operating plans, and our longer-term, strategic plan objectives;
- Clarify our risk priorities, and support decision-making balancing risk and opportunity;
- Drive response to enhance our risk management capabilities, and resiliency to emerging risks;
- Protect YMCA reputation and brand by fostering a risk aware and informed risk-taking culture;
- Monitor performance, and trigger adjustments to close any gaps to achieve desired outcomes.

Refer to section 3 for more information about our YMCA Risk Intelligence Framework.

Understanding and managing risks and opportunities is a shared responsibility that requires the participation of every manager, supervisor and staff, to protect YMCA assets (people, reputation, finances, buildings) in keeping with *YMCA Asset Protection Policies and Procedures* in YMCA Operating Policies. By actively managing risks and opportunities, we are better able to achieve our overall objectives of extending our reach and impact in communities served by the YMCA.

2. Definitions

Risk is the effect of uncertainty on objectives and YMCA strategy. The effect can be positive or negative, and is often expressed in terms of consequential impact and likelihood of occurrence.

Opportunity is a favourable combination of advantageous capabilities and occasion or time that if acted upon, may accelerate achievement of objectives and enhance an organization's position.

Risk management or **risk intelligence** is the culture, processes and structures that are directed towards realizing potential opportunities while actively managing threats. **Risk intelligence** is a multi-step, continuous process for protecting and enhancing an organization's value and unique assets or capabilities, as illustrated in the framework below.

Risk identification is the process of determining what, where, when, why and how something could happen... **Risk analysis** involves understanding the nature and scope of risks and opportunities, and provides the basis for evaluating and informing appropriate response and action.

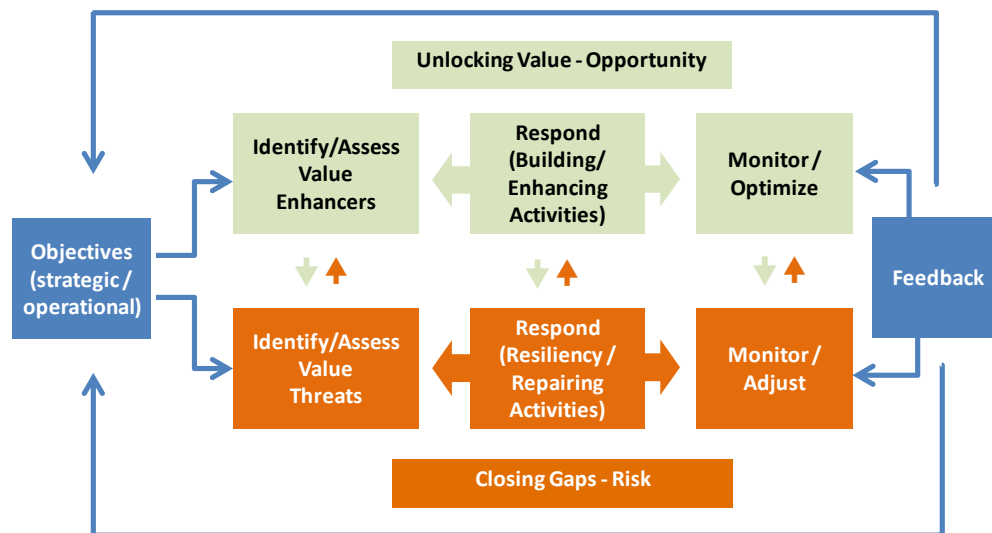
Risk response is the selection and implementation of strategies and measures to modify or control the risk, or leverage an opportunity and increase the likelihood of success. Response options include *avoiding* the risk, *modifying* through controls to minimize threats or strategies to enhance an opportunity, *sharing* through insurance or another risk transfer arrangement, or *retaining* and *accepting* the risk or *exploiting* an opportunity.

Risk monitoring is necessary to determine the effectiveness of risk management efforts. This is key for continuous improvement and the ability to adjust to changing circumstances and priorities.

Risk owner is the senior manager with the accountability to manage the risk or opportunity.

3. YMCA Risk Intelligence Framework

Our risk intelligence framework is designed to drive thoughtful consideration of upside and downside risks across our Association. This balanced approach to risk is embedded in key planning and decision-making processes that include annual budget planning, strategy planning and execution, business continuity planning, new program and capital development, and performance monitoring.



M. Merrifield, YMCA of Greater Toronto, 2012

3.1 Sustaining our Risk Intelligence Culture and Capability

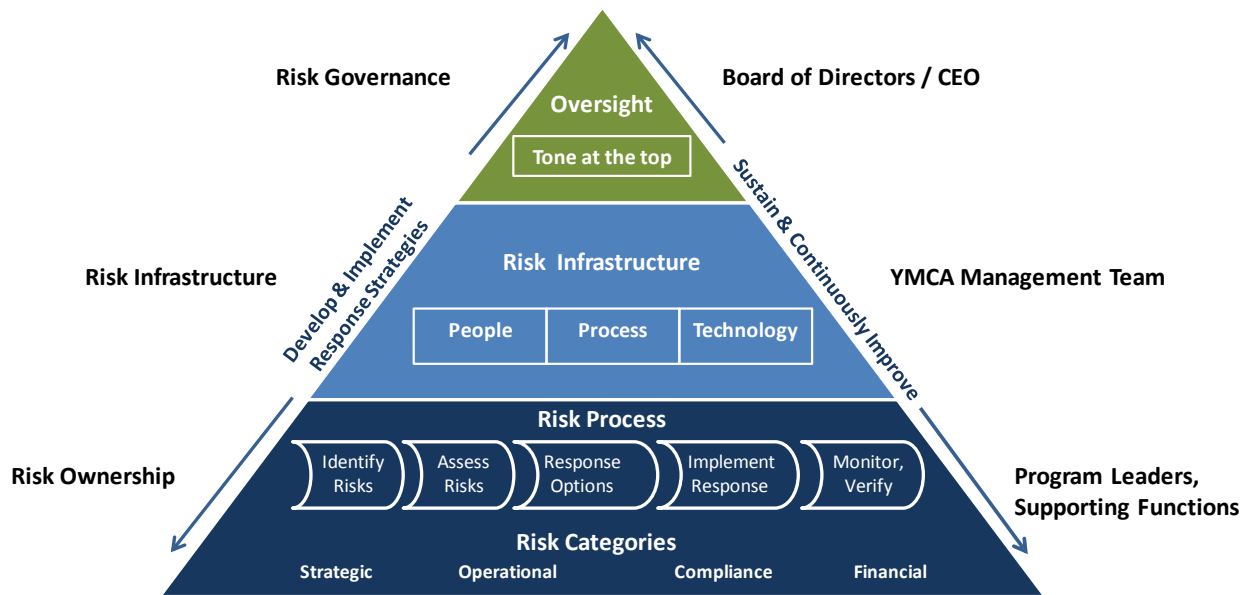
The YMCA’s risk intelligence model helps us maintain a culture that ensures risk and opportunity discussions are happening throughout the Association. The YMCA’s risk intelligence model incorporates three levels of responsibility, which begins with **risk governance** and oversight at the top by our Board of Directors and President/CEO.

In the middle of the model is our **risk infrastructure** that is owned by our senior management team. Our management team has a collective responsibility for implementing our YMCA’s risk strategy and

program consisting of key people/accountabilities, processes and systems for risk identification, establishing response strategies that include our YMCA policy system, business continuity, and monitoring mechanisms for enhancements and incorporating of any 'lessons learned'.

The 'people' component of our risk infrastructure is led by the VP of Risk Intelligence, who develops and advances our YMCA risk strategy, and facilitates our annual risk assessment process and provides consolidated risk reporting at the Association level. Our senior risk champion also facilitates embedding of risk and opportunity thinking in YMCA planning and decision-making processes including annual budget planning, strategy and strategy implementation, business continuity planning, new program development, and risk financing decisions. By working closely with our leads in key domains of risk (e.g. Operations, HR, IT, Property, Finance), this collaborative approach continuously fosters a risk-aware and informed risk-taking culture across our YMCA.

Forming the base of the model is **risk ownership** by all YMCA program and process leaders. This involves ongoing risk identification, response and monitoring in each YMCA program and process area throughout the Association. Our risk owners receive support and guidance by our various technical experts in key areas of risk including HR, IT, program integrity, finance, insurance, communications, property management, external relations, fundraising, research and development. The following illustrates the model for sustaining our risk intelligence culture at the YMCA.



4. Roles and Responsibilities

The **YMCA of Greater Toronto** is committed to excellence in risk management processes, where risk and opportunity thinking is linked with our pursuit of YMCA operational and strategic objectives. This commitment to actively managing risk and opportunity and continuous learning drives enhancements in our risk management capabilities over time.

Senior management is responsible for ensuring an integrated approach to risk and opportunity management, for ensuring appropriate response strategies are in place, and that informed risk taking is occurring with any learning incorporated. The senior management team is responsible for fostering

risk awareness, and participates in annual processes to identify and address Association-wide risks and opportunities to achieving YMCA annual and strategic objectives. See 5.2 for more information.

Our management team shall support the **senior risk executive** and champion (VP of Risk Intelligence) who has responsibility for advancing the YMCA's risk strategy and objectives, for consolidated risk reporting at the executive level, and for embedding risk thinking in key planning and decision making processes including annual budget planning, strategy and strategy implementation, new program and capital development, performance monitoring through key performance indicators, and supporting business continuity planning to ensure levels of preparedness at our YMCA. Refer to *Appendix B – Identifying Key Uncertainties and Annual Planning* for an example of how we embed risk and opportunity thinking across the YMCA.

Managers and senior managers, as the 'risk owners' in their program area, are responsible for and shall contribute to the identification, review and response to risks and opportunities in their program or process area(s), and shall also monitor risk management efforts for effectiveness. See *Appendix A and B* for steps involved in the process for identifying and managing risks and opportunities.

Managers shall maintain levels of preparedness at their program site(s) by following procedures outlined in *YMCA Business Continuity Program for Senior Managers*, which ensures appropriate planning and response before, during and after a disruption event occurs. In addition, **managers and supervisors** shall provide employees with training to assist with addressing risks in daily operations and activity, and shall support their senior manager (general manager, vice president, senior VP) to ensure that strategies and measures are implemented properly, and monitored.

Staff shall participate in the risk management process by following policies, procedures and practices established to protect YMCA assets and to minimize risk. Staff understanding and following YMCA Operating Policies is a good example of how we effectively manage risks at the YMCA. Staff shall report incidents that occur in their program area, and share with their supervisors any suggestions they have for enhancing risk management efforts in their program area. For more information, please refer to *YMCA Operating Policies* and *YMCA Safety and Emergency Procedures* and *YMCA Incident Reporting Procedures*, or speak with your manager for further guidance.

5. Procedures

Each YMCA manager and senior manager shall identify and manage risks and opportunities in their program or process area(s). Outlined below are the steps involved in implementing the risk management process. See also *Appendix A – Identifying and Managing Risks and Opportunities at our YMCA*, for more information.

5.1 Identifying Risks and Opportunities

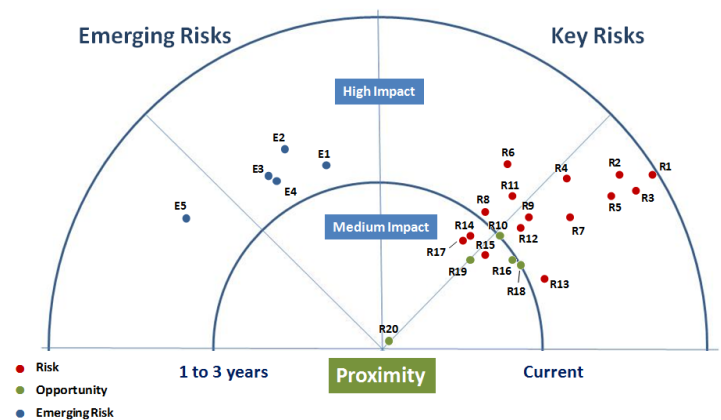
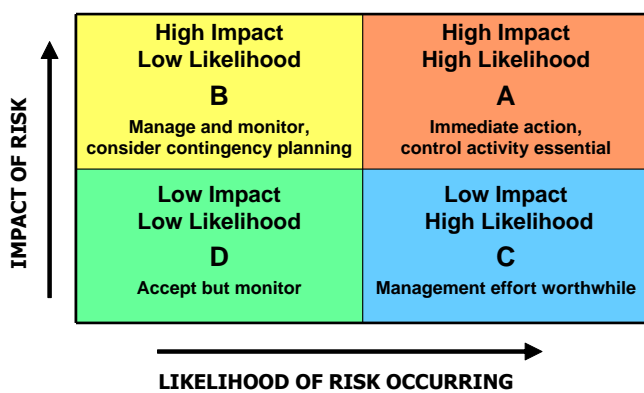
To initiate the risk management process, the following are key questions that a manager or senior manager may consider to identify major risks in their program area. Involving others in a discussion about risks and opportunities during a meeting with supervisors is useful and recommended practice.

- a) What are the goals or objectives of the YMCA program area? Knowing this helps to **establish the context** within which your risk management activity will occur.
- b) What are the top risks (threats and opportunities) that can impact the ability to achieve program objectives? Here are some follow-up questions worth considering:

- What keeps us up at nights? What risks pose possible threats to achieving program objectives?
- What gets us up in the mornings? What opportunities exist to deepen our impact and enhance performance, or what unique capabilities can be leveraged to create opportunities for success?
- What problems, near misses have happened to us recently, or to similar providers of programs?
- What opportunities or threats are emerging that can impact us next year, or in coming years?
- Where are we potentially vulnerable to change, and how can we be better prepared?

5.2 Assessing Risks and Opportunities

Once risks are identified, the senior manager may work with supervisors to assess the impact and likelihood of the risk occurring. Risks or opportunities assessed as **High Impact** (in terms of financial consequence, potential for injury or disruption, reputation impairment or enhanced positioning) and with **High Likelihood** of occurring, should be addressed first. The following are risk assessment models developed for use at the program level, with the second model used at the Association level by management to explore emerging and key risks. See also risk assessment **criteria** in Appendix A.



The results from these assessments clarify ‘risk priorities’ and will inform how we respond to risks.

5.3 Responding to Risks and Opportunities

The following represents a ‘menu’ of response options and techniques and are among the strategies to be considered by senior managers when addressing risks and opportunities. These techniques should be employed in combination especially when dealing with significant or more complex risks:

- Ensuring compliance with laws and regulations and YMCA policies;
- Clarifying behavior expectations through policies/procedures, codes of conduct;
- Screening, recruitment of qualified staff and volunteers with appropriate fit;
- Providing training, ongoing awareness raising, supervision and coaching;
- Establishing oversight and approval processes, risk appetite, thresholds and other controls;
- Obtaining comprehensive insurance coverage to protect assets – see 5.3.1 below;
- Establishing planning and decision-making processes, accessing external expertise as needed;
- Maintaining preparedness, emergency response and escalation protocols - see 5.3.2 below;

- Establishing feedback mechanisms (complaints process, member/employee surveys, hotlines);
- Review incident trends, conduct quality assessments, other monitoring for enhancements.

Additional tools are available for senior managers exploring the **upside of risk** and strategic opportunities, such as developing new and enhanced program offerings, exploring new markets or collaboration arrangements, or assessing external and emerging events. Senior managers may contact the VP of Risk Intelligence for more information about strategic risk tools available.

5.3.1 Managing Insurable Risks

Insurance is a fundamental response strategy we use to protect the YMCA from the financial risk of loss that can arise from total or partial loss of a building, bodily injury in a program area, or damage from an adverse event that would otherwise require the YMCA to commit significant resources to recover from an insurable loss. Known also as ‘risk financing’, our YMCA maintains comprehensive insurance coverage that includes liability, property, business interruption, boiler and machinery, directors and officers, auto, fraud, environmental, and cyber liability protection. To learn more about the YMCA’s Insurance Program, contact the Risk Management Team or visit our YMCA intranet that includes information on how to report changes in YMCA leased property, vehicles and insured drivers, or steps for reporting incidents, or how to obtain a ‘certificate of insurance’, and other information.

5.3.2 Emergency Response and Business Continuity Planning (BCP)

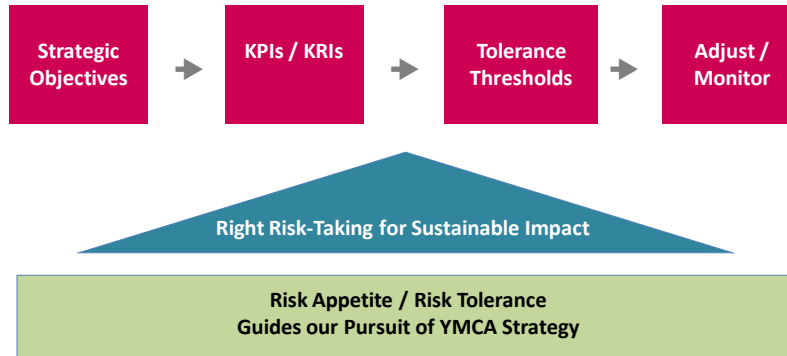
Like all organizations, the YMCA will face unforeseen events that could impact operations. We recognize the importance of being able to keep our doors open during times of crisis or major disruption, when our communities may need us even more. Whether responding to a natural disaster, a fire, a serious injury, major power outage, or communicable disease outbreak, our YMCA emergency response and business continuity planning ensures responsible action is taken and appropriate procedures are in place and followed before, during and after a disruption event. Refer to the *YMCA Business Continuity Program for Senior Managers* and *YMCA Safety and Emergency Procedures*, or speak with your general manager or vice president for more information.

5.4 Monitoring for Effectiveness

Monitoring is essential in order to determine whether risk management strategies are successful, or any adjustments are needed. Measuring progress against performance metrics (see below) and program objectives or compliance requirements established at the outset, can highlight the need for needed adjustments to help us achieve our desired outcomes and performance. For example, assessment tools and checklists are useful to monitor compliance in areas of risk including program quality, child protection, emergency readiness, workplace health and safety, human rights or privacy compliance, etc. Equally important is taking the time to review any ‘lessons learned’. Considering what went especially well and why, and if anything went wrong, what could have been done to prevent it, are all good questions to ask, to drive any improvements where needed.

In addition, our YMCA establishes key performance indicators (KPIs) and thresholds and we also use visualizing techniques (Appendix C), to help us monitor performance and our effectiveness in implementing YMCA strategy. For more information on KPIs established in your program area, you may wish to speak with your VP or Senior VP, or contact the VP of Risk Intelligence.

Monitoring Our Effectiveness in Implementing YMCA Strategy



M. Merrifield, YMCA of Greater Toronto, 2013

5.5 Enhancing Capabilities to Support YMCA Objectives

Our Risk Intelligence Program and risk strategy reflects a forward looking approach that we will continue to evolve, to manage a wide spectrum of risks in a way that protects and enhances YMCA value, as we extend our reach in communities to make a difference in even more people's lives.

6. YMCA Related Policies/Procedures and Reference Documents

- **Identifying and Managing Risks Procedure 5.S.1** – YMCA Operating Policies
- **Incident Reporting Procedure 1.S.3** - YMCA Operating Policies and Management Practices
- **YMCA Business Continuity Program for Senior Managers**
- **YMCA Safety and Emergency Procedures for Staff and Volunteers**
- **YMCA Operating Policies, and YMCA Management Practices**
- **YMCA Risk Intelligence Report for YMCA Board of Directors**

7. Contacts and other Resources

For more information, staff may speak with their general manager or vice president, or contact the VP of Risk Intelligence for further guidance on these management practices for *Managing Risks and Opportunities at our YMCA*.



Appendix A – Identifying and Managing Risks at the YMCA

We know that *risk intelligence* means being able to effectively manage risks and opportunities. At our YMCA, we view **risk**¹ as uncertainty that can either get in the way of, or accelerate our ability to achieve our YMCA annual and operating plan, and strategic plan objectives.

Each YMCA manager plays an important role in helping our YMCA achieve its overall objectives. Please take some time to understand more about the top risks that can impact the ability to achieve **annual objectives** for YMCA programs or process area(s) you manage.

Here are the **4 steps** to manage key risks or uncertainties in your YMCA program or process area:

1. Identify key risks to achieving your annual objectives. The following are examples by risk category.

- **Operational** – Risks and opportunities related to people (recruit/retain/leverage talent, training); competition (new entrants, response to changing member needs); program quality, capacity to address member issues/ complaints; collaborations; potential for disruption, adequate contingency planning; and incorporating lessons learned... etc.
- **Compliance** – Risks and opportunities related to changing or new laws; adequacy of policies, procedures, policy training and ongoing awareness raising; adequacy of monitoring and incorporating of needed enhancements... etc.
- **Strategic** – Risks and opportunities related to our unique value proposition, ability to anticipate/respond to evolving community needs; ability to protect reputation and preparedness level to minimize a reputation damaging event... etc.
- **Financial** – Risks and opportunities related to economic conditions; unexamined budget assumptions, lacking indicators and performance monitoring for timely intervention... etc.

2. How do I know it's a major risk? Assess the impact/likelihood/adequacy of controls by using criteria:

IMPACT	Health/wellness impact (positive or negative) involves potential to improve the health of many through expanded/new program offerings; or negative impact if risk involving potential for multiple injuries requiring off-site treatment, or fatality;
High (major or significant)	Financial impact (positive/negative) to revenue, expenses, or physical assets exceeds 5 to 10% annual YMCA revenue; Reputation impact (positive/negative) with national/provincial media coverage impacting YMCA positioning, ability to raise funds Government regulatory investigation; Major service disruption of multiple programs lasting days, weeks or longer
Medium	Health/wellness impact involving individual injury requiring off-site treatment or short-term care; Financial impact (positive/negative) to revenue, expenses, or physical assets up to 5% annual YMCA revenue; Local news/TV coverage potential with some reputation impact that however is manageable; Regulatory/government enquiry or visit (environment, labour, revenue Canada agency); Moderate interruption of service lasting several days impacting one or more program/service
Low (minor / insignificant)	Minor injury or ailment requiring first aid Financial impact (positive/negative) potential is less than 2% annual YMCA revenue; Community news coverage, with little/no impact on ability to raise funds Minor interruption of a service or activity for 1 or 2 days

a) **Impact:** _____ (insert whether High/Medium/Low)

Likely / Almost Certain	Event will / probably will occur in most circumstances, at least once a year
Possible	Event should occur at some time, once every 2 or 3 years
Unlikely / Rare	Event could occur at some time, or once every 5 to 10 or 20 years

b) **Likelihood:** _____ (insert whether Likely/Possible/Unlikely)

¹ **Risk** is defined as the effect (positive or negative) of uncertainty on objectives and YMCA strategy.

After assessing impact and likelihood of the risk occurring, next consider your level of comfort with existing controls.

Weak (needs improvement)	Risk response or control measures have not been established yet, or are not effectively controlling the risk as intended. Response and control process requires review and improvements.
Medium (in process)	Risk response including control processes/activities have been developed with additional measures in process of deployment. There is medium confidence that risk is relatively well managed and monitoring is in place.
Strong (effective)	Risk owner(s) are identified with consistent maintenance and monitoring across program areas. There is high confidence that controls are effectively addressing the risk.

c) **Adequacy of Existing Controls:** _____ (insert whether Weak/Medium/Strong)

Tip: If **impact** is assessed as High or Moderate, and **likelihood** of occurrence is Likely or Possible, with **controls** either Weak or Medium, then you have a major risk or opportunity you need to actively manage.

3. Establish a response plan to address key risks in your program area. An example is provided below.

a) **Develop an Action Plan** for the two or three key risks you have identified for your program area(s):

Tip: Employ a combination of initiatives, controls to properly address or improve risk management in your area.

Examples of response options include: revising, developing new program-specific practices working with your GM or VP/SVP to increase program effectiveness; increase monitoring of performance targets; increased analysis of trends in incidents, escalated issues, complaints; increase de-briefing incorporating lessons learned; re-visit your people strategy and plan to motivate staff; increase refresher training; more frequent quality audits/assessments... etc.

b) **Establish a risk owner and monitor** to ensure ongoing improvement in your program area.

Complete the chart below, inserting the top 2 or 3 risks you have identified, along with risk response initiatives and established risk owners. An example is provided below for your reference.

YMCA Risk and Opportunity Action Plan

Major Risks/Opportunity (briefly describe)	Response Strategies and Controls to Address Risks and Opportunities	Risk Owner / Monitor
Innovating Offerings Opportunities to expand or enter new markets, grow offerings to increase relevancy, reach more people in more communities	<ul style="list-style-type: none"> • Support information gathering, deepen understanding of evolving trends, gain any insights from competing providers • Increased attention to member service excellence • Bi-weekly monitoring of member targets with senior manager • Monthly review of revenue/expense flagging variances early • Support 'think tank' discussions at program managers meetings of possible enhancements to program delivery or new possibilities worth exploring/testing 	SVP Operations, and Program GMs

4. Continuously review response strategies for effectiveness and adjust as needed.

To learn more about managing risks and opportunities, please contact **YMCA Risk Intelligence**.

M. Merrifield, YMCA of Greater Toronto, 2012



Appendix B – YMCA Annual Planning: Managing Key Uncertainties

Submitted by: _____ (GM/Senior Manager)

Discussed with/approved by: _____ (VP or SVP)

YMCA Program: _____

Thinking about what can get in the way of achieving your annual plan, and what can be done about it, is essential to reduce uncertainties in your program or process area. This also goes a long way toward ensuring that we achieve our overall YMCA goals and objectives.

Each YMCA Program is required to complete the following steps:

- a) In the chart below, identify the **top 2 or 3** uncertainties, things or events that can have a positive or negative impact on ability to achieve your annual operating plan and budget.
- b) Discuss with your senior manager (VP or SVP) the response strategies and control measures you are implementing to prevent or reduce the impact of the risk event, or to enhance the likelihood of success for an opportunity.
- c) Indicate who is responsible for ensuring that the risk or uncertainty is being managed.
- d) Please send a copy to **Risk Management** – Director Risk Management & Insurance. Don't hesitate to contact the Risk Intelligence Team if questions or if we can assist in any way.

Top 2 or 3 Risks * and Opportunities	Response Strategies and Controls	Risk Owner/Monitor
<i>(insert and briefly describe top risk or opportunity)</i>	<ul style="list-style-type: none"> • <i>(insert response, control measure to address risk)</i> • <i>(insert response, control measures...)</i> 	<i>(insert owner title)</i>

* Risk is defined as the effect (positive or negative) of uncertainty on objectives and YMCA strategy.



Minding the Gap . . .

Thresholds / Response Triggers	Status	Trend
On or exceeding plan	●	◀▶
Behind plan requiring review and action with recovery possible	●	▲
Behind plan requiring immediate action with recovery challenging	●	▼

The above is an example of how performance monitoring can be displayed using visualizing techniques (traffic lights) to enhance focus, and trigger response when outside desired performance.



Privacy – YMCA Operating Policy 3.VS.2 Handling Information Access Requests

Original Issue date: April 21, 2004
Last revised: December 1, 2013

1. Objective / Introduction

The YMCA respects the right of individuals to access personal information, in keeping with *Protecting the Privacy of Personal Information Policy 3.VS.2* in YMCA Operating Policies Manual.

Individuals have the right under privacy law to access personal information that an organization holds about them with some exceptions permitted by law. Authorities like CAS or the police may also request access to personal information in the course of an investigation, and our YMCA is required to cooperate with investigations by authorities.

Furthermore, our YMCA is required to meet contractual obligations addressing privacy and access to information in delivery of various YMCA programs funded by government.

2. Procedures

Supervisors shall follow the steps outlined below when handling requests for access to information, or requests from individuals for copies of records we hold about them. For staff requesting access to an employee file, please see *Protection of Personal Employee Information* in the Human Resources section of this Manual.

1. It may be more efficient to have the supervisor (director level and above) most knowledgeable about the requested record(s) to communicate directly with the individual requesting access to information.
2. To enable the YMCA to assist an individual with their request, staff should ask the individual to provide their request in writing (unless inappropriate in certain circumstances). Ask the individual to specify the following within their written request:
 - i) the type of record(s) requested;
 - ii) the purpose for the request;
 - iii) if a request is from a party other than the individual concerned, we will need **written authorization** to release information to a third party (i.e. a lawyer representing the individual) before we can release information to a third party.

A written request generally clarifies what information is being requested. However, if a request is not clear enough, posing some standard questions to the individual may help to narrow the scope of requested information. For example:

- Are you interested in a particular record? Please elaborate.

- Do records you are requesting involve a specific incident? Please elaborate.
 - Do records you are interested in involve a specific time period? (For example, “all information related to (name) between June 1, 2000 and Dec 31, 2002”.)
3. Once you receive a written request for access, you should review record(s) with the supervisor or manager most familiar with a file. Consider the quality of file documentation:
- i) Is file content in keeping with established practices?
 - ii) How would you feel about the individual seeing the information?
 - iii) Determine whether there are (limited) exceptions to access that need to be considered.

For example, information may include references to names of other individuals and therefore these names need to be blocked out, prior to granting access or releasing a copy of the record. (Be sure to make a copy of the copy, so that blocked out information does not show through.)

Another example when we may not grant full disclosure is there are legal, security or other reasons for exceptions to granting access. In such cases, severing a portion of information from the copy may be possible. For more information, refer to “Exceptions to Access” under Principle 9 of *Protecting the Privacy of Personal Information Policy* in YMCA Operating Policies Manual.

4. If an individual requests a **copy of an Accident/Incident Report**, please first contact the Manager of Risk & Insurance or the GM Risk Management as our insurer may need to be notified.
5. Refer to your manager any government or agency request to access information.
6. If responding to a **police request** involving personal information about a staff, member, volunteer or guest, staff shall refer the request to their supervisor or manager to ensure that we obey the law requiring us to cooperate with a police officer when executing his or her duty. Supervisors shall be mindful of the following circumstances and exceptions:
 - a) For a police request involving a program resident or a youth outreach/substance abuse client, or a member who has signed a confidentiality agreement with us, staff may only disclose personal information, without prior consent from the individual concerned, if the YMCA staff believes on reasonable grounds that:
 - Failure to disclose information could endanger the participant, or the safety of another individual or group of individuals
 - Disclosure of information is required by governing law, for example, we have a duty to report suspected cases of child abuse and neglect
 - Disclosure is required by a court order or subpoena.
 - For a police request involving information about a child under the age of sixteen, the YMCA may only disclose personal information without prior consent from the individual if the YMCA believes on reasonable grounds that:

- Failure to disclose information is likely to cause the person or another person physical or emotional harm; and
- Need for disclosure is urgent.

Please notify your General Manager who may seek further guidance from the Senior Vice President or a General Manager in Child & Family Development regarding a police request for information involving a child.

7. Requests from a **separated spouse** or parent to access records about their child registered in a YMCA program, may involve additional obligations under Family Law which the YMCA needs to consider. Supervisors should contact a General Manager in Child & Family Development for guidance when responding to information requests from a separated parent.
8. A general manager or designate shall respond in writing within 30 days of receiving a request to access information. The response shall confirm whether access to all or part of the information is granted. If partial or full access is denied, the general manager should include in the response, a clear explanation for their decision. See a sample *Response Letter* and template following these procedures.
9. A copy of the access request and YMCA response should be placed in the member/participant/volunteer file, and kept in locked cabinets.

Please note that any record involving a report to a child protection authority (CAS), or a request involving a legal or potential claim, or dispute with the YMCA, should be kept sealed and separate from the member/participant/volunteer's general file, in a locked cabinet. See *YMCA Protection of Children and Vulnerable Persons Policy 1.VS.2* in YMCA Operating Policies, for documenting and records keeping requirements for suspected abuse, or speak with your GM or VP for further guidance, or contact Risk Management for more information.

For information on access requests involving an **employee** file, please see *Protection of Personal Employee Information* in section 3 of this Manual.

10. An individual may challenge the accuracy and completeness of the information. The supervisor handling a request to change a record shall speak with their manager if further guidance is needed. The YMCA shall amend as appropriate, or attach a statement of disagreement to records where a requested amendment cannot be made.
11. If the matter involves an escalated or more complex access to information request, the program GM may contact the YMCA's Privacy Officer (GM Risk Management & Insurance) for assistance and guidance.

3. YMCA Related Policies/Procedures and Reference Documents

- **Protecting the Privacy of Personal Information Policy 3.VS.2** in YMCA Operating Policies

4. Contacts and other Resources

For more information, staff may to speak with their general manager or vice president or senior VP, or contact the VP of Risk Intelligence for more information.

(Sample Response Letter for a Request to Access Information)

(date)

(name and address)

Dear ...

Re: Request for access to information regarding *(insert name)*

Thank you for your letter dated *(insert date)*... *(if applicable...*and signed authorization from *(individual's name)* to release information to you).

You request information that may assist you... *(or insert individual's name... if request is from a third party (e.g. lawyer) authorized by the individual to receive information.)*.

In response to information requested in your letter, our records contain the following information:

- *(List the records which correspond with what was requested... for example:)*
 - North York YMCA membership records for the period June 1, 2005 to June 1, 2008 (copy enclosed);
 - North York YMCA facility access record for the period January to December 2007.
- *(If denying access to some or all records requested, explain why by giving the reasons for the decision).*

(If involving a request from a member or participant to view his/her file onsite, or if involving an interview of staff to obtain information, outline the terms for accessing or obtaining information... For example, indicate the staff contact who will arrange the interview, or who will be present during review of a file. Include the agreed upon date, time and program site, confirming the program site address.)

Please contact me at *(phone number)* should you have any questions.

Sincerely,

(name/signature of program GM or VP)



Privacy Incident and Breach Response

Original issue date: September 1, 2011

Last revised: January 1, 2017

1. Objective/Introduction

Safeguarding the privacy of personal information we collect and use is essential to establishing and maintaining trust. Our Privacy Incident and Breach Response Plan and Procedures provide supervisors and managers with instructions on how to respond when a privacy incident or suspected breach has occurred. If a technology or data security incident or breach, please refer to the **Technology Incident Response Plan** located in the YMCA Management Practices Manual.

2. Definitions

Privacy breach occurs when there is the loss of or unauthorized access to or disclosure of personal information - for example, when personal information is stolen, lost or mistakenly disclosed.

Privacy Breach Response Plan provides the specific steps that will be undertaken as soon as possible following the breach. Response also includes examining solutions and providing recommendations for preventing recurrence of a privacy incident or breach.

Privacy is both the goal and result of successful actions related to the safeguarding of personal information.

Personal information is information about an identifiable individual. Examples of personal information (PI) we collect and use and the YMCA is responsible for protecting, includes personal information from members, donors, parents, guardians staff, volunteers, and includes:

- Name, Address, Postal Code, Phone number, Email address
- Date of Birth, Age, Gender
- Payment card number, Payment card expiry date
- Social Insurance Number, Drivers' license number
- Health/medical information, Emergency contact

3. Legislative/Legal Context

The YMCA of Greater Toronto is committed to protecting personal information we collect , use and store by following responsible information handling practices. In the event of a

privacy incident or breach, our YMCA is guided by established practices for responding, assessing and containing the breach, and fulfilling any necessary notification.

4. Procedures for Reporting a Privacy Breach

Any staff that suspects a privacy incident or suspected breach must immediately notify their supervisor or manager who must follow the procedures outlined below:

4.1 The manager or general manager shall promptly notify the YMCA's Privacy Officer – Director, Risk Management & Insurance, and include a description of the privacy incident or breach. The general manager shall work closely with the Privacy Officer to ensure a prompt, appropriate response that may include fulfilling any notification requirements.

4.2 The Privacy Officer shall work with the general manager or senior manager to review and provide guidance on the following key response steps:

4.2.1 Privacy Incident/Breach Containment and Assessment:

Conduct a preliminary assessment to determine what personal information was breached and if immediate breach containment steps are needed.

4.2.2 Evaluate Risks Associated with a Privacy Breach: Conduct an assessment of the sensitivity of personal information involved and any associated risks to determine possibility of harm to the individuals resulting from the breach.

4.2.3 Notification: Determine whether to notify affected individuals, and if notification to any other parties is needed, for example a program funder. Risk factors considered when evaluating the need to notify individuals include:

- Risk of identity theft or fraud;
- Risk of physical harm;
- Risk of hurt, humiliation or damage to personal reputation;
- Risk of loss of business or employment opportunities.

Support for preparing a notification letter is available through the Privacy Officer.

4.2.4 Prevention of Future Incidents/Breaches: Review the adequacy of existing privacy policies, procedures, processes for safeguarding information and develop recommendations for any enhancements as needed.

4.3 Records: The Privacy Officer shall provide the program general manager a summary describing the privacy incident/breach and agreed response steps, along with recommendations for enhancement, if any. The Privacy Officer shall maintain privacy incident/breach documentation and tracking in a secured location.

5. YMCA Related Policies/Procedures and Reference Documents

- **Protecting the Privacy of Personal Information Policy** in YMCA Operating Policies
- **Technology Incident Response Plan** in YMCA Management Practices

The following sources also contain useful information about responding to privacy breaches:

Information and Privacy Commissioner of Canada at www.privcom.gc.ca; and
Information and Privacy Commissioner of Ontario at www.ipc.on.ca

6. Contacts and Other Resources

For more information, staff may speak with their general manager, vice president, senior VP, or contact the YMCA's Privacy Officer (Director, Risk Management & Insurance) for further guidance.



Monitoring Privacy Compliance Operating Policy and Procedure 3.VS.2

Original issue date: December 1, 2004
Last revised: September 1, 2010

1. Objective / Introduction

The YMCA respects the right of individuals to the protection of their personal information, as outlined in *Protecting the Privacy of Personal Information Policy 3.VS.2*. We know it is important to be reasonable and fair in the treatment of personal information, not only for the good of those we serve, but also to maintain our trusted and valued YMCA image. Also, many of our programs and services receiving government funding, require we follow privacy terms and conditions.

Supervisors have additional responsibilities to ensure staff know and follow our policies and procedures. The *YMCA Privacy Monitoring Tool* (following these guidelines) is designed to help managers assess privacy and information handling practices in their program or process area.

By monitoring practices, supervisors can identify any challenge in meeting privacy protection requirements, and the need for enhancements or additional support needed (i.e. tools, training, safeguards) to ensure we fulfill our commitment to privacy.

2. Procedures

Steps to complete the privacy monitoring tool

1. Managers should complete the enclosed Privacy Monitoring Tool for their program or process area at least annually.

The enclosed tool helps managers assess how effective information handling practices are in their program or area of responsibility, by identifying and triggering action to close any gaps in meeting our YMCA commitment to privacy and fair information handling practices.

2. Discuss the results of the assessment with your general manager or vice president, to determine and agree on any corrective action needed, and have your GM or VP sign the assessment. Maintain a copy of the completed assessment in your program files, so that you can monitor progress on action taken to achieve compliance.
3. Follow-up on any action required to ensure compliance.

3. YMCA Related Policies/Procedures and Reference Documents

- **Protecting the Privacy of Personal Information Policy 3.VS.2** - YMCA Operating Policies

4. Contacts and other Resources

For more information, staff may speak with their general manager or vice president, or contact the VP Risk Intelligence or designate regarding a privacy concern, or the Senior VP Information Technology or designate regarding a data/system security concern.

YMCA Privacy Monitoring Tool

Privacy Assessment for:

_____ (YMCA program/service)

Supervisor completing assessment:

Date: _____

Yes = compliant with objective

No = non-compliant with objective

Objective	YES	NO	Action to obtain compliance
Principle 1: Accountability			
1. Supervisors ensure staff (and volunteers with access to personal information) are trained on YMCA privacy protection procedures (see Access in <i>Protecting the Privacy of Personal Information</i> in YMCA Operating Policies Manual), to ensure they understand and follow YMCA expectations when handling personal information. A discussion about YMCA policies occurs during Mid-Year Performance Reviews.			
2. Supervisors are familiar with, and make available to individuals, our complaint process for privacy complaints or concerns.			
3. When engaging third parties to handle or process information on behalf of the YMCA, managers ensure privacy clauses and other provisions to protect privacy are included in contracts with third parties – See Third Parties with Custody of Information in YMCA Management Practices.			
4. Managers monitor privacy practices in their program or process area by using this monitoring tool at least annually.			
5. When introducing a new process or changing an existing process in your program area, you work with your GM to complete a <i>Privacy Impact Assessment</i> -see YMCA Management Practices			
Principle 2: Identifying Purposes			
6. Staff indicate why personal information is collected in their program area before or at the time they collect information, and they know to refer individuals to privacy ‘purpose’ statements on YMCA program agreements, registration forms and applications.			
7. Supervisors explore with your VP or GM opportunities for using non-identifiable information (i.e. anonymous, coded data) instead of personal information to meet program needs.			
Principle 3: Consent			
8. Staff obtain consent for collection, use and disclosure of personal information, at or before the time of collecting information from people. Staff refer people to program forms, material containing the YMCA privacy statement explaining the purpose for collecting and using information at the YMCA.			
9. Supervisors/managers take into account the sensitivity of personal information when determining what form of consent is appropriate for the circumstances (i.e. express or implied consent). Keep We consider consent <i>implied</i> when someone registers for a program, completes a donation form, or accepts an employment or volunteer position.			

Objective	YES	NO	Action to obtain compliance
10. Staff know our opt out choice is available (online) if someone does not want to hear from us about other YMCA programs in which an individual is not registered.			
Principle 4: Limiting Collection			
11. Supervisors limit the type and amount of personal information collected to only that which is approved as necessary by their GM or VP.			
12. Staff do not collect personal information indiscriminately.			
Principle 5: Limit Use, Disclosure and Retention			
13. Staff only use and disclose personal information in your control for the purpose(s) for which you collected it.			
14. You communicate the limitations on use and disclosure of personal information to all staff and volunteers handling personal information in your program or process area.			
15. You regularly monitor procedures and practices to ensure there are appropriate controls in place on the use and disclosure of personal information in your program area.			
16. Personal information is only disclosed to third parties for the purposes identified at the time of collection, or as permitted by law.			
17. Supervisors follow Records Retention Guidelines in YMCA Management Practices to ensure personal information is retained only as long as necessary to fulfill the identified purposes.			
18. Records retention timelines (established by GM or VP) are followed by staff, to ensure approved retention period and secure destruction (shredding) of personal information.			
Principle 6: Accuracy			
19. Supervisors ensure that personal information is sufficiently accurate to minimize the chance of inaccurate data being used when making a decision about an individual.			
20. You conduct periodic assessments of accuracy of information in your database(s).			
Principle 7: Safeguards			
21. Supervisors ensure that appropriate security safeguards (locked file cabinets, limit access, computer safeguards, etc.) are in place to protect personal information in your program area against loss, theft or unauthorized access.			
22. Supervisors review with staff (and volunteers with access to personal information) <i>Acceptable Use of Computer Resources</i> (in YMCA Operating Policies Manual) to protect personal information stored electronically.			
23. Staff understand the importance of maintaining the confidentiality of personal information in YMCA's control.			

Objective	YES	NO	Action to obtain compliance
Principle 8: Openness			
24. Supervisors are open about YMCA privacy practices, by making available information on the type of personal information collected, how it is used and disclosed.			
Principle 9: Individual Access			
25. Staff know to promptly contact their supervisor or manager if an individual requests access to personal information we have about an individual. Supervisors are familiar with Handling Access to Information Requests procedures in YMCA Management Practices Manual.			
26. Supervisors authenticate the identity of the individual making a request of access to personal information where appropriate.			
27. Supervisors are familiar with the limited times when exceptions to access is appropriate or required. See Exceptions to Access in <i>Protecting the Privacy of Personal Information</i> (in YMCA Operating Policies Manual).			
28. Supervisor know to attach a statement to a member's record when access to information or a change to a record is requested, and a copy of the YMCA response. If we cannot agree to the requested access, or amendment, the reasons are outlined in the response. See sample letter template in <i>Handling Access to Information Requests</i> – YMCA Management Practices Manual.			
Principle 10: Challenging Compliance			
29. Staff are aware of the YMCA's complaint process and steps that individuals can follow if there is an inquiry or complaint. See steps outlined on the YMCA's web site – click on 'privacy'.			
30. Staff know to refer privacy concerns or complaints promptly to their VP or GM for handling and response.			

Approved by: _____
Signature of program GM or VP

Date: _____

GM or VP comments (if any):

A completed copy may be sent to the YMCA Privacy Officer (GM Risk Management).



Privacy Impact Assessments Operating Policy 3.VS.2

Original issue date: September 1, 2010
Last revised: December 1, 2013

1. Objective / Introduction

An important part of fulfilling our commitment to privacy is ensuring that any new program or process, or planned changes in program or process, involving the collection and use of personal information, has been reviewed from a privacy perspective.

In keeping with *YMCA Protecting the Privacy of Personal Information Policy 3.VS.2* in *YMCA Operating Policies*, the *YMCA Privacy Impact Assessment (PIA) Tool* is designed to help YMCA managers determine whether new program initiatives or process changes meet basic privacy requirements. By using tools like PIA, we build on the trust of our many stakeholders in our YMCA, and increase understanding among staff of our commitment to privacy and responsible information handling practices.

2. Procedures

Supervisors at a director level or higher shall follow these steps when completing a Privacy Impact Assessment:

4. The program GM or VP shall ensure that a Privacy Impact Assessment (PIA) is completed before introducing a new program or process, or changing an existing process in their area, involving collection or use of personal information. The GM or VP may seek guidance from our Privacy Officer or VP of IT to determine the need for a PIA.
5. The PIA following these procedures shall be completed by a senior program or process staff (at director or higher level), in consultation with their program/process GM or VP. Where gaps have been identified and privacy enhancements are needed, an action plan shall be established in consultation with the program/process GM or VP. The GM may seek advice from our Privacy Officer (Risk Management) to address any gaps identified.
6. The designated program supervisor shall maintain a copy of the completed PIA, and monitor progress and action taken to enhance privacy practices in their program area. When completed, a copy of the Privacy Impact Assessment should also be sent to our Privacy Officer (Risk Management Department).

3. YMCA Related Policies/Procedures and Reference Documents

- **Protecting the Privacy of Personal Information Policy 3.VS.2** - YMCA Operating Policies

4. Contacts and other Resources

For more information, staff may speak with their general manager or vice president, or contact the VP Risk Intelligence or designate for more information about our YMCA commitment to privacy.

YMCA Privacy Impact Assessment Tool

YMCA Program: (insert program name – add specific program/process activity)
Completed by: (program GM name)
Date: (insert date assessment completed)

Introduction: Why do a Privacy Impact Assessment (PIA)²

A Privacy Impact Assessment (PIA) is a process designed to help YMCA program and process owners and senior managers determine whether new or proposed program initiatives meet basic privacy requirements. By considering 'privacy impacts' at the outset, a PIA process helps program management anticipate stakeholder expectations, on any privacy implications involving a proposed new program or process change, and prevent potential reputation loss or other risks including need for costly re-design requirements at a later stage.

Part I: Checklist to determine when to do a PIA

- a. Are you:
 - designing a new program/service or process;
 - making significant changes to an existing program/service or process;
 - changing from a conventional (manual) program or service delivery mode to an electronic delivery model?
- b. Does the program require you to collect, use, disclose, retain records of any personal information, such as name, address, age, identifying number (i.e. SIN), financial, medical, or employment history?
- c. Will the program require you to collect, use, disclose, retain more personal information, or more sensitive personal information than in the past?
- d. Will the program require you to collect personal information from other departments or programs within the YMCA, or from other organizations?
- e. Will the program require you to share personal information with other organizations such as government / program delivery partner, or other third party?
- f. Will the personal information generated by the program be used in decision-making that directly benefits individuals eg. program eligibility/access, tax receipting, etc?
- g. Do you anticipate that stakeholders or public will have any privacy concerns about the proposed program or service?
- h. Are you introducing a business system, database, or changes that could impact security safeguards to manage and control access to personal information?

² The YMCA PIA Tool is a modified adaptation of Treasury Board of Canada Secretariat 'Privacy Impact Assessment Guidelines'.

Privacy impact assessment (PIA) Goals

The goals of a PIA include:

- building trust and confidence with stakeholders;
 - promoting awareness and understanding of privacy issues;
 - ensuring that privacy protection is a key consideration in the initial framing of a program or process initiative;
 - identifying clear accountability within program management for any privacy issues;
 - reducing the risk of reputation loss and costs associated with having to correct or substantially modify a program or process well into its implementation;
 - providing decision-makers with the information necessary to make informed process or system re-design decisions based on understanding of privacy risks and options available for mitigating those risks;
 - providing a basic outline of the business process and flow of personal information for use and review by program staff, and establishing the basis for further review of information handling and privacy practices with staff and other stakeholders.
- **PIA Process**
 - The Privacy Impact Assessment process incorporates the risk management framework for identifying and addressing risks, and consists of four core components:
 - PIA needs assessment (see part II below)
 - data flow analysis (see section 2.1)
 - privacy analysis (see part III)
 - privacy impact analysis and summary findings (see part IV)

Conducting a PIA is a cooperative process that brings together a variety of skill sets to identify and assess privacy implications. What follows are the steps in a PIA.

Part II: Conducting a PIA - Needs Assessment:

- a) Is personal information being collected, used, disclosed, retained? **YES or NO**
- b) If **yes**, then complete the checklist on page 1 to determine if a privacy impact assessment (PIA) is needed.
- c) List the relevant compliance requirements:
 - i. (insert applicable law)
 - ii. (insert applicable code, YMCA privacy policy, program procedure)
 - iii. (insert contractual requirement if applicable)

2.1 Data Flow Analysis gets at the **business flow** or *'big picture'* of how information flows through our YMCA.

2.1.3 Data Flow Table *(details each data element collected, used, retained / discarded)*

Description of each personal data element (ie. name, address, SIN, employment history, education level, etc)	Collected by	Purpose of collection	Format Type (ie paper, electronic)	Used by	Shared or disclosed with	Data protection safeguards	Data retention (storage site)
1.							
2.							
3.							
4.							
5.							

(Note: add more rows if needed for additional types of data in your program or process area)

Program GM or manager has verified or consulted with Finance to confirm records retention requirements:

(check)



Part III: Privacy Analysis:

(This section incorporates key elements (10 fair information practices) of our YMCA’s privacy policy, and can trigger the need for enhancements where potential privacy vulnerabilities arise associated with a new program or process or change in process.)

1. **Accountability:** refers to being accountable for personal information in our control...

Questions for Analysis	Yes	No	N/A	Provide details...
1.1 Has responsibility for the PIA been assigned?				(indicate name of program senior staff responsible for this PIA)
1.2 Has a senior program staff been identified to have custody / control over personal information collected?				(indicate staff position...)
1.3 If third party organizations are involved, do you have an agreement in place outlining privacy requirements?				
1.4 Are there any requirements in legislation or contractual obligations on the management of personal information that affect the program?				
1.5 Will the program implement periodic audits and compliance checks on privacy requirements?				
<i>Discussion points include any proposed or planned privacy enhancements if applicable:</i>				

2. **Purpose for collecting personal information...**

Questions for Analysis	Yes	No	N/A	Provide details...
2.1 Is there a legal requirement or reason why personal information needs to be collected?				(indicate authority and expand on why PI needs to be collected / used)
2.2 Is the personal information collected necessary to the operating program or activity? Have opportunities for using non-identifying information (ie. anonymous or coded data) been explored as alternatives?				
2.3 Is personal information being collected directly from the individual(s)?				(if no , why not?)
2.4 Is there notice at the collection stage that identifies the specific purposes for the collection and use, and is a program contact identified for questions or concerns?				
2.5 Is personal information collected for a database belonging to a government / agency? If yes, will quality assurance or security checks be implemented?				
2.6 Is information aggregated or anonymized when used for other purposes such as evaluation or research?				
<i>Discussion points include any proposed or planned privacy enhancements if applicable:</i>				

3. **Consent:** obtain consent from individuals before collecting personal information...

Questions for Analysis	Yes	No	N/A	Provide details...
3.1 Is consent obtained directly from individual(s)?				(if no , why not?)
3.2 How is consent obtained?				
3.3 If an individual refused consent to collect their personal information, would this prevent the individual from accessing the program?				(if yes , expand further)
3.4 Is there a method or practice in place to ensure consent from persons authorized to make decisions on behalf of an individual (eg. minor or vulnerable adult)?				
3.5 Are program staff aware of the opt-out choice available (online) if someone does not want to hear about other programs in which an individual is not registered.?				
<i>Discussion points include any proposed or planned privacy enhancements:</i>				

4. **Limiting collection and use:** means we do not collect personal information indiscriminately

Questions for Analysis	Yes	No	N/A	Provide details...
4.1 Is personal information used exclusively for the purpose for which the information was obtained?				(if no , why not?)
4.2 Is collection and use of the information limited to what a reasonable person would consider appropriate in the circumstances?				(if no , expand further)
4.3 Is sensitive personal information being collected or used such as social insurance number, financial or payment or medical information?				(if yes , expand further)
<i>Discussion points:</i>				

5. **Limiting disclosure and retention:** refers to keeping personal information only as long as necessary to satisfy the identified purposes for collection...

Questions for Analysis	Yes	No	N/A	Provide details...
5.1 Is personal information disclosed with the consent of the individual?				(if no , why not?)
5.2 Are more sensitive personal identifiers such as a social insurance number or personal history (eg. medical or barriers to employment) disclosed to external parties?				(if yes , expand further)
5.3 Are program staff familiar with records retention guidelines?				
5.4 Has retention (how long records need to be kept) been determined; is disposal method in place?				(if no , expand further)
<i>Discussion points:</i>				

6. **Accuracy:** prevents use of incorrect information when making a decision about an individual...

Questions for Analysis	Yes	No	N/A	Provide details...
6.1 Are steps taken to ensure personal information is accurate, complete and up-to-date?				(briefly describe steps)
6.2 Will periodic assessments of accuracy be conducted on the database?				
<i>Discussion points include any proposed or planned privacy enhancements:</i>				

7. **Safeguards:** protect personal information against unauthorized access, loss or theft...

Questions for Analysis	Yes	No	N/A	Provide details...
7.1 Have various safeguards been identified to protect information against unauthorized access, misuse, loss?				(list safeguards...)
7.2 Is access only provided to staff / users on a 'need to know basis'? Have all program staff been trained on privacy and information handling practices?				(if no , why not?)
7.3 Are security / safeguard measures commensurate with sensitivity of the information collected / recorded?				
7.4 Have security procedures for any system implications, online collection, transmission, storage and access been reviewed/discussed with the VP of IT?				
7.5 Does program management know how to address a security breach or an inadvertent disclosure of personal information?				
7.6 Is there a plan for assessing the ongoing state of safeguards applicable to the process or system?				
<i>Discussion points:</i>				

VP of IT has been consulted on safeguards for data stored electronically / in a system: (check)

8. **Openness:** refers to transparency of policies and practices for handling information...

Questions for Analysis	Yes	No	N/A	Provide details...
8.1 Are program staff aware of availability of YMCA privacy practices to the public?				
8.2 Has a program senior contact been designated to handle questions about privacy practices?				
8.3 Where appropriate, will consultation with other parties / stakeholders take place concerning privacy implications of the proposal?				(if yes , expand further)
<i>Discussion points:</i>				

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9. **Individual access:** provides individuals with access to their information upon request...

Questions for Analysis	Yes	No	N/A	Provide details...
9.1 Is the process designed to ensure that an individual can access his/her personal information upon request?				
9.2 Are program staff familiar with / received training on procedures for handling requests to access information?				
9.3 Is the system designed to trigger notice to an individual that a correction to his/her information has been made?				(if applicable, explain further)
9.4 Is it part of the process to attach a record to the file when requested access cannot be provided, or when a requested record amendment cannot be made?				(if no, why not?)
<i>Discussion points include any proposed or planned privacy enhancements:</i>				

10. **Challenging compliance** - Individuals have the right to challenge accuracy of personal information we hold about them, and our compliance with privacy law.

Questions for Analysis	Yes	No	N/A	Provide details...
10.1 Are program staff familiar with the steps individuals may follow for privacy concerns or complaints?				
<i>Discussion points include any proposed or planned privacy enhancements:</i>				

Privacy Analysis has been reviewed by the GM or VP responsible for business processes in your program or process area: (check)

Comment(s) if any: _____

GM / VP (signature or initials): _____

Part IV: Privacy Impact Analysis Summary Findings

A detailed description of the *(insert YMCA program/process activity)* process has been completed, including a detailed account of the data flows and type of personal information involved, and an analysis of compliance with privacy requirements.

Although results of the privacy impact assessment have identified numerous examples of good privacy practices, the following **Action Plan** highlights potential areas of practice improvements:

Areas identified for enhancement or improvement (identify fair information principle)	Identified solutions or strategies for enhancement (draw from privacy analysis discussion points)	Responsibility (staff title)	Timeline for Completion (insert date)
1.	<ul style="list-style-type: none"> • • • 		
2.	<ul style="list-style-type: none"> • • 		
3.	<ul style="list-style-type: none"> • • 		
4.	<ul style="list-style-type: none"> • • 		
5.	<ul style="list-style-type: none"> • • 		

Program GM or VP has reviewed the PIA and approves the above Action Plan: (initial)

Comment(s) if any: _____

Privacy Officer has been consulted on summary findings PIA: (initial)

Comment(s) if any: _____

Send a copy of your completed PIA to the YMCA Privacy Officer - Risk Management



Records Retention Guidelines Operating Policy Procedure 3.VS.2

Original issue date: December 1, 2004
Last revised: September 1, 2010

1. Objective / Introduction

The YMCA is committed to responsible information handling practices as reflected in *Protecting the Privacy of Personal Information – 3.VS.2* in YMCA Operating Policies. Fair information practices include ensuring that we keep records for only as long as needed, and when information is no longer needed, that we ensure records including personal information are destroyed securely through shredding.

Records and the information they contain are essential and need to be efficiently organized and available for quick retrieval and use.

“How long should I keep these records?” or “Can I destroy these records?” are frequently asked questions by staff who often are afraid to throw away paper records, diskettes, delete files and other record types because they fear a record may be needed again. To address the problem of what to retain on-site, what to transfer to off-site storage, and what to destroy, supervisors shall determine and establish *records retention schedules* to identify the life cycle of records in their program or process area.

For more information on records management in general, see **Records Management** in *YMCA Administration Procedures Manual*.

2. Definitions

Records are the business memory of an organization, a data bank of past transactions and information required for present and future decisions (*Records Retention Law and Practice, R.M. Anson-Cartwright*). A *record* means any record of information however recorded, whether in printed form, on film, by electronic means or otherwise.

Records retention schedule is a list of the types of records maintained in an organization, and scheduling system based on the most stringent retention periods required by law or suggested by limitation periods. A records retention schedule identifies the length of time the records must be retained on-site in order to meet operational, legal, fiscal and historical needs. It also defines when records should be closed and transferred to an off-site storage facility, or destroyed after records have been kept long enough to ensure a reasonable opportunity for access, and records are no longer needed or of value to the organization. See a sample *Records Retention Schedule* following these procedures.

The following procedures outline basic records retention guidelines for supervisors. There may be additional requirements that apply to a specific YMCA program or process, and supervisors should speak with their GM or VP for more information about records retention in their program.

3. Procedures

1. Supervisors shall monitor day-to-day records retention practices in keeping with records requirements for their program or process area.
2. A GM or designate shall establish and maintain a records retention schedule for their program or process area(s). The GM may wish to have their schedule reviewed by the Controller to ensure completeness.
3. Once on-site storage retention periods have expired, and off-site storage is required, supervisors shall arrange for off-site storage, by contacting the Finance Department that administers records delivery to, and records recall from, our off-site storage site. For more information on off-site storage, contact the Finance Department.
4. If off-site storage is not required, and a supervisor feels that a record / record series is no longer of value to the YMCA, supervisors shall seek prior approval from the Controller or CFO prior to destruction of any record or record series.
5. Supervisors may control the volume of records kept for business purposes in three ways:
 - Destroy duplicate or unimportant records before filing, for example, letters of acknowledgement, duplicate invoices, etc.;
 - Retire dormant records from active files to long-term and less costly off-site storage;
 - Seek approval from the Controller for disposal of dormant records after the expiry of the most stringent retention or limitation period.
6. Supervisors shall consider the following basic recordkeeping requirements, to determine what records are retained on-site, when to move records to off-site storage, and when to seek approval from the Controller before destroying records no longer of value to our YMCA:
 - b) **Legal Requirements** – Federal/provincial laws impose recordkeeping requirements to regulate business activities. Laws may stipulate record retention periods. Where retention periods are not stipulated, certain laws require an organization to obtain permission from the government before destroying records.

Records may also be required for legal proceedings, and therefore we need to maintain records in a fashion that renders them useful. Before records are destroyed, it is important to keep in mind *limitation periods*, which are periods of time during which persons may initiate legal proceedings. In Ontario a maximum limitation period may be **15 years**. For more information, contact the Manager Risk & Insurance or the CFO.

c) **Corporate Requirements**

Organizations need to retain, at minimum, their corporate charter documents, by-laws, resolutions, minute books, securities registers and a record of past and present directors. The nature of these records suggests they be kept *permanently*. For more information on corporate recordkeeping requirements, please contact our Chief Financial Officer or the Office of the President.

d) **Taxation Requirements**

Organizations are required to keep records and books of account in order to verify that they have complied with various tax laws. In addition, as a registered charity, the YMCA must maintain records and books of account in sufficient detail and form to enable the donations received by our organization to be verified. This includes keeping a duplicate of each receipt issued for donations received.

There are some records that, for income tax and other purposes, must be kept indefinitely. These include general ledgers, fixed asset and depreciation records, investment records. Other records may require permission from the Government before records may be destroyed. For more information on retention requirements involving taxation or financial considerations, please contact the Controller or Chief Financial Officer.

e) **Employment and Other Workplace Records**

Several statutes such as the Employment Insurance Act and Canada Pension Plan, require that employers keep employee information. Also, there are occupational health and safety records we must keep, such as accident reports and first aid records, lists of toxic substances in the workplace, inspections and testing at the workplace.

As a general rule, employee and volunteer records may be kept **seven years** following termination of the relationship. However, some statutes particularly related to workplace safety require records be kept *indefinitely* or require permission by the Ministry before records may be destroyed. Contact Human Resources for more information.

f) **Operational Recordkeeping Requirements**

Like all organizations, the YMCA needs to maintain records in order to carry out day-to-day operations and activities.

- For *Pre-Authorized Payment* records, PAP forms must be destroyed (by shredding) as soon as the member leaves the YMCA program or service. PAP forms are not to be photocopied.
- For government funded programs, the YMCA must comply with records requirements in our contracts with various levels of government. Funding agreements require that we preserve books and records, and have them available for audit/inspection by government, for a period of seven (7) years following the date of termination of the Agreement.
- In the absence of any other approved retention practice, client or participant files shall be retained on-site for **one year** after file closing, and stored off-site for at least **seven years**. If the file involves a child, the file should be retained for a minimum of seven years or until the child/youth reaches 18 years of age.

Speak with your general manager for more information on retention requirements that apply in your program area.

g) **Electronic Records**

A large amount of records are created and stored electronically, and it may be difficult to track, retrieve, or manage their retention and disposal. Different versions of the same record may be located on personal computer drives, shared drives, network servers or e-mail "in" boxes. YMCA computer systems include software applications that allow you to manage electronic records including e-mail. For more information on how to manage electronic records see

Acceptable Use of Computer Resources Policy 5.VS.6 in YMCA Operating Policies Manual, or contact an IT Support manager for more information.

7. **Access to records** - Supervisors responding to requests for access to information, shall refer to procedures for *Handling Information Access Requests* in YMCA Management Practices. For information on access to employee records, see Human Resources section in this manual.
8. **Records security** - Supervisors need to ensure that access to confidential information is restricted to authorized individuals only. Like all organizations, the YMCA maintains records that include information of a sensitive or confidential nature. The implications of certain information falling into unauthorized hands can be very serious. Refer to “safeguards” in *Protecting the Privacy of Personal Information* in YMCA Operating Policies Manual. For more information on confidentiality requirements, see procedure 3.VS.1 in the YMCA Operating Policies Manual.
9. **Destruction of records** – Supervisors shall obtain prior approval from the Controller or VP Finance before destroying a record or record series. There are a number of principles to consider when deciding on whether a record has no further legal or business reason for retention:
 - Records should be destroyed as a class, not selectively. Selective destruction may cause challenges of negative interference in the event of a legal proceeding.
 - Records pertaining to litigation, or anticipated litigation, must not be destroyed. These records should be isolated or marked in some way, to avoid their inadvertent destruction.
 - Once the Controller or Chief Financial Officer approves destruction of records, the supervisor will ensure confidential records and sensitive personal information are destroyed in a secure manner by shredding. Careless disposal of confidential records is a breach of confidence and privacy. Contact Finance for more information on arranging secure destruction of records.
 - Before disposing computers or computer disks containing personal information, YMCA records, supervisors must contact IT Support to arrange proper deletion of records stored electronically. For computer equipment, also contact Finance to ensure proper disposal of an asset is recorded properly.
 - Alternatives to destruction include YMCA of Greater Toronto Archives, YMCA Canada Archives, Archives of Ontario or municipal archives, which may accept donations of records with historical value. Speak with your manager or the Controller for more information about donating records with historical value.

3. YMCA Related Policies/Procedures and Reference Documents

- **Protecting the Privacy of Personal Information Policy 3.VS.2** - YMCA Operating Policies

4. Contacts and other Resources

For more information records retention at the YMCA, staff may speak with their general manager or vice president, or contact the Finance Department for more information.



Third Parties with Custody of Personal Information: Operating Policy 3.VS.2

Original issue date: January 1, 2004
Last revised: December 1, 2013

Objective / Introduction

1. Objective/Introduction

The YMCA is committed to responsible information handling practices. Without appropriate precautions, breaches in personal privacy can occur that may result in complaints against an organization. This is particularly significant when an organization enters into agreements with third parties who will have access to personal information collected by the YMCA, or is required to collect information on behalf of the YMCA.

When sharing personal information with a third party, the general manager or vice president shall ensure that information we share is protected through contractual agreements containing requirements for appropriate safeguards and confidentiality, as outlined in the YMCA operating policy 3.VS.2 - *Protecting the Privacy of Personal Information*.

2. Definitions

Third party can be any outside individual (such as a consultant), a business or an organization that provides a service to, or acts on behalf of, an organization.

Information in the custody of a third party describes a situation where the YMCA retains a third party to provide a service. The provision of service may require the third party to collect personal information on behalf of the YMCA or have access to personal information collected by the YMCA. A few examples include: payroll outsourcing or data processing company needed to develop software, system upgrades, or translators required to translate documents, etc.

Third parties within the context of these procedures may include companies which process YMCA information, such as a data or payroll outsourcing company, insurers, pension administrators, referral agencies or other YMCA partners in program delivery.

3. Procedures

Supervisors shall follow these procedures when negotiating arrangements involving the transfer of personal information between the YMCA and a third party.

1. Managers shall ensure that, when arranging the transfer of personal information with third parties, contracts with privacy and confidentiality provisions and other measures are in place to protect privacy and personal information. See *YMCA Privacy Terms and Conditions* following these procedures.

2. Please speak with your manager or senior staff responsible for business processes in your program area. You may also contact the YMCA's Privacy Officer for more information.

4. YMCA Related Policies/Procedures and Reference Documents

- **Protecting the Privacy of Personal Information Policy 3.VS.2** - YMCA Operating Policies

5. Contacts and other Resources

For more information, staff may speak with their general manager or vice president, or contact the VP Risk Intelligence or designate for more information about our YMCA commitment to privacy.

YMCA Privacy Terms & Conditions for Third Parties with Custody of Personal Information

The following provisions shall apply in the event the **YMCA of Greater Toronto** makes Personal Information available to another party _____.
(insert name of third party/organization)

Personal Information refers to information relating to an identified or identifiable individual made available, in connection with an agreement or provision of goods or services between the parties.

1. General

Each party is responsible for complying with any obligations applying respectively to each of the parties under applicable Canadian privacy laws and regulations.

Neither party will request Personal Information beyond what is necessary to fulfill the reasonable purpose(s) for which it is requested. Each party will agree in advance as to the type of Personal Information, which is required to be made available.

2. Security Safeguards

Each party acknowledges that it is solely responsible for determining and communicating to the other the appropriate technological, physical and organizational security measures required to protect Personal Information.

Each party will ensure Personal Information is treated as confidential, and is protected in accordance with the security safeguards.

3. Use

Each party agrees that Personal Information will only be used, accessed, managed or otherwise processed to fulfill the purpose(s) for which it was made available.

4. Access Requests

Each party agrees to cooperate with the other in connection with access requests for Personal Information.

5. Retention

Each party will promptly return to the other or arrange for the secure destruction of all Personal Information which is no longer necessary to fulfill the purpose(s) for which it was made available, unless otherwise instructed by the other party or required by law.



Responding to a Subpoena Involving Staff

Original issue date: December 1, 2004
Last revised: September 1, 2010

1. Objective / Introduction

From time to time, staff may inform a supervisor that he/she received a subpoena to give evidence at a court proceeding. While individuals need to obey a subpoena, staff may feel uncomfortable or nervous about appearing in court, which is understandable.

2. Procedures

The following are steps which supervisors should take to support and help staff feel more comfortable when responding to a subpoena.

1. Remind staff of their legal duty to obey a subpoena to appear in court.
2. Review with staff the information following these procedures, which describes the court process and the role of a witness, from Ministry of the Attorney General. By learning more about their role in a trial and what to expect, staff may feel more comfortable with the process.
3. If applicable, provide staff a copy of an incident/accident report that he/she may have completed, to refresh their memory of event(s).
4. Let staff know they can contact the defence or crown attorney (whoever issued the subpoena) if they have any questions. Also, the lawyer might look for staff outside the courtroom before proceedings begin. This can be an opportunity for staff to ask the lawyer any questions they have, so it's a good idea to arrive early to the courts.
5. Advise staff that depending on how the trial evolves, he/she may be required to appear again at court, or they might learn they are no longer required to give testimony. In any event, let staff know it can be a long wait outside the courtroom, so they may wish to bring along a book or magazine to read while they wait.
6. If staff continue to feel uncomfortable about the being a witness, staff should be encouraged to speak with their general manager or to contact EAP.

Supervisors may contact Risk Management or Human Resources for more information.

From Government of Ontario – Ministry of Attorney General (2005):

BEING A WITNESS IN A CRIMINAL TRIAL

1. INTRODUCTION

Being an effective witness is one of the most important contributions you can make to the administration of justice in Ontario. What you say in the witness box affects people's lives. A

fundamental principle of our justice system is proof beyond a reasonable doubt - meaning that a judge and a jury cannot convict a person unless they are satisfied of the person's guilt beyond a reasonable doubt. Therefore, your testimony - and other evidence introduced by both the Crown attorney and the accused person - is crucial information.

The following outlines the basics of what you need to do to become a more effective witness, and sets out what you may encounter before and during your court appearance. This is only a general guide, so if you need more information, please contact the lawyer or Crown attorney whom you will be dealing with, or your nearest criminal court office.

2. GLOSSARY OF TERMS

Here are some of the terms you may encounter in this summary, or which you may hear in a criminal court trial. Other terms not appearing here are explained in the Question and Answer section, "Who are the key people in a criminal trial?"

Adjourn: Put off a hearing until another time.

Allege: To suggest that something has happened or that a person is guilty of a crime.

Charge: A formal accusation that a person has committed a crime.

Complaint: A statement to the police accusing someone of breaking the law.

Counsel: Another term for a lawyer.

Cross-examine: Questioning of a witness by the lawyer for the other side.

Evidence: The information you give in court about what happened. Evidence may also include such things as photographs, property, etc.

Examination-in-chief: Questioning of a witness by the lawyer who asked that witness to appear.

Object: To disagree with part of the proceedings. One lawyer may object to certain questions being asked of a witness by another lawyer, and may ask the judge to support the objection.

Plea: The answer the accused gives (guilty or not guilty) when charged with a criminal offence.

Plea discussion: Discussions which may occur between the defence counsel and the Crown attorney concerning charges against the accused, the plea that the accused will make, and the sentence which will be sought. Once charged, an accused person may plead guilty at any stage of the proceedings.

Preliminary Inquiry: A hearing where the judge determines whether there is enough evidence against an accused to hold a full trial.

Sentence: The punishment the judge gives to a person found guilty of a crime.

Statement: A description of events that a witness gives to the police. The police usually write the statement down, and may ask the witness to sign it.

Subpoena: A paper issued by the court or by a lawyer, telling a witness when and where to appear.

Testimony: What a witness says in court.

Transcript: A typewritten record of what is said by everyone in court.

Trial: A hearing that takes place when the accused pleads "not guilty". In a trial, witnesses give evidence, the Crown attorney must prove the guilt of the accused beyond a reasonable doubt, and the judge or jury makes a decision.

Victim impact statement: A description of how the crime has affected a victim, physically, emotionally and economically. The Crown attorney or arresting police officer may ask you to prepare such a statement. If the accused is convicted, the judge may consider the victim impact statement when deciding on a sentence.

3. QUESTIONS AND ANSWERS ABOUT BEING A WITNESS

Who are the key people in a criminal trial?

In most criminal trials, you'll see the following people in the courtroom:

- The **judge** conducts the trial by making decisions on the evidence presented, interpreting the law as it applies to the case, and in general, controlling the events in the courtroom.
- The **defendant**, also called the **accused**, is the person on trial.
- The **Crown attorney** is the lawyer who represents the community, and who presents evidence about the crime to the court. The Crown attorney has the responsibility of proving the accused is guilty beyond a reasonable doubt.
- The **defence counsel** is the lawyer defending the person on trial. The defence counsel tries to show that the accused is innocent, or that there is a reasonable doubt that the accused is guilty. The defence counsel also ensures that the right of the accused to a fair trial is protected.
- The **court clerk** keeps a record of the trial exhibits, administers oaths, and announces the beginning or end of court sessions.
- The **court reporter** records everything that is said at the preliminary inquiry or the trial.
- The **court security officer** handles accused persons who are in custody, helps any witness who is concerned about his or her safety, and helps maintain security in the courtroom.

Some accused persons choose to have a trial by **jury** - a group of 12 men and women called "jurors". Jurors are selected by the Crown attorney and the defence counsel. The jurors listen carefully to all the witnesses, examine the evidence, receive instructions about the law from the judge, and then decide together whether the accused is guilty or not guilty of breaking the law.

In which court will I testify?

That depends on the nature of the crime.

Less serious crimes are dealt with in the **Provincial Division** of the Ontario Court of Justice. These crimes are called "summary conviction offences", because they generally involve one appearance of witnesses and less serious penalties.

For more serious offences (called "indictable offences"), such as murder, sexual assault or robbery, there is usually a "preliminary inquiry" held in the Provincial Division of the Ontario Court of Justice. This inquiry allows the judge to determine if there is enough evidence to go to a full trial. It's possible that you may be called to give evidence at this stage.

If the judge decides there is enough evidence to have a full trial, then this will take place in the **General Division** of the Ontario Court of Justice. You will be notified, by subpoena, of when to appear as a witness, and in which court location.

NOTE: Sometimes the Crown attorney and the defence counsel engage in plea discussions, and may not need you to appear. For example, if an agreement is reached whereby the accused changes his or her plea to guilty, then a trial may be avoided, and thus your testimony may not be necessary. Call the officer in charge of the case or the Crown attorney's office if you wish to be kept up to date on the status of the case.

What is a subpoena?

A subpoena is a court document requiring you to appear in court at a specified date to give evidence. It may also ask you to bring certain materials. The document is presented to you by a policeman or a court official, usually at the request of the Crown attorney or the defence counsel. A subpoena remains in effect for the length of the trial, and may require you to appear more than once.

What happens if I ignore a subpoena?

Don't. If you fail to appear in court on the specified date, you run the risk of being "in contempt of court", and of being arrested. However, if there is good reason why you cannot appear on that date, you should immediately notify the lawyer who issued the subpoena.

What is expected of me during the trial?

When the trial opens, the judge may ask that you and other witnesses leave the court room. Each witness will re-enter alone, when he or she is called to testify. The purpose of this procedure, called "exclusion of witnesses", is to allow you to testify from your own memory, without being influenced by what the other witnesses say.

Oaths or affirmations: Before giving evidence, all witnesses must swear to tell the truth, either by taking an oath on a Bible, or giving a solemn promise known as an affirmation. You may also take an oath in a form that is recognized by your religion. If you choose to do this, please inform the defence lawyer or Crown attorney before your appearance date. In all cases, the clerk will ask you if you promise to tell the truth, and you should answer 'I do'.

Questioning: You will be questioned first by the lawyer who asked you to appear. This is called "examination in chief". Then comes the "cross-examination", the questioning by the lawyer for the other side.

After you have given testimony, you may stay for the remainder of the trial if you wish, unless the judge tells you otherwise.

What is perjury?

Perjury is a criminal offence, and it occurs when a witness tells a lie. It carries a jail term of up to 14 years. There is also the crime of "attempting to obstruct justice", which includes accepting or agreeing to accept a bribe for not giving evidence, or lying under oath.

What if someone threatens me about giving evidence?

Contact your local police immediately. If this happens at the court house while you are waiting to testify, report it immediately to a police officer. This is an example of "attempting to obstruct justice".

What if I incriminate myself with my testimony?

The Charter of Rights protects you from self incrimination - that is, giving testimony that may be used against you in another court case. If you have a question about this matter, it's best to consult your own lawyer or the lawyer who contacted you to appear in court.

4. DOs AND DON'Ts OF BEING A WITNESS

Do go over your statement with the lawyer who called you, if you feel a need to do so before you get called into the courtroom.

Do speak louder than normal when you are in the witness stand, even if you have a microphone. In some cases, the microphone is only for recording what you say.

Do be respectful while in court. Address the judge as "Your Honour", "Sir" or "Madam".

Do talk to the judge if something is bothering you or if you have a question during your testimony.

Don't worry if during cross-examination, the opposing lawyer tries to raise doubts about your testimony. That is his or her job. Remain calm, and answer questions to the best of your ability, even if you have to repeat yourself.

Don't discuss your testimony with other witnesses during the trial. This restriction applies before and after you take the witness stand.

Don't guess the answers to questions. If you don't know, say so. If you didn't understand the question, ask for it to be repeated. If you are sure about one part of your answer, but not another part, let the judge know.

5. SOME TIPS

It can be a long wait before you get to the witness stand. So, you may wish to:

- bring books, or anything to help you pass the time quietly while you wait outside the court room for your turn to testify.
- take along a family member or a friend to keep you company. (If the person is not a witness, he or she may be able to stay in the courtroom while you give evidence.)

- make sure you have food, or enough money to buy something to eat, in case you have to wait through mealtimes.

Also, not every court office has separate waiting rooms for witnesses and accused. If you are worried about waiting in an open area, mention this to the lawyer or Crown attorney who called you to appear. If the Crown attorney is busy with other cases, bring your concerns to the attention of the officer in charge.

It is possible that you may arrive at court but not give testimony, either because of an adjournment or because the accused has changed the plea to guilty.

6. OTHER SERVICES FOR WITNESSES

Interpreters

Interpreters are available at no cost. If you want an interpreter, tell the police officer in charge of the case, the lawyer who contacted you to appear in court, or the court clerk, before your appearance date.

Expenses and Allowances

Witnesses are automatically entitled to a small travel allowance, paid by the court in which they appear. Depending on the circumstance of each witness for the Crown, the Crown attorney may also authorize payment of additional travel expenses, accommodation expenses, or an advance of funds.

To find out more about expenses and allowances you can claim, contact:

- the **officer in charge** of the case;
- the **Crown attorney** or lawyer for your case;
- the **court administrator**, if you are appearing in the Ontario Court (Provincial Division); **or**
- the **sheriff**, if you are appearing in the Ontario Court (General Division).

Make sure you leave your address with whomever you contact, so your payment will reach you.

FINALLY...

If you need more information about your court appearance, you should contact the court clerk, sheriff, or court services manager in the courthouse in your area. The telephone number of the criminal court in your area can be found in the blue pages at the back of your telephone directory under 'Government of Ontario, Attorney General.

5. Contacts and Other Resources

For more information, staff may speak with their general manager or vice president, or contact the VP of Risk Intelligence.



Technology Incident Response Plan

Original issue date: November 1, 2014

Last revised:

1. Objective/Introduction

A Technology Incident Response Plan is an organized approach to addressing and managing the aftermath of a technology security breach or attack (also known as an incident) against the association. The plan is in place to ensure any technology incident is reported immediately to the appropriate people AND immediate action is taken to control, eliminate and determine root cause of incidents. The plan includes procedures that define, in specific terms, what constitutes an incident and provides a step-by-step process that should be followed when an incident occurs.

The goal is to manage the situation in a way that limits loss or damage and reduces recovery time and costs by:

- Identifying accountability for responding to technology security incidents
- Ensuring appropriate escalation
- Ensuring effective management response to technology security incidents
- Streamlining the response
- Securing and protecting data/information in order to minimize impact of incident to the association - containment

2. Definitions

Technology security incident, for the purposes of this plan, includes events where there is suspicion that:

- Confidentiality, integrity or accessibility of YMCA of Greater Toronto data has been compromised; or
- Systems or infrastructure has been attacked or is vulnerable to attack

Types of Technology Security Incidents

Security incident types include but are not limited to:

- *Malicious code attacks* – attacks utilizing programs such as viruses, Trojan horse programs, worms, rootkits, sql injections, and scripts to gain privileges, capture user credentials, and/or modify audit logs to hide unauthorized activities.
- *Unauthorized access* – includes unauthorized use of systems via legitimate user account(s), unauthorized access to files and directories, unauthorized operation of “sniffer” devices or rouge wireless access points and/or networks.
- *Disruption of service* – includes erasing of programs and/or data, mail spamming and phishing, denial of service attacks and/or altering system functionality.

- *Misuse* – involves the use of technology resources that can harm in any way YMCA of Greater Toronto’s brand, its constituents, funders, and/or partners.
- *Espionage* – stealing information to subvert the interests of the association and/or its constituents, funders, and/or partners.
- *Hoaxes* – communication of any kind (email, tweet, blog, post, etc.) warning or notifying of a non-existent threat or event.
- *Unusual events* – includes erratic and persistent unusual system behavior on desktops/laptops, servers, printers, and/or network that inexplicably lock out users or the execution of unsanctioned processes running and consuming excessive computing resources.

Incident Severity

Incidents will be classified by the Technology Security Incident Response Team (TSIRT) Coordinator based on the perceived impact on the association:

- **Minor** – incidents for which there are routine solutions. Sensitive information has not been exposed or accessed by unauthorized parties.
- **Medium** – incidents that do not have routine solutions but are limited in their impact to the association.
- **Severe** – incidents that involve significant exposure of sensitive information/data and/or impact a significant number of users or the association’s ability to operate.

Information Security Unit

The Information Security Unit led by the GM, Information Technology, reports to the SVP, Information Technology, and has responsibility for the technology security for the Association.

TSIRT Coordinator

The TSIRT Coordinator is part of the Information Security Unit and is responsible for managing incidents to resolution.

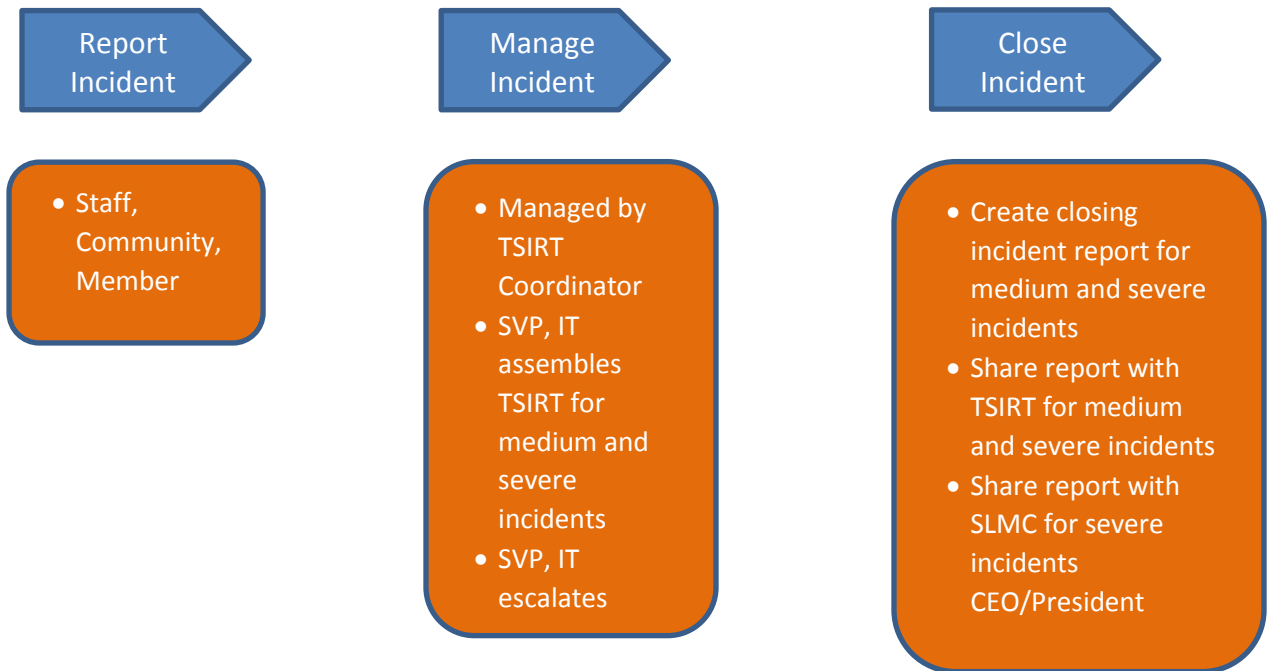
Technology Security Incident Response Team (TSIRT)

A TSIRT is assembled by the SVP Information Technology and is drawn upon as needed. The team may be comprised of subject matter experts from the following areas:

- Information Technology
- Operations
- Communications
- Risk Intelligence
- Human Resources
- Finance

3. Technology Environment

Incident Response Plan Overview



Application

This plan applies to technology security incidents that affect YMCA of Greater Toronto's information technology environment (infrastructure, physical assets and data) including but not limited to servers, desktops/laptops, tablets, mobile devices, firewalls, routers, switches, applications, and databases.

4. Procedures

4.1 Reporting a Technology Security Incident

Any staff that suspects a technology security incident must immediately report the incident to IT via ITSupport@ymcagta.org or dial 416-928-3362 ext. 22022 to speak with an IT manager.

Where the technology security incident involves physical security issues in addition to technology security issues, the incident must be reported to your facility manager or GM at your YMCA location who will in turn contact IT.

4.2 Managing the IT Information Security Incident

a) IT Staff Response for All IT Incidents

IT Information Security staff will:

- Create an incident file
- Assign a TSIRT Coordinator
- Identify the scope and type of problem, including classification (minor, medium, severe)
- Notify appropriate department leads
- Take corrective action as described in the guidelines for securing and preserving electronic evidence
- Report, as needed, to the appropriate department lead for further action or discipline
- Close the incident

b) Medium and Severe IT Incidents

The SVP, Information Technology will:

- Form a TSIRT to include the relevant owner(s) of the data or issue

TSIRT Coordinator will:

- Provide regular briefings to the TSIRT by email at least once a day and more often at the outset ... even if there has been “no change”
- Write a closing incident report that is shared with the TSIRT

c) Severe IT Incidents

The SVP, Information Technology will:

- Escalate the incident to the CEO and President
- Inform Senior Leadership Management Circle (SLMC)
- Formulate a communication plan for internal staff, and any external audiences and Board as determined by the President and CEO
- Receive regular updates and reports on developing risks from the TSIRT and communicate them to the senior leadership team.
- Activate the YMCA Disaster Recovery Plan if the situation requires, based on the impact and nature.
- Provide a closing report to the senior leadership team.

d) Closing the IT Incident

A closing incident report shall be prepared by the TSIRT Coordinator for medium and severe incidents. The report shall include:

- Chronology of the incident and actions taken
- Scope of risk the association faced during the incident (e.g. # of records, degree of exposure, impact on member privacy, etc.)
- Description of action taken to mitigate and resolve the issue
- Communications that took place
- Brief explanation of basis for key decisions
- Evaluation of whether response plan was followed
- Identification of internal improvements to infrastructure, systems, the incident response plan, and any other actions that are recommended, with monitoring for effective implementation.

e) Ongoing Review

The IT management team regularly reviews incidents for trends, and reviews options to safeguard the Association. We also leverage vendor relationships to stay abreast of emerging technologies and methods that can reduce or minimize technology risks.

6. YMCA Related Policies/Procedure and Reference Documents

- **YMCA Disaster Recovery Plan**
- **YMCA Acceptable Use of Technology Policy**
- **YMCA Mobile Devices Policy**

7. Contacts and Other Resources

For more information about IT incidents and response, staff may speak with their supervisor or general manager. For further guidance and support, managers may contact the Senior VP of Information Technology.



Section 2

Communication Protocols

- Introduction
- Media Relations
- Brand Standards
 - YMCA Brand Camp Resources
 - Y Way Intranet Resources
 - YMCA Brand Guidelines & Training
 - Brand Templates
 - Stationary
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- Online and Social Media Accounts
- Social Media Messaging
- Online Presence – Policies and Procedures Acknowledgement Form
- Online Ads/Messaging
- Photo/Video Consent and Release Forms
- Copyright
- Managing Electronic Communications
 - a. Email
 - Etiquette
 - Internal Distribution Lists, Templates & Staff signatures
 - Member, Volunteer, Donor, Participant or Community email
 - b. Text /SMS Messaging
- Program Marketing



YMCA Communication Protocols

Introduction

The YMCA communications protocols and guidelines have been established to help YMCA staff construct professional and effective communications both internally and externally.

Communication and Marketing Services Overview

The Marketing and Communications Department is structured to provide high quality communications support to the Association, including advertising, promotion, marketing, public relations, media relations and sales support – and to develop effective communication channels with internal and external partners. The Marketing and Communications Department will work together with communication representatives across the Association to ensure consistency in the development and implementation of all services.

[Communications and Marketing Team Contacts](#)

Communications also publishes an annual “Conversation Calendar” that outlines key themes and activities for each fiscal year. These can be access through the Y Way Intranet site and are updated regularly throughout the year.

Navigating Communication Protocols

Click on the [red hyperlinks](#) to go directly to the section indicated

Click on the [blue hyperlinks](#) to go directly to the appropriate Information Y-Way or email address or website resource.

Other Resources

See also the following YMCA Operating Policies:

- Asset Protection Policies and Procedures – YMCA Operating Policies
- Acceptable Use of Technology Policy – 5.VS.6
- Electronic Communications Policy – 5.VS.7
- Protecting the Privacy of Personal Information Policy – 3.VS.2



Media Relations

Original issue date: June 1, 2004

Last revised: May 1, 2014

1. Objective/Introduction

The YMCA of Greater Toronto is one of many charities and service providers competing for media attention in an increasingly complex environment.

2. Media Relations Standards and Procedures

Supervisors shall follow these standards and procedures for media relations:

- YMCA maintains open lines of communication and will work with all stakeholders in a timely and professional manner to protect and enhance the YMCA's reputation.
- All communications, whether reactive or proactive, will honestly and transparently reflect the facts as they are known.
- YMCA will be accessible to the media.
- YMCA will be accountable.
- YMCA responds to media requests for information in a timely manner.
- Only qualified YMCA spokesperson(s) will represent the Association to media and journalists. Qualified refers to staff or volunteers who have completed current media training.
- Media relations involving major media outlets will be managed by the Communications Department. Media relations involving local media outlets will be managed and maintained by local YMCA Representatives in conjunction with the Communications Department.
- Press conferences, photo shoots/film or television crews for projects related to the YMCA are approved and managed by the Communications Department.
- Media will always be accompanied by a staff person when filming in a YMCA location.

YMCA staff members are required to contact the Communications and Marketing team as follows:

- Before contacting a TV or radio station with a story idea or press release, to co-ordinate with other stories that are being pitched or planned and receive advice on best approach for a story
- Before contacting a reporter, editor or columnist at a regional publication
- Immediately upon being contacted directly by a reporter, editor or photographer from any of the above (either phone contact or if they show up at a centre or program site). Staff will receive counsel on how to work with the reporter or photographer, including steps required to notify members and/or parents, identification and preparation of a spokesperson and any potentially negative aspects to watch for in a story.

Things to remember when dealing with the media:

- If you are not the approved spokesperson do not speak to media – refer them to the Communications department by using statements such as:
 - “I am not the right person to answer that question, but I will find out who is and have them get back to you”;

- “I cannot speculate on the answer as I don’t have the full information. I will have someone get back to you promptly”;
- “It would be appropriate for you to ask the question of...” (our spokesperson, appropriate authorities such as the police, the school, etc.)
- Understand reporters have an obligation to provide reliable and accurate information to their audiences and they will get that information with or without cooperation.
- Nothing is EVER off the record
- Reporters often record everything, including phone conversations
- Consider the place to conduct an interview ahead of time to ensure its appropriate and YMCA branded. Also consider the choice of branded clothing.
- Private or confidential information should never be disclosed. The response should be “I cannot discuss it because the information is confidential

MEMBER PRIVACY - Should there be a media query about an incident related to a specific member:

- If asked to confirm if in fact a child/youth is a member / attends a YMCA program – we would not release that information / confirm a child’s enrolment or location for privacy reasons
- If asked for any information on a specific member, we would advise media that the information is private, cannot be released other than to the appropriate authorities (ie: police, children’s aid, etc.)
- In all cases we will re-assure the media that the YMCA is open, supportive and engaged with the appropriate authorities (ie: police) and is providing whatever information is required to ensure the safety of our members.
- If the police for example are involved, you can always refer a reporter to contact the “appropriate authorities” as we are not legally able to release any information.
 - “We have no comment. As you can appreciate, we cannot comment on a specific member’s private information”

3. YMCA Related Policies/Procedures and Reference Documents

- **Business Continuity Planning (BCP) 4.S.2** – outlines procedure in a crisis or disruption.
- BCP Model Reference: [Crisis Escalation Overview](#)

4. Contacts and Other Resources

For more information about these procedures, contact:

communicationsupport@ymcagta.org

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Brand Standards



Original issue date: January 1, 2013

Last revised: May 1, 2014

1. Objective/Introduction

A consistent image is one of the easiest ways to display integrity and to emphasize the professionalism that's mandatory for the YMCA brand image. However, our brand is more than just a logo. Our brand is about bringing people together to strengthen the foundations of community. It represents the trust we have built up over the years and speaks to the history and community we serve.

Our goal is to communicate our brand in a way that's human, approachable, non-corporate and conversational. The YMCA is about building healthy, safe and vibrant communities. To emphasize this, we are introducing a new tagline, *Building healthy communities* and a new set of brand values: determined, genuine, welcoming, hopeful, nurturing and fun.

2. Procedures

Supervisors and managers shall:

Follow the instructions and guidelines in our brand manual in order to build our brand

Toolkits

- a) www.ymcabrandcamp.ca

YMCA Brand Camp is the central place for YMCA trained and approved staff and external vendors to access the latest YMCA brand guidelines and Canada-wide assets.

YMCA Brand Camp is managed by Y Canada and access is approved by the Greater Toronto Communications and Marketing team to those staff and vendors who need design files and tools.

[Y Way](#) Intranet Site

For easy access to the most often used brand guideline elements, all staff can quickly access the following through our intranet site:

- b) [YMCA Brand Guidelines and training modules](#)

For easy access to Microsoft word templates for newsletters, flyers, posters, invitations, PowerPoint presentations, and other commonly used communication materials visit "Brand Central Station" on the Y Way. If you require a template that hasn't yet been created, please email communicationsupport@ymcagta.org

- c) [Brand Templates](#)

Please refer to the section below on “Preferred vendors” for more information on external template printing and delivery (e.g. program material templates, signage, stationary etc.).

d) Stationary

Please refer to the section below on “Preferred vendors” for more information on ordering business cards, letterhead, folders and other stationary branded products. Within the brand templates Y Way section, you will find links to our letterhead, report covers and YMCA manual templates.

e) [Naming Architecture](#)

A naming tool establishes a standardized set of criteria for creating new program or location names and identifies where naming consistency is important across our network. This tool provides clarity on how we have aligned our naming architecture with our new brand guidelines so that all names are logical and intuitive for our various audiences.

Name changes or additions must be approved by the VP Communications and Marketing so that the appropriate system-wide changes are adapted and trademarks are secured.

3. YMCA Related Policies/Procedures and Reference Documents

- Asset Protection Policies and Procedures
 - 5.VS.1 Media Relations
 - 5.S.2 Media Requests
 - 5.S.3 Crisis Communications
 - 5.S.4 Brand Standards
 - 5.S.5 Digital Standards
 - 5.S.6 Mobile Devices Policy
- 5.VS.6 Acceptable Use of Technology Policy
- 3.VS.2 Protecting the Privacy of Personal Information

4. Contacts and Other Resources

For more information about these procedures, staff may speak with their manager or contact the YMCA Communications Department.

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Online and Social Media Accounts

Original issue date: June 1, 2006

Last revised: May 1, 2014

1. Objective/Introduction

Better adoption of digital culture, technology and new media will allow the Y to connect with our staff, members, volunteers, donors, community and other key stakeholders like never before. Both in our personal and professional lives, we've seen the rise of digital platforms, like Facebook, Twitter and blogs, create amazing opportunities to share, connect, inform, escape, inspire and commune online, and really humanize organizations. Our YMCA needs to be leading this movement and showcasing all our great stories and starting new conversations in the vast digital world "out there".

While we have provided all staff wanting to learn more about social media and how to become involved the new [YMCA National Digital Engagement Guidelines](#), dedicated YMCA staff who are acting as official YMCA spokespeople by managing accounts and posting content online require additional support as outlined in the sections below.

Note: our use of Acceptable use of Technology Policy – 5.VS.6 outlines that all staff engaged in social media mentioning their affiliation with the YMCA must ensure their accounts indicate for example, *"The views and opinions expressed by me on social media are my own opinions and do not necessarily reflect the position or policy of YMCA Of Greater Toronto"*.

All YMCA official social platforms must be clearly identified as YMCA accounts and are registered with the YMCA Communications and IT teams. They are designed to:

- To engage local communities (members and non) and increase connections within the communities we serve
- Increase comprehension and relevance – deepen public awareness of the Y's work
- Attract new members, volunteers, donors, etc. by developing the Y's profile as a leading authority on the health and well-being of children, youth and young adults
- To communicate the Y's thought leadership in key strategic areas such as physical and mental health, readiness for academic achievement, employment and social development.

2. YMCA Platforms

Quarterly the YMCA Communications team publishes a chart of all approved YMCA accounts and approved staff teams. For details, please refer to the Y Way. Our most commonly used platforms include:

2.1 ymcagta.org

The YMCA of Greater Toronto will be moving its websites in 2014 and 2015 to a new software management solution and consolidating much of its online presence. This adjustment will also ensure our online platforms are compliant with accessibility legislation and accessible on mobile phones and other devices.

All YMCA websites must be connected to the main website and use a “.org” URL (uniform resource locator). All YMCA URL’s are approved, established and managed by our IT and Communications teams.

A number of vanity domain name (URL) can be created to be used in marketing materials or to track specific marketing initiatives. There are also approved, established and managed centrally and sometimes in partnership with other YMCA’s or Y Canada. An example of a vanity URL is askYnot.ca

The YMCA Communications and Marketing Department is responsible for working with program teams who manage the content of the website. To request a change or correction to the website, please email webupdates@ymcagta.org

2.2 blog.ymcagta.org

All YMCA blogs must be connected to the main blog page. The YMCA of Greater Toronto will be moving all blogs in 2014 and 2015 to a new cloud based software management solution and consolidating our blogs onto a single, integrated platform for easier audience reach and access.

2.3 Facebook

Page - There is only four approved Facebook pages with many approved content posters who can target audiences by a number of demographic (e.g. age, gender etc.) and geographic (e.g. city) filters.

www.facebook.com/ymcagta

- YMCA Camp Pine Crest
- YMCA Cedar Glen Outdoor Centre
- YMCA Academy

Groups - There are a large number of YMCA Facebook groups (e.g. Health & Fitness groups, Youth groups, etc.) that allow groups of YMCA members to self-organize, communicate and collaborate. These groups can be public or private (to protect for example the identity of youth participating in our programs).

All groups should have at least 2 staff or volunteer administrators. These staff should be enthusiastic about sharing information and connecting with current and potential members of the group. They will need to be on Facebook on a regular basis (multiple times per week) and should review the **Group Administrator Privacy Setting Recommendations and Considerations**

Contact webupdates@ymcagta.org for further assistance on setting up and maintaining an effective group or to find out who else is operating groups you could connect with to share learnings.

YMCA Member Affinity Groups - These are non-YMCA staff supported and self-forming affinity groups (e.g. YMCA Member running group) but can be linked to an official YMCA page to keep members updated.

2.4 YMCA Twitter Accounts

There are a number of YMCA twitter accounts focused on wither a particular areas of interest for communities (e.g. @YMCAGTACamps, YJobsYorkRegion) or a particular region/location (e.g. @Central_YMCA). Our main twitter account is @YMCAGTA.

2.5 Other accounts: include Pinterest, Instagram, Flickr, LinkedIn YouTube, etc.

3. Procedures

Outlined below are procedures to establish an approved YMCA online account.

Dedicated staff would be posting on behalf of the YMCA of Greater Toronto. This could mean they are assigned to update public content on the website or participate in various social media channels. Many of these staff could also be managing social media community volunteers who are working on the content development or drafting content postings as well.

Content Owner = responsible for approving the content published and managing any escalated issues

Content Poster = responsible for daily activities / content posting that could be from multiple sources / volunteers. May or may not be writing the content that is posted.

To establish an approved account or assign a new staff person:

- I. The General Manager must send an email to webupdates@ymcagta.org outlining the following information:
 - Which online tool you are requesting set up for (i.e.: YMCA website, Facebook, twitter, etc.)
 - Which employee / volunteer is being authorized as spokesperson
 - Which senior staff person will remain responsible for the content published and management of any escalated issues

Assigning a staff person requires an adjustment to their job description and performance planner. For example: YMCA Website Job Description Additions could include:

- Ensure landing web content (i.e.: events, programs and schedules, alerts, and contact information) is up to date and relevant
- Ensure that high priority alerts (i.e.: HFR pool closings, changes in program schedule, building access changes, etc...) are published and removed in a timely manner.
- Ensure that published content meets all guidelines.
- Record and report all Content Management System errors to webupdates@ymcagta.org
- Report and escalate any issues to your appointed senior staff person
- Provide monthly performance and impact reports to your appointed senior staff person
- Provide the senior staff person and YMCA Communications team with each password change / account access information.

General Managers must also ensure the staff person has reviewed our volunteer policies, operations policies, privacy policies, and technology policies – as well as our National Digital Guidelines (**e.g. no YMCA online account can connect directly with members under the age of 13**) and Brand Standards

(e.g. copyright and photo usage requirements). Four key policies that underline all our online communications are:

- Acceptable use of Technology Policy – 5.VS.6
- Protecting the Privacy of Personal Information Policy – 3.VS.2
- Electronic Communications Policy – 5.VS.7
- Asset Protection Policies and Procedures – YMCA Operating Policies

II. The Communications team will assist the General Manager in:

- Working with HR to adjust the job description
- Advising on what they may need to budget to enable your staff person (i.e.: software licensing costs)
- Ensuring the new user is set up and trained on the appropriate YMCA software (Content Management System, Hoot suite, etc.)
- Ensure the new account is set up to be compliant with YMCA policies
- Ensuring the new users has access to training so that they understand the online environment, their roles, the local marketplace and audience, the external challenges and opportunities we face, and the diversity of our audiences to promote greater social inclusion and diversity

Additional guiding principles:

- Prior to launch the General Manager has approved the overall strategy – the objectives of the online presence, level of resources dedicated to supporting (budget, staff time / scheduling, etc.) and reporting metrics required to evaluate performance (e.g. measurement tools are in place, user feedback is monitored, links and updates are maintained, etc.).
- Prior to launch the team has reviewed an escalated issues plan for addressing any potential issue. For all YMCA accounts passwords are registered with the YMCA Communications team. This ensures that in the event of an emergency the General Manager (through our BCP process) can free up local resources and request the VP Communications take over a YMCA account and manage all communication channels centrally. In the event of power failures or other disruptions that may hamper local teams access to services, the centralized team can ensure ongoing communications is maintained.
- Any new staff member is to be provided with the appropriate training - around software tools, how to review content metrics to learn what content is of interest to their audiences and what people are responding to, what reporting they must generate, and details on our annual conversation calendar / Association-wide content being developed to support our plans.

4. YMCA Related Policies/Procedures and Reference Documents

- Acceptable use of Technology Policy – 5.VS.6
- Protecting the Privacy of Personal Information Policy – 3.VS.2
- Electronic Communications Policy – 5.VS.7
- Asset Protection Policies and Procedures – YMCA Operating Policies Manual

5. Contacts and Other Resources

For more information about these procedures, staff may speak with their manager or contact the YMCA Communications Department.

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Online Presence – Policies and Procedures Acknowledgement Form

This form must be completed and reviewed with employees who are assigned to the Digital Production and Digital Strategy Team, in collaboration with their supervisor, as part of their orientation to their role with respect to their on line presence responsibilities. It is recommended that staff regularly review the resources to refresh their knowledge. The training is available on Information Y-Way and <http://ymcagta.learningyway.org/learning/>

I have reviewed the YMCA Operating Policies and Management Practices and I have paid particular attention to the following:

- Acceptable Use of Technology Policy
- Electronic Communications Policy
- Protecting the Privacy of Information Policy
- Social Media Policy
- Terms of Use (public policy posted on the YMCA website)
- Website Privacy Policy (public policy posted on the YMCA website)

I have also reviewed:

- Communications Protocols

As an employee engaged in communications on behalf the Association, I acknowledge that I have read and understand the policies and procedures listed above and have been provided an opportunity to discuss with my supervisor all YMCA Policies and Procedures.

In addition, I understand:

- YMCA Operating Policies and Management Practices are revised from time to time, and that I am responsible for reading all updates;
- As a condition of employment, I agree to abide by YMCA policies and procedures. I understand that failure to follow a YMCA policy or procedure may lead to disciplinary action up to and including termination.

Employee Full Name

Employee Signature

Date

Supervisor Signature

Original Copy to be placed in Employee File in the Human Resources Department

Photo/Video Consent and Release Forms



Original issue date: June 1, 2004
Last revised: May 1, 2014

1. Objective/Introduction

Often the YMCA makes use of the sounds and images of members, volunteers and staff to tell YMCA stories. To do this legally, there is a need to have express permission of the individuals involved. If written consent has not been obtained, the YMCA is open to potential legal challenges in the future.

2. Procedures

Supervisors shall ensure that staff use YMCA photo/video consent and release forms, designed to allow the YMCA to use photo's, video's or audio recordings of members, volunteers, staff and their children in any communications piece produced *for the YMCA*. Third parties cannot use the YMCA forms.

[Photo/Video Release Forms](#) are available in English and French on the Y Way. In addition, program registration forms should include appropriate permission requests for data and image collection and use. For example: [2014 Camp Registration Form](#)

If for any reason an individual does not want to participate, their wishes must be respected. Parents should be given as much information as possible and a clear option not to participate.

To protect the privacy of our members please note it is also not permissible for members to use camera or recording equipment within any YMCA change room or pool deck area. All our change room entrances are signed to ensure members are aware of this rule.

For non-YMCA usage (e.g. a member, parent or an outside TV or film company) the third party must use their own release form and have participants sign prior to filming in a YMCA location. **Please note this means a parent cannot film or take a picture of their child participating in a YMCA program without the consent of all other parents / children participating.**

Official News crews will often record/film the permission at the start of an interview. Please note, a release form is not required when filming in public spaces (e.g. a city sidewalk outside a YMCA).

Once the forms have been completed, please scan and email them to the Communications Department (communicationsupport@ymcagta.org) or interoffice mail the paperwork so it can be kept on file for future reference.

3. YMCA Related Policies/Procedures and Reference Documents

- Protecting the Privacy of Personal Information Policy – 3.VS.2

4. Contacts and Other Resources

For more information about these procedures, please contact the Communications Department.



Copyright

Original issue date: June 1, 2004

Last revised: May 1, 2014

1. Objective/Introduction

All YMCA of Greater Toronto master contracts should include appropriate intellectual property rights, including copyrights and ownership rights. In cases where a project is being managed and there is no contractual arrangement, the YMCA must ensure rights are managed appropriately.

Please refer to the Communications and Marketing team for guidance on ensuring the YMCA is compliant with all copyright legislation.

2. Legislative Context

Copyright Act of Canada - The right to produce or reproduce, perform or publish material or work

3. Procedures

Supervisors and Managers must:

- Ensure staff obtains consent from the copyright owner or publisher before using or making copies of a work (text, photo, video, design, etc.) Canada's *Copyright Act* does permit the copying by individuals of parts of work for private study or research, known as "fair use or dealing".
- Many copyright owners or publishers will allow limited photocopying, at no charge, if the materials are strictly for personal or educational use.
- Copyrighted materials may not be modified in any way (e.g. cropping a photo) and the copyright notice must appear on each copy of material(s) you make.
- All YMCA contracts with preferred vendors contain appropriate intellectual property and copyright provisions. Please contact the Communication Team to access the terms for use of material. For more information about preferred vendor contracts in general, please contact YMCA Procurement.
- Please refer to our general [copyright waiver form](#) for projects being undertaken with no formal contract

Best Practice Tips: Avoiding Plagiarism or Copyright Infringement

Like most organizations, our YMCA and employees need to be mindful of the exposure to claims of plagiarism, copyright infringement, and misappropriation of ideas or unauthorized use, when developing materials, programs or workshops.

Plagiarism is the use of others' work and misrepresenting that work as one's own without giving the author credit. This includes use of another's ideas, words, data, computer programming, or reprinting of diagrams, illustrations, charts or pictures.

Copyright is the exclusive right to copy a work (such as books, drawings, computer programs) or allow someone else to do so. The rights protected by copyright include the right to reproduce the work or any substantial part thereof, to perform or communicate the work in public or, if unpublished, to publish the work. Generally, the

owner of the copyright is the creator of the work, or the employer if work was created in the course of employment.

What follows are some common controls to avoid plagiarism or copyright infringement risk:

- Always reference the use of someone else’s ideas or findings, by giving credit in a citation, footnote, or endnote. (An exception, is the use of material that is “common knowledge” which may be defined as material easily found in general reference sources, or found undocumented in at least five other sources, and is information readers may already know.). Following careful techniques when taking notes or downloading from another source, by noting the bibliographic information right beside the information, is the best way to avoid accidental plagiarism.
- *OWL at Purdue University* (www.owl.english.purdue.edu) suggests the use of quotations, paraphrases or summaries when developing material, serves many purposes which include providing support for or adding credibility to your work, or giving examples of points of view on a subject. Use **quotations** when using a narrow segment of the source document word for word, by placing the words or phrases in quotation marks, and attribute the quotation to its source. **Paraphrasing**, by putting a (longer) passage from source material into your own words, or **summarizing**, by putting main ideas into your own words as a broad overview of source material, also need to be attributed to the original source by mentioning the source name at the beginning, or in the middle, or at the end.
- Obtain consent from the copyright owner or publisher before making multiple copies of a work. Canada’s *Copyright Act* does allow the copying by individuals of parts of works for private study or research, known as “fair use” or dealing. Many copyright owners or publishers will allow limited photocopying, at no charge, if the materials are strictly for personal or educational use. When photocopying, the material may not be modified in any way. Also, the copyright notice must appear on each copy of material(s) you print and distribute. Contact the copyright owner or visit the publisher’s web site, for more information on their terms for use of material.

Ongoing staff awareness of best practices when developing materials will help us avoid the risk of plagiarism or copyright infringement, and foster trust and integrity at our YMCA.

4. YMCA Related Policies/Procedures and Reference Documents

- Asset Protection Policies and Procedures – YMCA Operating Policies

5. Contacts and Other Resources

For more information about these procedures, please contact the Communications Department.

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Managing Electronic Communications

Original issue date: June 1, 2004

Last revised: May 1, 2014

1. Objective/Introduction

The purpose of the YMCA Electronics Communications Policy and Procedures is to clarify expectations when communicating electronically, for all staff and any volunteers sending communications on behalf of the YMCA. By following this policy and procedures, we are respecting the right of individuals to control who can send them electronic messages, in keeping with Canadian Anti-Spam Legislation (CASL) requirements. We are also enhancing our commitment to privacy and responsible use of technology at our YMCA.

Electronic communications systems, all messages generated on or handled by electronic communications systems, and employee's electronic files including back - up copies, are considered to be the property of the YMCA of Greater Toronto, and are not the property of users of the electronic communications services. This includes YMCA messages on personal devices such as desktops, laptops, printers, cell phones, blackberries, etc.

Canada's anti-spam law (CASL) takes a technology-neutral approach, so that **all forms of electronic messages** sent by any means of telecommunications are captured under the law introduced in 2010.

The law covers emails, YMCA Short Message Services (SMS or text messaging), social networking, websites, uniform resource locators (URL's) and other locators, applications, blogs, and Voice over Internet Protocol (VoIP).

2. Legislative Context

- Canada's Anti-Spam Law (CASL) – Law which discourages the reliance on electronic activity to carry out commercial activity

3. Procedures

Supervisors and Managers shall:

Ensure that all users are responsible by following the guidelines that have been established for using our systems to deliver electronic communications. It is designed to set forth general principles and compliment the following policies:

- Electronic Communications Policy – 5.VS.7
- Acceptable use of Technology Policy – 5.VS.6
- Protecting the Privacy of Personal Information Policy – 3.VS.2

Any exceptions to these procedures must be approved by the VP Communications and Marketing and Senior Vice President Technology and Information. The maximum fines for non-compliance with CASL legislation are \$1 million individually and \$10 million for an organization.

3.1 Email

Email has become an essential tool for business communications. How we communicate through email is part of our image as an Association. The following protocol and guidelines have been established to help you construct professional and effective email communications that uphold the standards and values of the YMCA of Greater Toronto.

3.1.1 **Email Etiquette:** Staff shall follow these guidelines when sending an email:

- Be concise and to the point, and include a meaningful subject line. If your email is longer than four screen lengths, you should consider attaching a document or alternative form of communication channel.
- Be professional, polite and courteous.
- Do not send questionable material through email.
- Do not use email to discuss confidential information. Always password protect sensitive documents before emailing.
- Read your message over carefully, checking for tone, spelling, grammar, punctuation, before you send an email.
- Use both upper and lower case letters. Avoid writing all in capital letters, as this is seen as the equivalent of yelling at someone.
- Avoid hitting “reply all” unless it is absolutely necessary to do so.
- Avoid changing background colors or adding graphics as this makes the email difficult to read.
- If your message is urgent, consider calling the recipient instead of setting the importance flag to “high” (red exclamation !) or calling the individual instead.
- Remember to set your “out of office” notice to advise internal colleagues when you are not reachable / unable to respond to email within a 48 hour period.
- Do use the bcc: field to protect email privacy when sending to a large group and you do not have permission to share email addresses
- Do clearly mark confidential information so it isn’t accidentally copied or shared without permission
- Take care with abbreviations and emoticons
- Remember that you are at all times representing the YMCA of Greater Toronto.

3.1.2 **Internal email communications:** The YMCA has a number of tools and guidelines designed to improve the flow of internal communications:

- **Outlook Distribution Lists:** These lists are maintained by our HR and IT teams and are available through the Association Outlook tool.

Shared Leadership and other groups:

- Senior Leadership & Management Circle (SLMC)
- Capital Implementation Circle
- Operators
- Association Circle
- VP and Up

- **General Management and Up** (*This cluster is comprised of senior staff above the GM level who have general management accountability*)
- **Functional Management** (Staff that require broad organizational knowledge to support their teams / fulfill their cross-Association role)
- **All Staff** (please note that not all staff have email access currently. Ensure you ask supervisors to post copies of emails for all staff to access)
- **All Supervisors** (this list must be requested through HR to ensure an updated list)

3.1.3 Internal E-mail Templates: YMCA internal email templates have already been pre-loaded onto all YMCA computers. The hierarchy is:

- **Hot File/Issue Alert (RED)** – Communication that all general management staff must review and potentially respond to within a short timeframe. (e.g. policy changes, Business Continuity and Emergency Response information updates)
- **Action Bulletin (YELLOW)** - Broad messaging to larger management / supervisory group, but with action-oriented and communication leadership behavior required. (e.g. significant strategic plan & association plan updates or announcements, Organizational-planning & budgeting, Payroll Information, Senior Leader / Circle Staffing Announcements, Action items related to processes, procedures and supports)
- **Information Bulletin (BLUE)** - Basic operational news that staff need to access in order to be successful. Please note: this should align with content posted to our intranet. (e.g. Association plan key messaging and status updates, Operation's or Training Resources or Manuals, Processes and Procedures, Compliance Reminders and Checklists)
- **Announcements (GREEN)** - Organizational news of interest not replicated on website (e.g. upcoming event dates, holiday celebrations and activities, internal news and announcements)
- **HR (Purple)** – The HR Department uses this template for confidential information that is delivered in a personal or secured format or HR Association-wide information.

How to use the templates:

1. Open Outlook
2. Click on "File" on the top menu bar
3. Scroll down to "New" then click "Mail Message"
4. Once the new email screen opens, click on "insert" in that top menu bar
5. Click on "signature"
6. The email template options have been pre-loaded to your computer and should appear in a drop down menu format
7. Select the appropriate template using the hierarchy guide as a reference
8. Click "okay"
9. The template will appear in your screen. You can begin writing your email within the template. Please do not adjust / widen the size of the template to ensure staff using mobile devices are able to read messaging.
10. Please ensure you note at the end of the email a request to Supervisors to print and post so all staff can access information (e.g. Supervisors, please print and post to your bulletin boards that all staff members can access this information)

3.1.4. Staff and Volunteer email Signatures: All YMCA staff (and volunteers sending emails on behalf of the YMCA) must ensure individual communications follow our email signature standards with a personal signature.

Please do not use images or graphics as part of your email signature for the following reasons:

- Decorative fonts, icons, backgrounds and images can present a number of accessibility issues. For example, a person with visual impairment may experience difficulty in seeing the contrast of type/font on a screen if script fonts or dark coloured backgrounds are applied.
- Many firewalls prevent images from being displayed correctly, so they will appear as a box with a red “x” or may be sent as an attachment
- Images lose quality when they are emailed
- Images consume storage space on your email servers if not formatted correctly
 - Blackberries and other devices can have difficulty reading images and/or opening certain attachments. In some devices images can appear as attachments and can cause confusion.

Email Specifications

First Name Last Name, Designation
Job Title

Association Name, Branch Name
Street Address City, Province Postal Code
T: ###-###-#### M: ###-###-#### E: email@address.com
ymcagta.org | facebook.com/ymcagta | twitter.com/ymcagta

Special Message (YMCA Bright Blue, Calibri, Bold, 11 point)

Stand along hand out: <http://informationyway/docs/Lists/formsandtemplates/YMCAForms/NationalEmailSignatureTemplate.doc>



1. Your Name is **Black, Calibri, Bold, 12 point font. Whenever Black is used, make sure the colour is set to Black and not Automatic.**
2. Any designations, such as MBA, follow your name in regular, 11 point Calibri.
3. Wherever there is bilingual text, use a pipe | to separate.
4. Job Title, Association Name, Address Block and Web Content are Black, Calibri, regular, 11 point
5. Association Name is **YMCA Bright Red, Calibri, bold, 11 point**
6. Special Message is **YMCA Bright Blue, Calibri, bold, 11 point**
7. Explanation of letters representing Contact Numbers:
T: Telephone Number
M: Mobile/Cell Phone Number
E: Email Address.
F: for fax number if people send you faxes frequently and require the number.
8. Spacing is as follows:
 - Street Address(3 spaces)City, Province(3 spaces)Postal Code
 - Website.ca(5 spaces)Facebook(5 spaces)Twitter
 - In bilingual signatures, there is one space on either side of the pipe (|)
9. Do not put www. in front of your website address and only select your top 3 online destinations
10. Hyperlink your email and online presence:
To hyperlink to your online sites:

- a) Open your web browser and go to the website you want to link to
- b) Highlight the entire URL in the Address Bar, right click and select Copy.
- c) Return to Word. In your email signature, highlight all the words you want to be hyperlinked
For example, select **ymca.org**
- d) Right click and select Hyperlink...
- e) Copy target URL into Address line
- f) Click OK

11. Your hyperlink has probably been underlined and is now in blue text. For our signature, we wish to remove that.

Use Format Painter to remove blue hyperlink formatting:

To remove blue underline from hyperlinks, use Format Painter.

- a) Highlight your Telephone Number.
- b) Click the Format Painter icon. The icon looks like a paint brush: 
- c) Your cursor should now look like this: 
- d) Now highlight all your hyperlinked text (you can start with your email address and highlight the entire next line with your online presence). After you have selected all the items, release your mouse button and the blue underlining should be removed.
- e) Change font size to 11 if required (sometimes the text size increases)

12. You are now ready to add your Signatures into Outlook. See [Adding Your Signatures into Outlook 2003](#) or [Adding Your Signatures into Outlook 2007 & 2010](#) for instructions.

3.1.5 Member, Volunteer, Donor, Participant or Community email: As our Association continues to make connections using new forms of technology, we rely more and more on the use of group or broadcast emails to reach more people. It is important for supervisors to ensure that staff are aware of the following broadcast email procedure, to protect against unintended violation of Canadian privacy (PIPEDA) or anti-spam (CASL) laws.

Broadcast emails to groups of members, volunteers, donors, participants or community members must be approved by the Communications Department who ensure we are complying with all legislation and not duplicating our efforts / spamming our members. While the Communications Department coordinates the activities of a number of departments, the deployment of emails is not centralized and as new tools are introduced, we hope to make it easier for staff teams to coordinate and manage member communications.

Our Association's Blackbaud software allow us to send broadcast emails to defined groups of key audiences with ease and efficiency and in a manner that is compliant with privacy legislation. It also allows us to track and evaluate the communications we send. All broadcast or group emails issued must only use mailing software / systems approved by the YMCA IT department to ensure they are compliant. All emails must only use lists generated from CASL compliant databases (RE – Donors and Volunteers and Class – Members and Participants). Outlook is not an acceptable tool for mass email communications.

Emails coordinated to audiences can include:

- Registration notifications and deadlines
- Transaction receipts or tax receipts
- Member surveys
- Newsletters
- Promotional updates
- Donation appeals

Currently, if you are requesting a list from our databases or an email to be designed and issued, we ask that you provide at least 3 weeks' notice as this allows the teams to coordinate databases, ensure consent, eliminate duplicates, create lists, design the email and work with you to coordinate timing as we have hundreds of emails issued each month to members.

If you are requesting a list from our databases to survey prospective or current members / participants, these market research surveys must be approved and coordinated with our Research department prior to making the list request.

We work to establish a detailed schedule at the beginning of each year, based upon business plans, and these additional requests require appropriate resourcing. When requesting a centralized mass email please send an email to communicationsupport@ymcagta.org and include the following details.

6. Purpose of the email.
7. Audience – including as much detail in regards to segmentation as possible.
8. Key messages.
9. Timing requirements.

Each of our approved mailing systems has the appropriate footers, signatures or design templates to ensure CASL compliance.

Broadcast, Mass, Group external email Signatures:

All YMCA staff must ensure all external communications follow our email signature standards and are CASL compliant. All YMCA electronic communications must include the following:

- Name of the organization / sender
- Mailing address, email address, web address, and telephone number
- Functioning and easy unsubscribe mechanism (i.e. one click, simple to use...)

3.1.6 Email Security

Email users have the responsibility to follow sound security practices established by the YMCA to protect personal information. Email users should not use email to transfer sensitive data, such as credit card numbers, social insurance numbers or other government issued identification, or bank account numbers. For more information, refer to procedure 3.VS.2 *Protecting the Privacy of Personal Information* in the *YMCA Operating Policies Manual*.

3.2 Text / SMS Messaging

YMCA SMS Messaging programs must be approved by the IT and Communications Departments to ensure compliance with legislation. Short codes for example are managed by the IT and

Communications teams and are administered by the CWTA (Canadian Wireless Telecommunications Association) www.txt.ca

YMCA official SMS platforms have opt out and CASL compliance included. Receivers will see “Text STOP or click <http://url> to unsubscribe” or a similar message.

3.2.1 SMS Etiquette tips:

- Texting while having a face-to-face conversation with someone is just as rude as taking a call during a conversation.
- Don't use text messaging to send a very important message
- Keep things as simple as possible. It is difficult to detect the tone of a text message.
- Reply to people when they send you a text, even if it's just one word. Technology is fallible, so it's always good to know when the message has been received.
- Keep in mind that anything you send as a text message can be traced.
- Don't assume that because you're texting/working that the person you're texting is as able to answer you immediately. If you require an immediate response, or have a lot to say, a voice call is probably the best way to go.

Safety tips:

- You should never share your cellphone number with someone you don't know, or post it on an Internet site (like Facebook or MySpace) or give it out in a chat room.
- If you find yourself or know of someone being harassed by another wireless user via SMS, don't keep it a secret. Report it to your supervisor or encourage youth to report it to a parent or teacher. If youth are having a problem with text messaging bullying, they should report it to their service provider and give them the offending cell number.

You can refer parents or youth to <https://www.protectchildren.ca/app/en/overview> for more information on online safety tips

- You can also report to your wireless carrier if you're receiving unknown messages. You must keep track of the originating phone numbers or email addresses to report.
- Most online text messaging services cost money. Make sure you read all of the details and check before subscribing to online text messaging services to ensure you have the appropriate approvals.
- Like subscription services, texting to download ringtones, wallpapers and themes are rarely free. Keep in mind that there may be a fee for these downloads appearing on your next bill, so you need to get permission in advance for any wireless transactions on behalf of the YMCA.
- Text messages are totally traceable. Please ensure all your communications adhere to YMCA values, policies or procedures.

3.3 Online Advertising / Messaging

YMCA online messaging and advertising, including media buying is approved and managed by the Communications and Marketing Department. This includes paid online advertising and management of the YMCA Google Grant (Google ads supported through a formal grant). Advertising can be impacted by additional governance such as Canadian Competition Law,

Advertising Law, Regulations related to Contests, Consumer Protection Laws, CRTC regulations and Canadian Advertising Standards.

3.4 Social Media

Social media includes blogs/weblogs, microblogs (e.g. Twitter), wikis (e.g. wikispaces), social networking (e.g. Facebook), rich media file sharing (e.g. YouTube, Flickr), virtual worlds, news rankings or bookmarking sites. The YMCA best practices and procedures most conducive to the use of social media are described below.

Social media channels can enhance communication between the YMCA and the communities it serves. It's important to establish 3-4 key objectives for your social media efforts. For example, you can use outward-facing social media to:

- **Recruit** - grow revenue / generate leads or prospective members. Recruit staff, volunteers, employer partners etc.
- **Listen and Learn** - obtain feedback and improve customer service / member satisfaction rates. Get input for program improvement / service improvements – respond and innovate according to a vibrant feedback loop
- **Educate, Engage and Inspire** - build relationships with and among program participants. Build inexpensive communication channels to expand your reach / reduce costs for printing and mailing (and be more green!)
- **Connect and collaborate** - Improve internal communications / team collaboration. YMCA staff and volunteers may not always have convenient access to our internal systems, and increasingly need fast, simple access to relevant information. Social media can be a great way to notify them of important news and events and facilitate their collaboration
- **Raise Awareness** - Promote public events or activities

3.4.1 Social Media Tips

Some of the basic approaches to starting a social media effort include starting small and building incrementally, identifying your target audience and staff who will maintain your social media presence, and outlining guidelines that will protect your YMCA from legal risks. For more information on establishing an account, see the section above on Social Media Accounts.

Note: Personal Usage

In addition to the personal usage requirements outlined in [the YMCA Acceptable use of Technology Policy](#) (e.g. *“The views and opinions expressed by me on social media are my own opinions and do not necessarily reflect the position or policy of YMCA Of Greater Toronto”*), all YMCA employees that reference their employment with the YMCA must also ensure social media accounts adhere CASL standards and YMCA code of conduct when sending electronic messages related to the YMCA. Direct messages sent through Twitter or Facebook, In Mail messages on LinkedIn, etc. **are all subject to CASL legislation**, as they are sent to an electronic address. All consent, identification and unsubscribe requirements must be met.

YMCA staff should also ensure they disclose their relationship to the YMCA when personally commenting on YMCA's programs and services. Staff wanting to learn more about social media should review the [YMCA National Digital Engagement Guidelines](#)

Best Practice Tips:

How do we deliver relevant, engaging, timely information that is considered valuable by our program participants and community stakeholders? Always remember we are not building an online strategy that is segmented by program, geographical or business group - but a consumer/member driven experience.

- Strategically identify conversation partners. Identify the stakeholders you want to reach (e.g., members, community residents, donors, volunteers, partner organizations, etc.). Search for and follow these stakeholders on social media channels and listen to what they're saying.
- Focus on relationships, not technologies. Focus on building relationships and trust with your stakeholders. This is what makes the effort sustainable over time. Foster deeper understanding and emotional connections to our Y.
 - Audiences should consistently see our Y's range of impacts
 - Understand what separates Y from similar organizations
 - See how Y is relevant to them
 - Be spoken to in their language – not “Y Talk”
- Begin with the end in mind. Frame your approach with the goals and objectives that have been outlined for your efforts. Ensure you have appropriate tracking measures in place before you begin.
- Ensure you align to the Association-wide conversation calendar so you are consistent with what the YMCA is positioning in the marketplace.
- Produce engaging content to show Y's diverse impacts. Develop a content mix that is focused on:
 - Healthy Living Content (33%) - What content can we provide to help people live healthy, active lives? What health initiative can we support or engage followers in? What major health research findings /concerns can we comment on?
 - Education Content (33%) – What is the YMCA doing to improve the health of the communities we serve? How can we inspire and motivate our followers? What initiatives or events might our audience be interested in participating in? What's newsworthy or news members can use related to early child development, education, literacy, academic achievement, camping, employment etc.
 - Social Responsibility (33%) – Can we celebrate a civically engaged individual, organization or community? Can we engage a social thought leader in the areas of focus? How can we get people involved in our mission?
- Ensure your posts are a balance of awareness raising (40%), engagement (40%) and call-to-action (20%). Make it fun, though provoking, emotional, and personal.

- Awareness example – current news, inspiring stories, etc.
 - Engagement example – watch video or read the blog
 - Call to Action example – Tweet us!, Like our Page or Take the Poll
- Use high-touch tactics through images, words, and moving pictures to make a personal impact. Boost cross-posting between Facebook, website, blogs, Pinterest, etc. Use the website as home base by linking to it from social networks, blogs, microblogs, and other social media.
 - Be genuine and engaging, and be sure to give as much as you get. Respond to postings by your stakeholders, engage them in conversation, and show interest. Overt sales techniques are unlikely to work in a social media settings; instead, find fun and creative ways to engage your audience.
 - Be mindful of copyright laws when copying content and quoting others. Always use caution in connection with posting content (text, images, videos, or any other copyrightable works) that is not copyrighted to your YMCA or for which you do not have a written copyright permissions agreement that allows your intended use. Just because something is in digital form does not mean it is not protected by copyright.
 - Monitor content. If your site allows posting, monitor it for negative content that can create publisher responsibility and liability. In addition, make sure that you have an effective take-down policy for removing postings and dealing with repeat offenders. Monitor and correct any false or misleading information that may be posted about the Y.
 - Protect YMCA intellectual property. Always use the™, ®, and/or © symbols, as outlined in the YMCA brand manual when using the YMCA name, trademarks, symbols, or copyrighted materials.
 - Protect the confidential and proprietary information of your YMCA, its partners, and its suppliers. Do not disclose YMCA confidential and proprietary information or that of other persons or companies in any online social computing platform.
 - Obtain permission before posting names, photos, or information related to private conversations. If partners, volunteers, donors, other individuals, or organizations have not given specific written permission for their names, likenesses, or identifying information to be used, obtain it before using the material.

Healthy Kids Posting Examples:

What does your 5-12 yr. old do after school? Take the #YMCAGTA poll and see the results! #HealthyKids [LINK to FB poll]

What do you think we can do to help more kids in the GTA stay active? Tweet us! #AskYnot #YMCAGTA

What's the secret to staying active for kids and teens who struggle with their weight? See what Victoria did: [LINK to story]

Top 6 ways your #HealthyKids can stay active after school! 1) Step away from the screens and get outside. [LINK to Toronto Star article]

Here are 7 great tips for making sure your child gets the most out of heading back to school – without making yourself crazy. For instance, if they’ve been staying up later through the summer, start them on their earlier bedtime routine about a week before school starts. [LINK to article]

For more examples, visit one of the YMCAGTA social media sites.

4. YMCA Related Policies/Procedures and Reference Documents

- **YMCA National Digital Engagement Guidelines** – available on Information Y-Way
- Acceptable use of Technology Policy – 5.VS.6
- Protecting the Privacy of Personal Information Policy – 3.VS.2
- Electronic Communications Policy – 5.VS.7
- Asset Protection Policies and Procedures – YMCA Operating Policies

10. Contacts and Other Resources

For more information about these procedures, contact the Communications Department.

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Program Marketing

Original issue date: May 1, 2014

Last revised:

5. Objective/Introduction

The YMCA Marketing and Communications team works with the YMCA Procurement Team to ensure there are approved vendors contracted to assist the YMCA in delivering communications services.

2. Procedures

Staff shall follow these procedures when involved with program marketing activity.

For more information on YMCA Procurement practices visit the [Y Way](#):

- **Stationary:** On the Y Way you will find a step-by-step guide to order online your Business Cards, Envelopes and Letterhead from our preferred vendor Braund

To work directly with a preferred vendor, please contact communicationsupport@ymcagta.org
We can easily refer you to the correct vendor to meet your project needs.

<https://www.informationyway.org/working/dept/Pages/Vendors.aspx>

- Design (Various - for formats including digital)
- Printing (Various)
- Form Printing (Data Group)
- Promotional Items (McCabe)
- Photography (Various)
- Video (Various)
- Advertising (SOS Design, Fourth Dimension)
- Media Buying (Twenty6Two)

3. Contacts and Other Resources

For more information about these procedures, contact the Communications Department.



Sections 3

Finance

- General Responsibilities
- Budget Development and Management Guidelines
- Contract and Lease Review Process
- Charities and Political Activity
- Lobbyist Registration and Interacting with Public Office Holders
- Refer to the YMCA intranet - *Information Y-Way* for the following:

Overview of Finance

Cash Receipting, Banking and Reporting

Accounts Payable

Accounts Receivable

Budgeting

Month End Procedures

Year-End Procedures

Procurement

Appendix with forms and other resources

Finance - General Responsibilities

Original issue date: June 1, 2000

Last revised: September 1, 2010

Objective / Introduction

Commitment to the protection of Association assets is a key way the YMCA demonstrates the core value of responsibility. All supervisors are expected to effectively manage their program's financial assets as part of this commitment, in keeping with our *YMCA Asset Protection Policy* that states: "The YMCA maintains its assets (finances, property, reputation) in a responsible manner to safeguard the interests of the Association".

Procedures

Our commitment to protection of YMCA assets can be accomplished by:

1. Safeguarding all of your program's financial assets, including monies, equipment and materials, from losses resulting from theft, fire and improper or illegal activities.
2. Following financial transaction guidelines in the *YMCA Administrative Procedures Manual*.
3. Ensuring effective budget management by monitoring your budget on an ongoing basis. See additional procedures on next page.

Budget Development and Management Guidelines

Original issue date: June 1, 2000

Last revised:

Objective / Introduction

Supervisors that hold a budget have a responsibility to develop and manage their annual budget effectively, in keeping with YMCA's commitment to asset protection.

Procedures

(To be issued)

Contract and Lease Review Process

Original issue date: June 1, 1989
Last revised: December 15, 2010

Objective / Introduction

The YMCA of Greater Toronto enters into formal contractual and lease arrangements as a part of daily operations, for the purchase and supply of goods and services from others, or to provide YMCA programs in communities we serve. Contracted provision of goods and services may include food, building maintenance, cleaning, security, utilities, and provision of processes that we outsource to specialized organizations. YMCA program delivery agreements involve purchase of service arrangements with local, provincial or federal levels of government.

The YMCA's contract and lease review process is designed to ensure that terms and conditions have been reviewed by authorized staff to ensure YMCA interests are protected, and that senior program staff accountable for the contract, have the appropriate resources in place to fulfill contractual obligations throughout the duration of the contract. In keeping with our *Asset Protection Policy*, the contract review process also ensures that authorized signing officers, having the authority to legally bind the Association, have reviewed and approved all contracts.

Procedures

1. The VP or GM or designate for the program shall review agreement wording, to ensure:
 - YMCA program or process area is able to fulfill all contract terms and obligations;
 - Resources (staff, processes, systems) are in place to meet terms and YMCA obligations throughout the life of the contract;
 - Key contract milestones including performance and deliverable, timelines are tracked, and ongoing monitoring is established.
2. Once reviewed and approved by the program GM or VP, a *Contract and Lease Review Form* shall be completed by the senior staff - see form following these procedures.
3. Managers shall forward original copies of the agreement, together with a completed *Contract and Lease Review Form*, to either **Finance** or **Procurement** as following:
 - a) **Government Funding Agreements** including proposals and renewals involving YMCA delivery of programs and services, go to our **Finance** department for review and processing. If involving any IT implications, the Controller or designate shall share a copy of the agreement with IT. If a *new* government contract, the Controller or designate shall share a copy with Risk Management for review of insurance and indemnity provisions.
 - b) **Lease Agreements** involving lease of space, vehicle, or equipment shall go to our **Procurement** department for review and processing. Procurement may forward a lease agreement for space to Asset Development for further review. To discuss leasing needs or for further support, please contact our Procurement Department.

- c) **Supplier/Vendor Agreements** shall be sent to **Procurement** for review and processing. To discuss supplier/vendor needs or for further guidance, please contact Procurement.
- d) **Collaboration Agreements** including corporate or sponsorship agreements, alliances or collaboration agreements with community organizations, shall be sent to the **Chief Financial Officer** who may seek additional review internally/externally as appropriate, based on financial impact or complexity of the contract being considered.
- e) **Self-employed individuals or Consultants** providing a service to the YMCA must be defined within a self-employment contract. Please refer to the 'Self-Employment Agreement Guidelines' and follow the procedures which include a contract template, available in the *Human Resources* section of this manual.

For any other agreement not listed above, or for more information, contact **Finance**.

- 4. Please allow five (5) working days for Finance or Procurement to complete the review process described above. The designated program manager shall be notified if more time is needed to complete the review process. For example, more complex agreements may require external review by our lawyer, or other technical expert.
- 5. Once an agreement has been approved and original copies executed by YMCA signing officers, the designated program staff shall be notified to confirm delivery requirements.
- 6. The designated manager responsible for managing the day-to-day contractual arrangement shall keep or store a copy of the agreement in order carry out their ongoing monitoring and oversight role.
- 7. Finance shall maintain central copies of all government contracts, including in electronic format for easy access. Procurement shall maintain central copies of all leases, supplier/vendor agreements including in electronic format for easy access.
- 8. Once signed by both / all parties to the agreement, the program manager shall forward a fully executed original copy to Finance or Procurement.

For more information, please speak with your general manager or contact Finance or Procurement departments.

Contract and Lease Review Form

Agreement for YMCA program: _____

with (other party): _____

Contract Description: _____

Period Covered From: _____ To: _____
mo/day/yr mo/day/yr

For Contracts: Proposal _____ New Contract _____ Renewal/Amendment _____

New Contract Amount \$ _____ Expiring Contract Amount \$ _____

The Program VP/GM has reviewed contract terms and confirms the ability to fulfill contract obligations and that processes are in place to deliver obligations for duration of the contract:

1. Program VP or GM name/signature: _____ Date: _____

The following program support staff have reviewed contract terms flagging any issues or considerations:

2. Finance name/signature: _____ Date: _____ Check (if any issues): _____

3. Procurement (if applicable): _____ Date: _____ Check (if any issues): _____

3. Risk Management (if applicable): _____ Date: _____ Check (if any issues): _____

For Leases: New Lease _____ Renewal/Amendment Lease _____ Total Sq. Ft. _____

Monthly net (base) rent per square foot \$ _____ Additional Rent (utilities, taxes, etc) \$ _____

The following have reviewed lease terms, and confirm leased space or equipment meets program needs:

1. Program VP or GM name/signature: _____ Date: _____

2. Procurement or Asset Dev't name/signature: _____ Date: _____

For government funded programs, the lease term falls within government commitment period and/or lease wording has been amended to allow early termination of lease. **Yes** _____

The VP has reviewed operational implications and recommends financial/legal commitment: Yes _____

Contract signed by: Name _____ Title _____ Date _____

Name _____ Title _____ Date _____

Return signed contracts to: _____ by required return date: _____

Program manager

Allow 5 days for processing

Comments / special instructions: _____

Requires Corporate Seal stamped on Contract Yes ? _____

Last revised: Dec 2010

Charities and Political Activity Operating Procedure 3.VS.4

Original issue date: April 15, 2005
Last revised: September 1, 2010

Objective / Introduction

As a registered charity, the YMCA, its staff and volunteers, must avoid at all times activity that might convey the impression of partisan politics, in keeping with charity law and requirements under Canada's *Income Tax Act*, as well as our *YMCA Ethical Conduct Policy*.

While the Canada Revenue Agency (CRA) recognizes the role of the voluntary sector in public policy development that is directly related to an organization's mission, charities are not allowed to engage in, nor devote any resources to, political activities of a partisan nature including official attendance at political events, such as a fundraising dinner or political convention.

Definitions

Partisan political activity, as defined by CRA, is activity that involves direct or indirect support of, or opposition to, a political party or candidate for public office.

Resources as defined by CRA include human, material and financial resources.

Procedures

Supervisors shall ensure staff and volunteers are aware of and follow the procedures outlined below, to avoid inadvertently participating in partisan political activity that could place our YMCA's charitable status at risk:

1. Staff and volunteers are not allowed to attend in an official or YMCA capacity, a political event such as a fundraising breakfast or dinner, or a political convention.

Staff and volunteers may however choose to attend a political event as a private citizen, entirely outside their YMCA capacity.

2. YMCA funds shall not be used to register for or purchase tickets to attend a political event.

Please speak with your general manager or vice president, or contact our Controller or Chief Financial Officer for more information. Staff may also refer to the *Canada Revenue Agency* web site at <http://www.cra-arc.gc.ca/tax/charities>.

Lobbyist Registration and Interacting with Public Office Holders



Original issue date: July 1, 2016
Last revised:

7. Objective/Introduction

The purpose of the YMCA Lobbying procedures is to clarify expectations and set out guidelines for any staff communicating with a provincial public office holder. By following these procedures, we ensure transparency and that our YMCA fulfills requirements under the Lobbyists Registration Act.

8. Definitions

Lobbying as defined under the Lobbyists Registration Act (LRA):

- Including “activities intended to influence a public office holder with respect to changes to legislation, regulations, programs, privatization, and awarding of grants, contributions or financial benefits”

Not “Lobbying” under the LRA:

- “Submissions made with respect to the enforcement, interpretation, or application of any act, policy, program, directive, or guideline”
- Registration is not required for submissions to legislative committees that are a matter of public record
- Submissions regarding the implementation or administration of any act, policy, program, directive or guideline
- Responding to the government’s request for advice or comment

Public Office Holders under the LRA:

- An employee of a ministry of the Government of Ontario
- A minister
- An employee in a minister’s office
- A Member of Provincial Parliament (“MPP”)
- A member of the Ontario Provincial Police Force
- An officer, director or employee of Ontario Power generation Inc. or its subsidiaries
- An officer, director or employee of Independent Electricity System Operator
- An officer, director or employee of a public body listed in O. Reg. 146/10 under the Public Service of Ontario Act, 2006

9. Legislative Context

As of July 1, 2016, amendments to the Lobbyists Registration Act came into effect which changed the thresholds for lobbying requiring an organization to register if it spends more than 50 hours per year (less than one hour per week) lobbying.

The Act requires all persons who intend to communicate with and influence a provincial public office holder (broadly defined and includes most provincial public servants, provincial politicians and their staff, and officials at agencies, boards, commissions) to file a return with the Registrar.

Under the Act, there are penalties for non-compliance:

- A prohibition from lobbying for up to two years
- Public statements outlining the name of the lobbyist, a description of the noncompliance and any other information the registrar considers necessary.
- If a lobbyist is found guilty of a first offence, the fine is up to \$25,000. Each subsequent offence carries a fine of up to 100,000.

10. Procedures

YMCA senior managers and supervisors engaging in lobbying activities in their program area must follow the procedures outlined below:

- 10.1 Senior managers and supervisors shall ensure that all staff report to the Government Relations team any interactions/lobbying activities with the provincial government. This can be done by contacting a Government Relations manager via email or by phone.
- 10.2 Information will be tracked by Government Relations to ensure compliance of the Association.
- 10.3 If unable to contact the Government Relations team prior to interaction with a public office holder, staff shall promptly notify the GR team after the interaction.
- 10.4 When reporting activity, staff must include the following details:
 - Name of the public office holder
 - Goal/purpose of lobbying goal
 - Type of lobbying activities (arranging meetings, attending meetings, telephone calls, informal communications, presentations, written communications (hard copy or electronic and includes social media such as use of twitter for communication))

Note: Lobbying activities include elected officials and their staff, all crown employee's including Local Health Integration Networks (LHIN), Ontario Trillium Foundation, Metrolinx, etc.

11. Contacts and Other Resources

For more information, staff may speak with their general manager, vice president, senior VP, or contact a senior manager of YMCA Government Relations.

Section 4

Human Resources

- **Introduction** to be issued

- **Employee Relations**
 - Employee Relations Philosophy to be issued
 - Collaborative Work Culture to be issued
 - Managing Differences/Resolving Work Conflicts to be issued
 - Resolution of Human Resource Issues to be issued

- **Recruitment / Selection**
 - Advertising vacant positions to be issued
 - Recruitment & Selection of Volunteers and Staff
 - Screening of Potential Staff and Volunteers
 - Police Records Check Screening Procedures for Volunteers and Staff
 - Reference Checks for Staff Positions
 - Eligibility to Work in Canada
 - YMCA Orientation Program
 - Accessibility Orientation for New Employees
 - Probation Period for New Employees
 - Appendix and Resources:
 - Job Profile Template
 - Probationary Review Checklist to be issued

- **Employment Status and Employment Agreements**
 - Employment Status Categories
 - Self Employment Agreement Guidelines
 - Acting Appointments
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- **Working Conditions**
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Human Resources – Cont’d

- **Performance Management**
 - Performance Management Cycle Chart
 - Performance Management System and Merit Increases
 - Developmental Planning Meetings to be issued
 - How to Manage Performance issues to be issued
 - Progressive Discipline to be issued
 - Performance Management Profiles – Samples

- **Employee Recognition**
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- **Benefits Administration**
 - Employee Benefits: Regular Full Time Employees
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- **Privileges Associated With YMCA Employment**
 - Staff Membership Eligibility and Process
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- **Attendance Management and Leaves of Absence**
 - Attendance, Punctuality and Absenteeism
 - Attendance Reporting Procedures for Salaried Staff
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 - Short Term Disability and Early Intervention Program
 - Vacation Leave
 - Family Related Leaves
 - Health & Safety – Hazard Identification and Work practices

- **Other**
 - Protection of Personal Employee Information



Recruitment & Selection of Volunteers and Staff

Original issue date: June 1, 1988
Last revised: December 1, 2015

Objective

As the YMCA continues to expand our reach into new communities, it is essential that we can attract talent for new positions. It is important that we identify individuals who have core competencies to achieve our mission, reflect the diversity of the Greater Toronto Area and have the ability to work within our organizational culture.

In keeping with the YMCA Human Resources Policy and Guiding Principle 2.G.4 which states, “All YMCA volunteers and staff bring our mission and vision to life every day”, recruiting is the most important job that a supervisor performs. Finding the right people for the right jobs is critical to enhancing the YMCA’s vision, mission and values. The YMCA of Greater Toronto is “committed to recruiting and selecting individuals who are the most qualified to perform the requirements of positions available” (Human Resources Policy 2.G.4) and recruits in accordance with the *Ontario Human Rights Code and Accessibility for Ontarians with Disability Act*.

The key to successful recruitment and selection is using a systematic process that outlines timelines, key players, and the process that will be followed to make an effective hiring decision. Recruiting requires the time, focus and commitment of all those involved. Not following a sound process can result in a poor hiring decision.

Definitions

Recruitment is the process of finding and attracting capable applicants for employment or volunteer roles. The process begins when new recruits are sought and ends when their applications are submitted.

Selection is the process of choosing individuals (out of the pool of job applicants or volunteers) with requisite qualifications and competencies to fill a job. It is the process of differentiating between applicants in order to identify (and hire) those with the greatest likelihood of success on the job. Selection follows recruitment.

Principles

Recruiting at the YMCA is consistent with the following principles:

Ensuring our Employer Brand is maintained:

The manner in which we recruit and select individuals gives a “first impression” about the YMCA and our image as a good employer. Employer brand refers to how the YMCA is recognized as an employer. Having a strong and positive employer brand supports our goal of becoming a charity and employer of choice allowing us to attract high caliber candidates. It also support the YMCA in maintaining its status as a charity of choice for current and future volunteers.

Socially inclusive recruiting:

All vacant job positions are posted (unless authority to waive the posting has been obtained by the SVP HR, see *Management Practices Procedure Posting Positions*) to attract a diverse pool of applicants and also to allow equal opportunity for all internal candidates to apply who have appropriate background and transferrable skills. This allows the YMCA to tap into the richness of talent that exists within our YMCA. YMCA also posts volunteer positions.

Inclusive recruiting processes are implemented which focus on job requirements, YMCA competencies, and values and do not discriminate based on any of the prohibited grounds of the Ontario Human Rights Code (see *Legal Framework: Ontario Human Rights Code* below). Inclusive recruiting processes also support the YMCA's commitment to protecting children, youth and vulnerable persons, as well as removing barriers to accessibility, following our commitment to respecting the dignity and worth of all individuals.

Systematic recruiting:

Legally compliant screening techniques (including employment applications, resumes, structured interviews, police records checks, reference checks etc.) are used systematically to ensure all hires meet the YMCA high standards and possess the competencies for success. At the same time, these processes screen out applicants who are unsuitable for positions of trust (working with children/youth/ vulnerable persons, or handling cash/assets). All interviews, assessments and screening procedures for applicants are fair and properly validated as job related.

Ensuring that all supervisors are equipped for successful recruiting:

It is important that all supervisors are trained, coached and equipped to hire the best candidates for the YMCA. Supervisors should feel comfortable to approach their direct supervisors or the Human Resources Department for advice and direction. All supervisors are held accountable to follow effective processes when recruiting, screening and hiring staff. The following resources have been developed by the Human Resources Department: [YMCA Guide to Recruitment and Selection](#); [YMCA Guide to Conducting Structured Job Interviews](#); [YMCA Guide to Conducting Reference Checks](#) which can be found on Information Y-Way. Supervisors and staff contacts responsible for recruiting volunteers shall refer to information available in YMCA Volunteer Staff Partnership Practices Manual or contact the YMCA Volunteer Development team for more information.

The Legal Framework

Both employers and candidates have legal obligations during the interview process.

YMCA's Legal Responsibility (i.e. Recruiting Manager)

The YMCA must take reasonable care that statements being made by or on behalf of the YMCA are true and accurate. This means that care must be taken to ensure that the job is not misrepresented in trying to attract the candidate and that information about salary, working conditions and benefits is accurate.

The YMCA is responsible for educating supervisory employees about conducting interviews and the hiring processes.

We are also responsible to ensure that we obtain necessary and relevant information from candidates in order to verify their qualifications, experience, education and suitability for the position.

Candidate's Legal Responsibility

The candidate must not fraudulently reveal information or facts related to their education, employment history, qualifications or experience.

Ontario Human Rights Code

The *Ontario Human Rights Code* is a provincial law that gives everyone equal rights and opportunities without discrimination in specific areas referred to as prohibited grounds. The code's goal is to prevent discrimination and harassment. The code governs the YMCA's policies, procedures and practices to ensure that we do not discriminate on any of the prohibited grounds.

The prohibited grounds related to employment are: race, ancestry, place of origin, colour, ethnic origin, citizenship, creed (religion/faith), sex, (including pregnancy and gender identity) sexual orientation, disability, age, marital status, family status, same-sex partnership status, gender expression, record of offences. All individuals involved in recruitment at the YMCA must ensure that we are in compliance with the *Ontario Human Rights Code* and our commitment to Diversity and Social Inclusion. Please refer to "A Guide to Conducting Structured Interviews" for more information on how to ask legal and acceptable questions when screening and interviewing job candidates.

Accessibility for Ontarians with Disabilities Act (AODA)

The other legislation that impacts the recruitment and selection process is the Accessibility for Ontarians with Disabilities Act (AODA). It applies to paid employment and aims to make employment practices, including recruitment practices more accessible to potential and existing employees with disabilities.

Diversity and Social Inclusion

YMCA aspires to be a workplace that embraces diversity, values differences, and supports full participation by all employees. Diversity and social inclusion is a key element of our organizational culture and is embedded into all of our practices, programs, policies and systems.

We aim to ensure that systemic discrimination does not occur in any of the YMCA dimensions of diversity, including age, gender, class, sex, sexual orientation, image, religion, race, ethnicity, physical/mental ability, and opinion. In order to limit barriers to inclusion, it is important that hiring managers be conscious of the ways that discrimination can occur.

Inadvertent bias can occur during the screening and selection process and it is important to constantly be aware of potential biases and assumptions.

Procedures:

Responsibilities

Supervisors are responsible for:

1. **Protecting the YMCA brand** - This includes being aware of first impressions that you give to applicants or volunteers by: treating all applicants with respect; conducting interviews with the utmost professionalism by acknowledging resumes; establishing and keeping to a critical path for the recruiting process; respecting the time that candidates put into the process by keeping interviews on schedule and keeping applicants updated regarding the selection process; advising unsuccessful candidates, and making appropriate arrangements to provide suitable accommodation to candidates it is requested.

2. **Ensuring socially inclusive recruiting** – This includes ensuring that all positions are posted unless this requirement is waived by the SVP of HR and Organizational Development, to ensure that all internal applicants have an opportunity to apply and demonstrate their qualifications; that the recruitment process complies with the *Ontario Human Rights Code* and *Accessibility to Ontarians with Disabilities Act* (AODA). This includes ensuring that prohibited questions are not being asked and that applicants are not inadvertently excluded; that socially inclusive language in job postings and in interviews is being used; that candidates with disabilities are provided with the necessary accommodations to allow them to fully participate in interviews and in all other parts of the selection process. It also includes that we advertise positions to attract a diverse applicant pool.
3. **Using systematic recruiting techniques** to increase the probability that the right employee is hired and eliminating bias by:
 - using both employment application forms and resumes;
 - screening and selecting candidates in accordance with the job selection criteria; conducting structured interviews;
 - forwarding short listed staff candidates for positions at grade level 14 and above for job-related assessments through the Career Planning and Development Department
 - conducting a minimum of three reference checks (refer to either the Reference Check Procedure for Staff or the Volunteer Staff Partnership Policy in the Operating Policy Manual for volunteers)
 - ensuring that an acceptable police records check (CPIC) is received prior to an individual commencing employment or volunteer positions. Refer to the Police Records Check Screening Procedures for Volunteers and Staff in the Management Policies Manual.
4. **Maintaining appropriate records** regarding the competition including all applications for the position, the interview schedule including the names of individuals interviewed; resumes of individuals interviewed and interview questions and responses. These documents should be maintained for a three year period in case the applicant files a Human Rights complaint and the YMCA has an obligation to show these records. A copy of the successful candidate’s resume, completed reference checks in the form of question and answer notes, and the YMCA application form, shall all be forwarded to HR upon hire.
5. **Providing selected job candidates with an offer of employment or contract** prior to commencing employment. This includes extending a verbal offer of employment conditionally upon the production of a satisfactory Police Records Check, providing such information as salary; job title; salary range; benefits information; working conditions such as shifts; vacation etc. It is crucial that information in the offer is accurate since a verbal offer is a legal agreement. If seeking to hire above the minimum of the salary grade range (for the position), contact Human Resources to ensure internal equity is being maintained. The written offer of employment must be provided by the appropriate individual with budget signing authority before an employee commences employment.

Ensure that you are using the current Employment Agreements (i.e. regular full time offer letter, salaried full time contract, part-time hourly contract seasonal hourly contract). Copies are available on Information Y Way. Contact the candidate to complete the necessary documentation in advance of the employee’s start date, and also submit all documentation in accordance with the payroll timelines to ensure that the employee gets paid on time.

6. **Equipping the employee through orientation** both on the job training and that full time staff participate in the Association Orientation (See *New Staff Orientation Procedure* and the Accessibility Orientation for New Employees in the Management Practices Manual).
7. **Conducting a probationary review** of the employee's performance during the three month probationary period to assess their ability to meet the requirements of the role and they are suitable to work with children or vulnerable individuals if applicable (see *Probationary Review Procedure* in the Management Practices Manual)



Screening of Potential Volunteers and Staff

Original issue date: March 1, 1995
Last revised: January 9, 2015

Objective

The YMCA of Greater Toronto offers a range of programs to a variety of age groups including children and vulnerable persons. As such we have ethical and legal obligations to exercise reasonable duty of care to protect individuals in our care and keep them safe. This is in keeping with Human Resources Policy 2 and Guiding Principle 2.G.5, which states... “The YMCA ensures the safety and protection of children and vulnerable individuals in our care by ensuring that all volunteers and staff have been recruited and screened in terms of the background, experience, and competencies against the requirements of the position”.

In order to fulfill these obligations, thorough, proper screening of potential employees and volunteers is essential for matching people and YMCA roles or positions, for improving the quality and safety of YMCA programs and services, and reducing or eliminating the risk of harm to children, youth and vulnerable persons. Screening will be conducted consistent with legislated and regulatory requirements including employment standards, human rights, child protection, information and privacy, ensuring that the most appropriate individual is selected considering the essential requirements of the position and the safety of participants.

Definitions

Child means someone under 16 years of age or someone up to 18 years of age if under the care of a children’s aid society.

Vulnerable person means a person who, because of their age, a disability, or other circumstances, whether temporary or permanent, are (a) in a position of dependence on others or (b) are otherwise at a greater risk than the general population of being harmed by a person in a position of authority or trust relative to them.

Screening is considered to be an essential component of sound human resources management. It is broadly defined as an ongoing process that helps better match people and organizations, improves the safety and quality of programs, and reduces risks and liability. (Source: *The Screening Handbook, Public Safety Canada, 2012*)

Duty of Care is a legal principle which identifies the obligations of individuals and organizations to take reasonable measure to care for and to protect their clients/members to an appropriate level or standard. Duty of care captures equally well the ethical and moral obligations of organizations. One way the organization can fulfill its legal, ethical, and moral duty of care towards clients/members is through careful screening of the people who provide services. (Source: *The Screening Handbook, Public Safety Canada, 2012*)

Screening Process

1. The suitability of job candidates and volunteers will be determined using the following screening methods in advance of hiring:
 - a) An objective assessment of the candidate's skills, qualifications and experience against job related criteria outlined in job descriptions and job ads or volunteer postings (see Management Practices Procedure *Recruitment and Selection and YMCA Guide to Recruitment and Selection*);
 - b) Review of information contained on mandatory YMCA Application Forms for both staff and volunteers. Staff applications can be found on Information Y Way and volunteer application forms can be found on the YMCA web site. (Resumes may be attached to the form to supplement some of the information requested on YMCA job application forms);
 - c) Where a job applicant indicates previous employment with the YMCA of Greater Toronto, before inviting the candidate for an interview, the supervisor will contact the Human Resources Department to determine the reason for departure, and at least one or two previous YMCA supervisors should be contacted;
 - d) Formal interviews for all program volunteer positions (for staff positions see *YMCA Guide to Recruitment and Selection*);
 - e) Formal interviews will include questions designed to determine suitability for positions that involve working with children or vulnerable persons (in positions of trust). See *YMCA Guide to Recruitment and Selection (for staff positions)* for more information and the *Volunteer Staff Partnership Manual* for volunteer positions;
 - f) Mandatory reference checks with at least three references/referees provided before a position is offered. See Management Practices Procedure *Reference Checks* and *YMCA Guide to Recruitment and Selection* for more information. Three reference checks should be conducted on all program volunteers. Where possible these references should be professional, from previous volunteer experience, teachers or professors or other community members. Only one reference should be a family member or friend. A written record of the reference should be placed in the volunteer file. Information collected during reference checks should be maintained in strict confidence.
 - g) Checking of credentials of potential staff and providing proof of credentials;
 - h) Police records check in keeping with YMCA operating policy procedure 2.VS.4 and Management Practice *Police Records Check Procedure*.
2. Employees are appointed to positions after successful completion of a mandatory probation period.
3. If recruiting for a registered early childhood educator position, the College of Early Childhood Educators should be contacted to verify that the candidate is a member in good standing with the college.

4. Employees who have responsibilities for children and vulnerable individuals should be monitored for their compliance with child guidance and appropriateness for working with children and vulnerable individuals within the context of the performance appraisal system.
5. Supervisors and staff contacts responsible for recruiting volunteers shall also refer to and follow YMCA Volunteer Staff Partnership Practices Manual or contact the YMCA Volunteer Development Team for more information.



Police Records Check Screening Procedures for Volunteers and Staff

Original issue date: March 1, 1995

Last revised: July 31, 2015

Objective/Introduction

The YMCA of Greater Toronto is committed to protecting children and vulnerable individuals in our care, in keeping with our Human Resources Policy 2 and Guiding Principle 2.G.5, by “ensuring that all staff and volunteers have been recruited and screened in terms of their background, experience, and competencies against the requirements of the position”. Along with rigorous recruiting (reflected in the Recruitment and Selection Procedures in the Management Practices Manual) and reference checks (see procedures in the Management Practices Manual), police records checks provide an additional level of screening to ensure that the YMCA does not inadvertently hire or retain staff whose background demonstrates that they pose a risk in working in our environment.

Police record checking confirms that potential employees and volunteers do not have a police record that could potentially make them unsuitable for certain positions of trust and ensures the safety and wellbeing of people who receive YMCA services. The Police Records Check may also identify offences that may not be compatible with the essential nature and duties of specific position (s) within the YMCA, which are considered to be *bona fide* occupational requirements.

Screening is conducted consistent with legislated requirements including employment standards and human rights legislation, ensuring that the most appropriate individual is selected considering the essential requirements of a position and the safety of participants” and procedure 2.S.6 “Employees are offered positions by means of an offer letter or contract conditionally upon satisfactory completion of a police records check and formally appointed to a position after the successful completion of a probationary period.”

Definitions

Child means someone under 16 years of age or someone up to 18 years of age if under the care of a children’s aid society.

Vulnerable person means a person who, because of their age, a disability, or other circumstances, whether temporary or permanent, are (a) in a position of dependence on others or (b) are otherwise at a greater risk than the general population of being harmed by a person in a position of authority or trust relative to them.

Police record check is a search of the records held in the information database of a police agency. It may include a check of national or local and regional police records. Basic types include a Police Criminal Record Check or a Police Information Check or a Police Vulnerable Sector Check. At the end of the process, a report is issued. (*Source: The Screening Handbook, Public Safety Canada, 2012*)

Police Records Check (CPIC-PRC): Canadian Police Information Computer system (CPIC) provides employers with an individual’s record of convictions. The individual can easily obtain the required document through their local police department, Ontario Provincial Police or the RCMP.

Vulnerable PRC Check (Vul-PRC): As a condition of employment, staff must undergo a more thorough background check at hiring within the first four months of employment and every 36 months thereafter. The Vulnerable PRC (Vul-PRCs) screening process is performed only by the Police in the region where the individual resides. It is a search of local records and includes both charges and convictions. Designated volunteer positions may require these checks also.

Procedures

1. The Human Resources Department maintains up to date information with respect to Police Records Check procedures and processing requirements and maintains formal arrangements with the Regional Police Departments.
2. The Human Resources Department monitors and tracks police records checks for all new hires and existing employees and ensures that records are securely retained indefinitely post termination.
3. The YMCA of Greater Toronto does not enter into arrangements with third party providers of Police Records Checks unless approved in partnership with Human Resources.
4. Candidates, and volunteers must go to the local police force in which they reside. Toronto residents with an “M” postal code must go to the Toronto Police Station located at 40 College Street. They must bring proof of identification with them including two pieces of government issued identification, one of which must contain a photograph and signature. Candidates and employees must also include their name and date of birth.
5. Supervisors are accountable for adhering to the following procedures outlined in Human Resources Policy 2, in particular:
 - a) V.S.4 indicating that “volunteers and staff must produce an acceptable Police Records Check (CPIC) that has been issued no more than six months before their start date, prior to commencing work, training or volunteer assignment. This criterion includes individuals transferring from other YMCA’s.

For volunteers in Toronto that need to get a Vulnerable, the process is as follows:

1. The applicant must complete the Toronto Police Consent to Disclosure Form provided by Volunteer Development. The form must be printed on legal size paper. If not, it will be returned to the applicant.
2. Volunteer applicants can either:
 - i. Mail the completed form along with a payment of \$20. Payments must be in the form of a cheque or money order made out to Toronto Police Service. No other forms of payment will be accepted. The mailing address is: Toronto Police Service, 40 College Street, Toronto, Ontario, M5G 2J3
 - ii. Alternately, applicants can drop off the completed form along with the \$20 payment in the form of a certified cheque or money order made out to Toronto Police Service in the drop box located at Toronto Police Service at 40 College Street. No forms or payment will be accepted at the counter.

YMCA staff and volunteers who re-“join” within 12 months of their termination or departure date, will not be required to produce a current PRC. The original PRC will be honored but they will be required to complete a Vulnerable PRC within thirty six (36) months of their original hire date. They are also responsible for following 2.VS.4 (a) to (e). The exception to the twelve (12) months are staff working within Child & Family Development. In accordance

with legislative requirements, staff who re-“join” Child & Family Development after more than six (6) months will be required to produce a valid Vulnerable Police Records Check.

- a) In keeping with HR procedure 2.S.5, supervisors must ensure that new employees “produce an acceptable Vulnerable/Local clearance letter within the first four months of employment.”
 - b) In keeping with 2.S.8, supervisors shall ensure that employees produce an acceptable vulnerable/local clearance letter every thirty six months (36) when actively employed by the YMCA.
6. Staff hired with CPICs are tracked by the Human Resources Department and notified of their secondary screening within the first few weeks of employment and before they reach their thirty sixth (36) month service period. Letters are sent to employee home addresses. Both supervisor and staff are provided information regarding the secondary screening process. Included in this information is the nearest police station that processes vulnerable checks.
7. Processing procedures for staff within Toronto Region:
- For staff residing in the Toronto area (postal code “M”), supervisors must ensure that their application form is attached to their new hire kit.
 - Completed applications must be returned to HR on legal size paper. It is tracked using PRC tracking sheet and “Batch Report”
 - Applications are verified and signed off by HR representative and hand delivered to the Toronto Police (after payment from Finance has been approved/completed)
 - Police forward the “clearance letter” (ie local/vulnerable PRC directly to the employees home within 6-8 weeks
 - Staff are required to return the original Vul-PRC document to their supervisor who will forward it to HR
 - HR tracking reports are updated to reflect PRC completions.
8. Processing procedures for staff residing outside of Toronto:
- Staff from all regions outside of Toronto must apply at the same time they apply for their CPIC and provide proof of application with a receipt.
 - Staff apply in person at their regional police station
 - Processing times and costs vary from region to region
 - Once received, staff are asked to submit original Vul-PRCs and receipts attached to a Police Record Check Reimbursement Form signed by their supervisor to HR for reimbursement
 - HR tracking reports are updated to reflect PRC completions.
9. Supervisors are responsible for following up with employees to ensure that a current vulnerable check is received before the expiry date. If this has not been completed, Human Resources will advise the supervisor and or the GM and Senior VP that the employee must stop working immediately. Any exceptions to this requirement must have the President and CEO/ approval in writing and will only be given on rare occasions.
10. As per Human Resources Procedure 2.VS.4 (d) “Individuals with convictions under the Criminal Code for certain offences will not be accepted for positions where the offences are related to a *bona fide* occupational requirement”. These include both staff and volunteer positions. Please review the procedure for additional information for offences that are listed.

11. In cases where a positive record has been identified, for both staff and volunteer positions procedures listed in 2.VS.4 (e) should be followed. Supervisors may contact Human Resources for more information.

12. Supervisors and staff contacts responsible for recruiting and managing volunteers shall refer to and follow recruitment including screening procedures outlined in the Volunteer Staff Partnership Practices Manual, or contact the YMCA Volunteer Development team for more information.



Reference Checks for Staff Positions

Original issue date: June 1, 2000
Last revised: January 9, 2015

Objective/Introduction

Conducting reference checks is a mandatory final step in the recruiting process for all full and part time positions at the YMCA. The following procedure outlines the process that should be followed before a staff position is offered.

An employment reference check is a systematic evaluation of an applicant's past job performance, based on conversations with people who have worked with them. Reference checking should be completed in a structured manner and integrated with other elements of the hiring process.

Reference checks are conducted to reveal more about the job candidate's patterns of job performance to predict success on the job. Reference checks are also used to verify the accuracy of the information provided by the candidate through their application and interview responses. Finally, by checking references the YMCA can avoid the risk of "negligent hiring" (or volunteer assignment) where damages are suffered, i.e. in cases of abuse or violence, if the person who is responsible was hired and references were not checked.

Procedures

1. Reference checking should be completed in a structured manner and integrated with other parts of the hiring. This incorporates interviews, a police records check (PRC), and any other appropriate elements including an assignment and/or testing through the YMCA Career Planning and Development Department. Checking references is a required component of the selection process and supports objective hiring or volunteer assignment, which relies on information gathered from multiple sources.
2. It is best to conduct a reference check once you have already gathered information about the candidate through interviews, testing etc. so that the reference call can serve as a way to verify the information that has already been presented.
3. There may be cases in which it is appropriate to check references earlier. In situations where an applicant indicates previous employment with the YMCA of Greater Toronto, before inviting the candidate for an interview, the supervisor must contact the Human Resources Department to determine the reason for departure and at least one or two previous YMCA supervisors should be contacted.
4. In cases where an Early Childhood Educator will potentially be interviewed, contact the College of ECE's to ensure that they are a member in good standing before inviting them for an interview.
5. Three references shall be checked. A minimum of two for staff positions should be professional reference. A professional reference is typically a former employer, supervisor, a colleague, a client for someone else who can recommend the candidate for employment. If the candidate

does not wish to provide a reference from their current employer to protect their privacy, other references including those from other past employers as well as those related to the candidate's voluntary, committee and board involvements can be checked.

6. Names of references/referees should be provided in written format to demonstrate that candidates have provided consent to check references. They should not be provided verbally to ensure compliance with privacy legislation.
7. Formal reference check questions shall include questions designed to determine suitability if position involves working with children or vulnerable persons. See *YMCA Guide to Reference Checks* for more information. For volunteer positions please refer to the Volunteer Staff Partnership Policy 2 s. 12 in the Operating Policy Manual or information contained in the Volunteer Staff Partnership Practices Manual
8. Introduce yourself to the referee by phone by stating your name, where you are calling from and the reason for your call. Indicate that your candidate has listed them as a referee and ask if they are prepared to give a job-related reference for the candidate. Take notes and avoid making any evaluations at this point. Do not add your own comments or judgments into this document.
9. Once you have made an employment hiring decision, include the completed reference check documentation as part of the individual's new hire package and send the full package to HR. It is important that the reference check information be enclosed in a sealed envelope and kept confidential. The employee should not be able to access this information. Supervisors and staff contacts responsible for recruiting volunteers shall refer to procedures outlined in the YMCA Volunteer Staff Partnership Practices Manual for more information.
10. Information collected during reference checks should be maintained in strict confidence. Information obtained whether it is positive or negative should not be shared with the candidate.
11. Additional information regarding how to conduct reference checks along with sample reference check questions can be found in the *YMCA Guide to Reference Checks* found on Information Y-Way.



Eligibility to Work in Canada

Original issue date: June 1, 2004
Last revised: September 1, 2010

Objective / Introduction

It is a requirement of Canadian Immigration legislation that in order to work in Canada a “foreigner” (i.e. an individual who is not a Canadian citizen or landed immigrant) must receive authorization from the government in the form of a validated work authorization. Without this, legislation prevents the YMCA from employing foreign workers.

Procedures

In order to ensure that the YMCA is meeting all legal requirements, the following procedures shall be followed by supervisors:

1. All offers of employment must be made conditional upon a person being eligible to work in Canada.
2. As part of the recruiting process, supervisors who are hiring are responsible for asking potential employees whether they have authorization to work in Canada before they offer a position. Supervisors should be mindful of not asking questions that are not permitted under the Human Rights Code, but to focus on the eligibility of potential employees to work in Canada. See sample questions under *Recruiting* in this section of the Manual.
3. Once the offer is extended to the employee, the supervisor must verify their eligibility status. The employee must be placed on a temporary contract agreement in which the end date of the contract does not exceed the date of the Work Permit expiry date
4. The easiest way to recognize this type of new hire is through the Social Insurance Number (S.I.N.). If a S.I.N. starts with the number “9”, then a copy of the valid work permit must be attached with the new hire package, prior to the employee starting work.

The Federal Government only issues the S.I.N. with the number “9” for those individuals with a work permit. The permit will have dates that indicate the first day the permit is valid and of most importance, an expiration date.

5. The YMCA is responsible for ensuring that employees have the appropriate permit to be legally eligible to work in Canada and for the YMCA. The following are the YMCA’s responsibilities:
 - The individual cannot start working for the YMCA of Greater Toronto until a photocopy of their valid work permit has been provided. This permit must be attached to the new hire paperwork submitted to the Human Resources Department;
 - The YMCA must also follow the conditions and time limits described on the individual’s work permit;
 - It is ILLEGAL to employ an individual without a valid work permit;

- The YMCA is only able to offer staff members on work permit contractual employment because of the end date on the work permit. The employee's contract end date must not extend past the work permit expiry date. If a staff member receives a Permanent Residence card, they will be issued a new S.I.N. which does not begin with the number 9. This new number shall be forwarded to the Human Resources Department;
- If the contract includes benefit coverage, the staff will not be eligible for this benefit coverage unless they have OHIP coverage
- In addition, just because a staff member has a S.I.N. that begins with the number "9", it does not mean that the staff member has a valid work permit. Always obtain a copy of the work permit.

Staff with Expiring Work Permits

6. Once a new staff member has joined the YMCA and a photocopy of the valid work permit has been submitted to the Human Resources Department, the staff member can begin working. Staff in the Human Resources Department will enter the appropriate information into the appropriate systems and will ensure a copy of the work permit is added to the Employee File, as is legally required.
7. Once a month, the Human Resources Department will generate a report indicating which staff members may have work permits that are due for renewal. An e-mail will be sent to the reporting supervisor asking them to speak with the staff member and to contact the Human Resources Department for further discussion. If the employee has applied for an extension to their work permit the staff can continue working at the YMCA, as long as they submit the receipt for the registered mail that was used to send their documentation to Immigration Canada. Once they receive the new work permit a copy must again be submitted to the Human Resources Department.
8. If the work permit expires while the employee is still active and the employee has not applied for the extension, effective immediately, the staff member will be terminated. Please contact the Human Resources Department for assistance in these matters.



YMCA Orientation Program: New Employee Orientation

Original issue date: August 1, 2003

Last revised: April 1, 2013

Objective / Introduction

Impressions formed by a new employee to their first job with an organization have an impact on long-range performance and work satisfaction. A well planned and implemented orientation is key to the successful integration of the new employee into our organizational culture and provides them with the necessary tools to contribute effectively. It is an opportunity for us to properly welcome new staff into our unique and exciting organization.

The goals of orientation include a smooth transition to the Association and the clarification of the expectations from the employee. It ensures that from the very start an employee understands their job in relation to our mission, vision and values, as well as the technical components of their position. Overall, a warm and thorough welcome will go a long way to harnessing a valuable resource: the energy and enthusiasm of the new employee.

The Orientation Program is a shared responsibility between the Association, the immediate supervisor and co-workers and the employee. Setting the tone for an employee to take initiative and to assume responsibility for their learning is critical. The YMCA of Greater Toronto will provide a planned orientation to take place over the first six months of employment to all new employees.

The YMCA of Greater Toronto Orientation Program is outlined in detail in the *New Employee Workbook* and the *Supervisor's Orientation Toolkit* (obtained from the Human Resources Department or also available on the intranet).

The employee should be scheduled to participate in an Association Orientation within the first six months of their employment. The following is an outline of administrative preparation critical to welcoming a new employee.

Procedures and Checklist

1. Manage risk
 - Ensure that a police reference check has been cleared for the employee.
 - Keep the employment reference check information on the employee in a sealed envelope and send to the HR Department as part of the completed new hire package.
 - Ensure the employee has reviewed the *Safety and Emergency Procedures for YMCA Staff and Program Volunteers* and enquire if any additional information needs to be addressed to ensure the safety of the staff in an emergency. Refer to procedures on the *Accessibility Orientation for New Employees*.
2. Communicate the employee's arrival.
 - Notify the Human Resources Department and submit new hire documents to ensure timely addition to payroll.

- Facilitate a communication from the supervisor to introduce the new employee.
 - Take the employee on a tour of the facility or office location.
3. Ready applicable tools that the employee will need to be productive immediately, such as:
 - Make arrangements for a workspace that is appropriate, clean and organized.
 - Arrange for a phone and/ or cell phone, if applicable.
 - Set up a computer and/ or laptop.
 - Ensure a correct e-mail address has been set up.
 - Ensure access to the YMCA intranet is set up
 - Order a uniform and/or a nametag if applicable
 - Identify a locker if applicable.
 - Ensure there is a mail slot for the employee.
 4. Collect applicable resources to support and inform the employee.
 - YMCA Operating Policies Manual
 - YMCA Safety & Emergency Procedures
 - Procedural manuals relevant to their program area or role
 - Refer to the intranet for Administrative and Management Practices policies
 - Established safe work practices and other health and safety information relevant to the employee's role (refer to the intranet for resources)
 - General information on the YMCA including our commitment to philanthropy, and other specific information about their role
 - Phone directories
 5. Organize passwords and required access.
 - Provide keys/ security passes (for buildings, file or supply cabinets, etc.).
 - Identify photocopier password.
 - Collect computer / laptop / e-mail passwords.
 - Identify phone codes (including long distance codes, if applicable).
 - Arrange access to various data bases and software i.e. Class, Raiser's Edge, etc., if applicable.
 - Arrange access to the intranet.
 - Arrange signing authority through Finance and/or codes required.
 6. Register and/or set up the new employee for required training or training relevant to their role. Examples include:
 - New Staff Orientation, Training on YMCA systems
 - Workplace Violence and Harassment Training (available on the intranet)
 - AODA Customer Service Standard Training (available on the intranet)
 - Any other program specific training



Accessibility Orientation for New Employees

Effective: October 1, 2014

Revised: September 22, 2016

Objective/Introduction

The YMCA of Greater Toronto is committed to diversity and social inclusion and to meeting its obligation under Ontario's Accessibility for Ontarians with Disabilities Act (AODA) by providing accessible environments that respect the rights of every individual.

The purpose of this procedure is to outline responsibilities as they pertain to providing accessibility related training to new employees, and providing accommodation and individualized emergency response information to meet the accessibility needs of a new employee with a disability.

Definitions

The Customer Service Standard Regulation of the AODA establishes accessibility standards for customer service and includes the requirement to provide training on accessible customer service.

The Employment Standard under the Integrated Accessibility Standards Regulation of the AODA aims to make employment practices and workplaces more accessible to potential and existing employees with disabilities.

The *Ontario Human Rights Code* (1982) prohibits actions that discriminate against people based on a protected ground in a protected social area. Every person has a right to equal treatment with respect to services, goods and facilities, including housing, and employment.

Individualized Workplace Emergency Response Information under the AODA refers to information on how an employee with a permanent or temporary disability, who needs accommodation, will respond in a workplace emergency.

Documented Individual Accommodation Plan identifies the special measures that will be taken to meet the accessibility needs of an employee with a disability. If requested, it should be provided in an accessible format with communication supports to meet their accessibility needs.

Procedures

Supervisor's Responsibilities

1. Ensure that new employees have reviewed the [Accessibility Policy – 1.VS.4](#) and the [Human Rights in the Workplace Policy 2.S.3](#) and have completed the following training on their first day of employment: AODA Customer Service training (all employees) and in addition, the AODA and the Ontario Human Rights Code training (applicable supervisory or non-supervisory version).
2. Ensure that new employees and supervisors acknowledge completion of the training listed in 1) above by signing the *Mandatory Statutory Training Acknowledgement Form* available under the

[New Hire Documents](#) section on the Information Y-Way. The signed form needs to be included in the employee's new hire package to Human Resources.

3. Request that new employees review the [YMCA Safety and Emergency Procedures](#) on their first day of employment, and ask them to indicate if there is any additional information or accommodation that needs to be addressed for them individually to ensure their ability to safely respond in a workplace emergency.
4. If the employee requires individualized emergency response information, the [Individualized Emergency Response Plan](#) template and the [Individualized Workplace Emergency Response Worksheet](#) found in the Operating Policy Manual need to be completed. Contact Human Resources for advice on developing an individualized emergency response plan.
5. The individualized emergency response information must be reviewed:
 - When the employee moves to a different YMCA location – the plan needs to incorporate specific information related to the employee's work location
 - When the employee's supervisor changes – the new supervisor needs to review the plan with the employee and determine if any changes need to be made
 - When the employee indicates a change in their accommodation needs related to a workplace emergency
6. When an individual is re-hired or when an employee returns from a leave of absence, verify that the employee has completed the required training and has reviewed the Safety and Emergency Procedures. If this has not been done, the previous steps need to be followed.
7. Consult with any new employee requesting accommodation to provide or arrange for suitable work-related accommodation to meet the employee's accessibility needs; including providing or arranging for accessible formats and communication supports if required, for information that is needed to perform job duties or information generally available to all employees. Please refer to the Human Rights in the Workplace Policy 2.S. 3. in the Operating Policy Manual.
8. All individual accommodation plans must be documented using the Individual Accommodation Plan Template and Guide Consult with HR to obtain guidance on providing appropriate accommodation and documenting the plan.

Employee's Responsibilities

1. Complete the AODA Customer Service training (all employees) and in addition, the AODA and the Ontario Human Rights Code training (applicable supervisory or non-supervisory version) on their first day of employment, along with review of the [Accessibility Policy – 1.VS.4](#) and the [Human Rights in the Workplace Policy 2.S.3.](#)

This important AODA Customer Service training that will equip you for the role that you play in making our environment accessible for people with disabilities includes the content below. If you have any questions, please ensure that you spend time with your supervisor to review them. A summary is as follows:

- The purpose of the Accessibility for Ontarians with Disabilities Act.
- An overview of the requirements of the customer service standard.
- How to interact with people with various types of disabilities.

- How to interact with people who use an assistive device or require the assistance of a service animal or support person.
 - How to use any equipment or devices available in your organization to help provide goods, services or facilities to people with disabilities.
 - What to do if a person with a disability is having difficulty accessing your organization's goods, services or facilities.
2. Complete and sign the *Mandatory Statutory Training Acknowledgement Form* (to be obtained from their supervisor) to confirm training completion. Submit the form to their supervisor, who will also sign and forward the completed form to Human Resources.
 3. Review the [YMCA Safety and Emergency Procedures](#) on their first day of employment and inform their supervisor if there is any additional information that needs to be included in the plan to ensure their safety. If so, the supervisor will work with the employee, with the support of Human Resources to provide individualized emergency response information. The information will be shared on a need-to-know basis only and will be kept confidential.
 4. Individuals who are re-hired to the YMCA or employees returning from a leave of absence must ensure that they have completed the required training and have also reviewed the Safety and Emergency Procedures. If this has not been done, the previous steps need to be followed.
 5. Indicate to their supervisor as soon as practicable if they require any work related accommodation. All individual accommodation plans to meet an employee's accessibility needs related to a disability must be documented using the Individual Accommodation Plan Template.

Exceptions to the New Hire Training Requirement

Individuals paid but not employed by the YMCA of Greater Toronto; and not providing goods and/or services on behalf of the YMCA.

Related Policies/Reference Documents

- [Accessibility Policy – 1.VS.4](#)
- [Accessibility and Customer Service Policy 1.VS.5](#)
- [Documented Individual Accommodation Plan \(Q&A and Plan Template\)](#)
- [YMCA Safety and Emergency Procedures](#)
- [Human Rights Policy 1.VS.1 - Our obligation under the Ontario Human Right Code for members, volunteers, staff and others](#)
- [Human Rights in the Workplace Policy 2.S.3 – our obligation to YMCA employees under the Ontario Human Rights Code](#)



Probation Period for New Employees

Original issue date: June 1, 2000

Last revised: September 1, 2010

Objective/Introduction

The purpose of the probationary period is an opportunity to promote dialogue and a time to focus on the “job fit”. It should also be a time when there is concentrated orientation to the job and the organization. There should be continuous feedback and coaching throughout the period. During the Probationary Period, the new employee is expected to demonstrate their ability to contribute appropriately to the achievement of association and department objectives. The immediate supervisor is expected to support, train, observe and provide feedback to the new employee.

Procedures

1. If there are problems with an employee’s performance during the probation or if there are doubts or concerns, the GM and the General Manager of Human Resources should be notified right away. This is to ensure that a process is put in place to raise the concerns with the employee and to provide needed support to them in order to improve their performance.
2. Two weeks before the end of probation, the supervisor shall meet with the employee to review performance and to determine one of the following recommendations:
 - Continuation of employment. Once approved, the supervisor should confirm this in writing.
 - Extension of probation for a maximum of three months, (only in exceptional circumstances and for full time staff members). If the probation is extended, the supervisor should prepare a letter addressed to the employee with a copy to their direct report that includes the reason and terms of the extension, a list of particular areas of concern, the criteria on which further evaluation will be based and the timeframe. Please note that this extension does not exempt our statutory obligations for lieu of notice pay, but is to be used as an opportunity to convey concerns along with an appropriate timeline to correct the performance issues. The Associate Manager or Manager of Human Resources should be consulted.
 - Termination due to unsatisfactory performance. Supervisors must demonstrate that they have followed all the steps to manage performance issues. The Vice President or Senior Vice President must be consulted who in turn will consult with Human Resources.



YMCA of Greater Toronto

POSITION PROFILE

POSITION TITLE

Grade: ##

Effective Date:

Reports to: [Supervisor Title]

Location: [Program Name & Location]

Why work for our Y?

YMCA of Greater Toronto aspires to be a great work place through an environment that embraces diversity and social inclusion, valuing differences and supporting full participation by all employees. The YMCA provides more than 3,000 employees with meaningful jobs and the opportunity to make a difference in the lives of individuals and the health of our communities. The YMCA works to build healthy communities. This is achieved through a shared culture and values. We recognize the contributions of our staff through innovative practices, great benefits and growth opportunities.

Nature & Scope:

This section gives an overall understanding of why the job exists, and how it relates to the achievement of departmental/program objectives. A brief outline of the program/department and its objectives should be included describing the nature of the program/centre, types of members, involvement of volunteers, followed a brief description of the primary function/responsibilities of the position.

Responsibilities:

Indicate each major responsibility with any critical details key to attracting candidates and demonstrates meaningful work involved in position. Each responsibility should be a statement; do not use bullet points for responsibilities. The use of category headers is not recommended; key responsibilities should be underlined.

It is important to reflect the critical areas of the job which make up the major responsibility or result areas of the job. The majority of jobs (depending upon the complexity) can be described accurately using anywhere from 4 to 6 responsibility categories. List the responsibilities from the highest percentage of time spent to least totaling 100%.

The basic structure of each activity involves 3 elements: Action Verb followed by describing the activities as follows: **what** the employee does; **how** they do it and **why** they do it.

Example:

Provides leadership to direct reports by hiring, training, coaching, motivating, monitoring performance and appraising staff to achieve department objectives.

Separate major (primary activities) from the minor (secondary) activities. Group all major activities into general categories (e.g. supervisory duties, budgeting, clerical, quality, problem resolution, program planning, execution, etc.).

The following responsibilities are applicable for all YMCA positions and should be included in every posting:

Demonstrates appropriate behaviours in line with our Mission, Vision and Values as reflected in our YMCA competencies; takes a member focused approach to increase their understanding of programs offered across the Association. Represents the YMCA and the Association in a professional manner

Ensures the health, safety and well-being of all children, youth and vulnerable people in YMCA programs. Commits to the professional responsibility of maintaining knowledge of legislation, policies and procedures, child and youth development and best practices to best serve and protect children, youth, and vulnerable people. **(include only in Director and up positions)**

Understands the legal responsibilities and moral imperative to report suspected child abuse to Children's Aid Society.

Understands the importance of the volunteer staff partnership and integrates the value of philanthropy and volunteerism in dealings with members, volunteers, donors and staff.

Other duties as assigned

Qualifications:

Consistency of qualifications should be monitored. Similar positions and positions at the same grade level should have similar qualifications/expectations. Qualifications should increase progressively as position levels increase.

e.g. Majority of positions in grade 10 require a university degree and minimum 2 – 3 years related experience

e.g. General Managers will have advanced education, such as Masters in a related field coupled with progressively responsible management experience

The order of qualifications should generally flow as follows and be done using bullet points.

- *Indicate education required and/or preferred*
- *Indicate experience required and/or preferred*
- *Indicate technical skills/knowledge required and/or preferred related to position*
- *Indicate if any counselling, negotiating, conflict management, etc. skills required/preferred*
- **Well developed interpersonal, and relationship building skills; ability to establish rapport and excellent communication with members, staff and volunteers**
- **Excellent written communication skills**
- **Experience and sensitivity in dealing with members of different cultural and racial backgrounds, including visible and non-visible dimensions of diversity**
- *Indicate knowledge/experience required for various computer systems/software; e.g. Word, Excel, Outlook, Power Point, CLASS, Raiser's Edge, Financial Edge, etc.*
- *Identify any specific certifications required e.g. Valid First Aid/CPR Certificate; National Lifeguard Service Award*
- *Indicate any requirements regarding physical activity, such as heavy lifting, extensive travel, etc.*
- *Indicate any requirements related to hours of work e.g. Must be available for early morning opening shifts*
- The position requires the following Association [and/or Leadership] Competencies: *[indicate mastery level expected for each competency]* superior competence in: advanced competence in: fundamental competence in: Effective Interpersonal Communications; Teamwork and Collaboration; Ethics and Self Management; Being Member Focused; Relationship Building and Partnering; Being Results Focused; Valuing Diversity and Social Inclusion; Association Management and Stewardship; Building Community Relationships and Resources; Cross Functional Integration; Leadership; People Management; Planning and Initiative; Strategic Orientation and Change Management.

Job offers are contingent upon the successful completion of a Police Records Check. Within the first four months and every two years thereafter, a Vulnerable Police Records Check is required.

The YMCA of Greater Toronto values the diversity of people and communities and is committed to excellence and inclusion in our Association.

We are committed to an environment that is barrier free. If you require accommodation during the hiring process, please inform us in advance to arrange reasonable and appropriate accommodation.

About the YMCA of Greater Toronto:

The YMCA of Greater Toronto is a dynamic charity offering opportunities for personal growth, community involvement and leadership. Our 2010-2020 strategic plans [Strong Start Great Future](#) calls upon our Association to invest in young people across their life stages to deliver on our vision of ensuring our communities will be home to the healthiest children, teens and young adults. This community health strategy includes a significant role for adults and older adults.

Mirroring the region's diversity, the YMCA offers a variety of programs responding to the needs of the community, including employment and essential skills, education, newcomer programs, youth outreach and intervention, fitness, sports and aquatics, international programs, child care and camps.

When you support the YMCA of Greater Toronto's Annual Giving, you help us ensure more children, youth and young adults have the chance to be healthy... and so much more. We believe that by providing our children with a strong start, they will have a great future. And, ultimately, strong, healthy children mean strong, healthy communities in the GTA for the years to come. www.ymcagta.org



Employment Status Categories

Original issue date: November 1, 2001
Last revised: January 1, 2014

Objective / Introduction

The business of the YMCA requires that the Association make use of a variety of contracting models (employment agreements) to meet the needs of the organization. A core group of employees is needed for organizational stability, yet at the same time, flexibility is required to modify staff complement as program needs or funding changes.

Principles

The employment relationship is a contractual one and it is essential that the nature of this relationship is documented in the form of a written agreement. The agreement determines the type of notice that is required in the event that the employment arrangement is to be terminated. If no written agreement exists defining its duration, the law will presume that the employment is for an indefinite period of hire. In the absence of just cause, this relationship can only be terminated if reasonable notice is provided to the employee. At least the minimum notice as required by the Employment Standards Act must be provided in these situations.

The following definitions should be used in determining the appropriate employment agreement when engaging an employee.

Definitions

Regular Full and Part Time Positions:

- positions which are continuous (i.e. there is a consistent need for the position);
- there is stable funding for the positions;
- positions which are integrated into the ongoing business of the Association;
- have become established over time;
- have been designated as “regular positions”;
- employees are hired on an indefinite period of hire;
- employees who have successfully completed their probationary period;

Term Positions:

- those employees whose service is intended to be of limited duration to replace regular staff who are absent for extended periods (e.g. maternity leave, sick leave), to cover extra workload or, to undertake special projects;
- fixed term situations because of instability in funding or uncertainty because of a new initiative;
- uncertainty because of individual (reservations due to candidate), trial period;
- those staff who are working on a part time basis less than 22.5 hours per week;
- staff who work on an irregular or “on call” basis;
- seasonal staff (i.e. summer students);
- staff who do not work a 52 week year

Categories of Employment

Regular Full and Part Time (Salaried)	Benefit Entitlement
<ul style="list-style-type: none"> • Indefinite period of hire (no end date) • Pre-determined regular work schedule • Work 80% to 100% of work week (30 hours or more) • Formal “Letter of offer” • Upon termination given appropriate notice in line with service • Full and part time hours (salaried) 	<ul style="list-style-type: none"> • Health and dental benefits, LTD, life insurance • Accrue service based on hire date • Vacation entitlement of 10 days and up • Sick credits to a maximum of 130 days • Retirement Fund after 2 years service (optional) 3 years mandatory • Workplace accidents self insured • YMCA membership (employee and family)

Term Contract (Salaried)	Benefit Entitlement
<ul style="list-style-type: none"> • Definite period of hire (one month to 12 months maximum/contract) • Regular work schedule (typically) • Contract for each contracted period • Upon termination given 2 weeks notice • Work full and part time hours (more than 80% of a work week) • Paid salary 	<ul style="list-style-type: none"> • Extended Health and Dental benefits • Up to 6 paid sick days for 12 month contract (except seasonal); • YMCA Membership (employee and family) as of date of hire • Workplace accidents self insured • Statutory benefits • Vacation days taken as they are earned during the course of their contract

Term Contract (Hourly)	Benefit Entitlement
<ul style="list-style-type: none"> • Definite period of hire (one month to 12 months) • Scheduled as required or regular schedule • Contract for each contracted period • Upon termination given two weeks notice; • Paid hourly through ezlabor • Hourly staff cannot exceed 29 hours per week 	<ul style="list-style-type: none"> • Extended Health & Dental Coverage offered after two years of continuous service and average hours worked of 15 hours per week • Retirement Fund for hourly staff after minimum hours or earnings exceeded after two year period • Workplace accidents paid through third party insurance • Statutory benefits • 4 % vacation paid on semi-monthly pay cheques – Percentage increases with seniority • Y Membership if they meet minimum hour requirement

Regular Part Time (Hourly)	Benefit Entitlement
<ul style="list-style-type: none"> Indefinite period of hire (no end date) – offered to PT hourly staff after two years of service Scheduled as required or regular schedule Upon termination given appropriate notice in line with service Paid hourly through ezLabor Hourly staff cannot exceed 29 hours per week on a regular basis 	<ul style="list-style-type: none"> Extended Health & Dental Coverage offered after two years of continuous service and average hours worked of 15 hours per week Retirement Fund for hourly staff after minimum hours or earnings exceeded after two year period Workplace accidents paid through third party insurance Statutory benefits 4 % vacation paid on semi-monthly pay cheques – Percentage increases with seniority Y Membership if they meet minimum hour requirement

Term Contract (Hourly Seasonal)	Benefit Entitlement
<ul style="list-style-type: none"> Definite period of hire (one month to maximum of five months) Scheduled as required or regular schedule Contract for each contracted period Upon termination given two weeks notice; Paid hourly through timesheets Unlike other hourly staff, can exceed 26 hours per week but not 60 hours per week 	<ul style="list-style-type: none"> Workplace accidents paid through third party insurance Statutory benefits (some exceptions will apply) 4 % vacation paid on semi-monthly pay cheques YMCA Membership during contract

Employment Status Procedures

1. Before a position is posted, a determination should be made regarding the status of the position to be included in the job posting.
2. All employment arrangements must have a written agreement. The incumbents for positions that are designated as Regular Status should receive offer letters. All other employees including part time (hourly) employees should receive Term Contracts using the approved format (see samples in the appendix).
3. Full time Employees should not be on continuous Term Contracts beyond two years (with no breaks between contracts). Twelve-month contracts should not be renewed more than once.
4. Salaried employees (described in point 3 above) who have been hired on consecutive Term Contracts without a break in service, should be converted to Regular positions providing no performance problems exists. When converted from Term Contract to Regular status an offer letter must be given confirming the arrangements and entitlements. A letter and a Staff Action Form should be sent to the Human Resources Department.

5. Supervisors should ensure that when a contract expires, a termination form is sent sufficiently in advance to the Human Resources Department to ensure that they are terminated from the payroll system. This is the case with both hourly and salaried contracts.
6. The HR Department will forward regular reports reminding supervisors when contracts expire.
7. Any questions regarding the appropriate agreement for particular circumstances should be addressed to Human Resources Department Staff.
8. If the nature of an existing contract changes, (i.e. salary, hours of work, working conditions or termination date etc.), a new contract should be issued.
9. Changes in the conditions of employment for regular staff should be issued via memo to the employee in the following situations:
 - a) Transfer of location – lateral move within the same department or another department or location. The memo should outline changes in working conditions, title, and reporting relationship. Human Resources should be contacted as a notice period may be required.
 - b) To assume an Acting Appointment – at time of assignment should be issued a memo outlining new title, grade level, salary, reporting relationship, period of time, etc. Contact Human Resources for the appropriate memo
 - c) When promoted – as a result of a job competition, should be given a congratulations letter outlining new salary, salary range, reporting relationship, effective date.
 - d) To assume another position temporarily – to replace someone on maternity leave, sick leave etc. should be given a memo that specifies period, salary and that their salary will revert back to their regular rate.
 - e) Reduction in hours – Contact the Human Resources Department as a notice period will be required

Self-Employment Agreement Guidelines

Original issue date: July 25, 2003
Last revised: September 1, 2010

Objective / Introduction

The YMCA has a need to contract with self-employed individuals to provide services to the YMCA. In contracting with these individuals the YMCA must assure itself that the arrangement meets the CCRA (Canada Customs and Revenue Agency) requirements. If CCRA deems that the arrangement is in fact an employment arrangement, the YMCA may be held liable for outstanding statutory remittances.

Definitions

Self- Employed Agreement

A service contract issued to an independent operator (self-employed individual) to identify, investigate, solve problems, provide expertise or specialized services on an “as needed” basis. The requirements for self-employed status are defined in tax legislation and interpreted by CCRA in terms of an individual’s ability to declare as self -employed and therefore claim specific tax deductions consistent with the status.

The contracted relationship with an organization simply represents the provision of services in return for payment of money. The “independent operator’s” commitment to the organization is completed with the provision of services or the delivery of a report/solution; does not extend any further (i.e. to statutory or moral employment obligations). A financial dependency should not exist since there is an expectation that the individual should have income from several sources.

Employment Relationship

An employment agreement made between an organization and an individual which defines the role which an employee is expected to perform and defines the appropriate pay and benefit entitlements consistent with the duties. The relationship often establishes a financial dependency on the organization.

Both the employee’s and the organization’s obligations and duties to perform extend beyond simple provision of service in return for payment; both have corresponding obligations and duties to perform in the relationship. The employer’s obligations are defined in various pieces of legislation. The employer must fulfill minimum statutory obligations regarding working conditions, health and safety, pay and statutory benefits. There is a corresponding commitment on the part of the employee concerning loyalty, availability of services, prioritization of time, etc.

Defining Criteria

Self-Employed Individuals	Employee
The individual may establish themselves as a company. The individual functions as an independent operator.	The individual is integrated into the operations of the organization.
Exercise independence in the manner in which work is to be executed providing contracted objectives is met.	The organization has the right to exercise control and supervision over the time, place and manner in which work is performed. The organization directs and controls the work performance, provides training, defines responsibilities
According to CCRA they are expected to provide own office and materials.	The organization provides workspace, materials and other tools or support.
The individual establishes their own “billing rate” for services. Individuals are paid on a “fee for service” basis. Invoices are submitted through accounts payable	Salary/rate of pay is established by the employer. The employee is paid through payroll and issued a T4 at the end of the year.
Individual is responsible for remitting own CPP and EIC and providing proof of WSIB coverage, liability coverage.	The organization meets statutory requirements for benefits and other legal obligations.
The arrangement does not preclude the individual from providing services to other clients.	Responsibility for “loyalty” to employer in terms of availability for work.
They have income from several sources.	Dependency on employer for income.

Procedures

1. Self-Employment Agreements should not be issued to individuals who are employees of the YMCA of Greater Toronto.
2. Self-Employed Agreements should be distinguished from Third Party agreements, which are issued to companies having several employees.
3. YMCA supervisors have the responsibility to determine whether an arrangement meets the criteria for Self-employment since the organization will be liable for statutory obligations if the arrangement is questioned by CCRA.
4. Every Self-Employed arrangement must be defined in a self-employment contract using the approved template - Agreement with Self-Employed Individuals is attached to these procedures. The appropriate Vice President must approve the contract by means of their signature.
5. Any disputes regarding whether the arrangement meets the criteria for “Self Employment” will be presented to the Senior Vice President Human Resources & Organizational Development for decision.

6. Contracts should not be issued for periods exceeding one-year terms. Self-Employed individuals should not be contracted for consecutive years exceeding two-year periods without breaks between contracts
7. PRCs (police records check) must be processed for self-employed agreements if self-employed individuals are working with or coming in contact with children or vulnerable persons. See *Screening of Potential Staff and Volunteers* procedure for more information.

Process

1. Before a Self-Employment Agreement is developed, the supervisor must discuss with the Human Resources whether the agreement meets the criteria for Self-Employed status or whether an employment agreement is more appropriate. In these cases, Human Resources will provide guidance regarding the appropriate employment contract to be used in the circumstance.
2. A signed Self-Employment Contract (with cleared PRC) attached must be forwarded to the Human Resource Department. It will be entered into a database. A copy of the contract, only shall be sent to the Accounts Payable Department.
3. No Accounts Payable cheques will be issued unless a contract exists defining the terms. If discrepancies exist between the agreements regarding remuneration and invoices that are submitted, they will be brought to the attention of the VP who signed the contract.
4. Proof of WSIB/workplace injury coverage and general liability coverage must be requested and attached to the contract.
 - a) In situations where the Self-Employed individual is unable to obtain WSIB or comparable workplace injury coverage, depending on the nature of the engagement and work, the YMCA may explore the possibility of adding the individual to the YMCA's workplace injury coverage. The supervisor must contact the HR department to explore this possibility and arrange the coverage.
 - b) Regarding general liability coverage, in the event the self-employed individual has no such coverage and/or has chosen not to obtain this coverage for his or her own protection, the YMCA manager overseeing the arrangement shall contact the risk manager for guidance, regarding the option to not enforce this requirement within the self-employment agreement. This option, as an *exception* to our general practice, will take into consideration the level of risk associated with the specific activity proposed under the self-employment arrangement.

3. **Purpose of assignment or engagement**

Individual is engaged by the YMCA to _____ (briefly describe purpose of engagement).

4. **Duties**

(a) The duties and obligations of Individual will be as set out in Schedule A, which is attached and forms part of this agreement, as amended from time to time on the written consent of Individual and YMCA. (Insert details on Schedule A including obligations, work to be performed by individual, timelines, key milestones, etc.)

5. **Statutory Deductions and Indemnity**

(a) Individual shall assume responsibility for all payments and requirements of the Canada Pension Plan, Income Tax, GST/HST, WSIB and other statutory obligations consistent with his/her self employed status. Individual shall indemnify and hold harmless the YMCA against all claims, charges or penalties arising in connection with any statutory or compliance obligation Individual may have pursuant to this agreement.

6. **Insurance and Indemnification**

- (a) Individual shall maintain WSIB or comparable workplace injury coverage, and upon request shall provide the YMCA proof in the form of a clearance certificate. Individual shall also maintain general liability insurance coverage, and upon request shall provide the YMCA proof in the form of a certificate, for limits not less than two million (\$2,000,000) dollars per occurrence.
- (b) Individual shall, both during and following the term of this agreement, indemnify and save harmless the YMCA from all costs, losses, injury, damages, claims, complaints or other proceedings in any manner based upon or arising from anything done or omitted to be done by Individual pursuant to this agreement.

7. **Covenants regarding the Individual:**

- (a) While engaged by the YMCA, the Individual shall:
- (i) use best efforts to promote the interests of the YMCA;
 - (ii) duly and diligently perform assignments while engaged by the YMCA and shall truly and faithfully account for and deliver to the YMCA all monies, securities, and other things of value belonging to the YMCA which the Individual may from time to time receive from or on account of the YMCA;
 - (iii) be bound by and shall faithfully observe and abide by the YMCA Operating Policies and Procedures from time to time in force which are brought to his/her notice or of which he/she may be reasonably aware;
 - (iv) acknowledge that, in the course of his/her services under this Agreement, the Individual will gain specific knowledge of and access to YMCA information and know-how which shall at all times be and remain the exclusive and confidential

property of the YMCA. Furthermore, when handling personal information, the Individual shall follow YMCA privacy protection procedure and responsible information-handling practices; and

- (v) shall not solicit the clients or participants or employees of the YMCA, or be in contact or initiate contact with the clients or participants or employees of the YMCA for any commercial or business purpose, other than for services to be provided pursuant to this agreement.
- (b) While engaged by the YMCA, Individual shall not:
- (i) either during the continuance of the engagement or at any time thereafter, disclose any Confidential Information relating to the private or confidential affairs of the YMCA to any person other than for the YMCA's purposes and shall not (either during the continuance of this agreement or at any time thereafter) use for his/her own purposes or any purpose other than those of the YMCA any such information or secrets he/she may acquire in relation to the YMCA's business. ("**Confidential Information**" includes information pertaining to the private or confidential affairs of the YMCA or its employees, intellectual property in business processes which are unique to the YMCA, as well as in knowledge acquired by Individual in the course of performing his/her obligation under this agreement, and everything Individual creates, develops, discovers or conceives while engaged by the YMCA, and any portions thereof);
 - (ii) solicit or accept transfers of economic benefit;
 - (iii) place herself/himself in situations which are actual or perceived conflict of interest situations to the YMCA and shall promptly disclose to the YMCA, in writing, any real or potential conflicts of interest as either may arise; nor
 - (iv) use YMCA materials or resources for his/her personal use or any other third party's purposes.

8. **Termination of Fee for Service Contract**

- (a) The YMCA may terminate this agreement immediately, without further payment or damages of any kind, upon the provision of notice to Individual at any time if Individual is in breach of the performance of, or compliance with, any term, condition or obligation on its part to be observed or performed pursuant to this agreement, or if in the opinion of the YMCA, the Individual has failed to proceed diligently with the provision of services including, but not limited to, failure to meet deadlines or milestones stipulated in this agreement except where such failure is due to causes which, in the opinion of the YMCA, are beyond the control of the Individual
- (b) Either party may at any time terminate this agreement early, without cause, by providing to the other party at least 15 calendar days prior written notification of termination. In the event of such early termination, Individual shall submit a final invoice for services performed (only up to the last day of service) to the YMCA for which payment is due and payable within 30 days.
- (c) Upon termination of this agreement, Individual:

- (i) shall at once return, deliver or cause to be delivered to the YMCA all books, documents, effects, money, securities, or other property in Individual's possession belonging to the YMCA, including any property stored electronically, or any property for which the YMCA is liable to others which are in the charge, control or custody of the Individual. If requested by the YMCA, Individual shall upon termination of this Agreement immediately destroy all YMCA information or other representations from all electronic storage or other media in its possession, confirming in writing to the YMCA of such destruction or removal from electronic or other storage of YMCA information; and
- (ii) shall not solicit the clients or participants or employees of the YMCA or be in contact or initiate contact with the clients or participants or employees of the YMCA for the purpose of business for a period of 6 months from date of written notification, by either party, of termination of this agreement.

9. **Intellectual Property**

- (a) Pursuant to this agreement, and for valuable consideration specified herein, Individual may perform services as a result of which certain works protectable as intellectual property, including literary works or parts thereof (or compilations of literary and other works) protected by the Copyright Act and copyright laws of other countries, may come into being ("**Works**");
- (b) The Individual hereby:
 - (i) irrevocably assigns to the YMCA any and all right, title and interest in and to any and all of the Works and of the Confidential Information and any other intellectual property created pursuant to this agreement, through any process, including creation and assembly of information, in Canada and throughout the world, that the Individual may enjoy, if any, including, without limitation, the full copyright in and to the same;
 - (ii) irrevocably waives any and all moral rights in and to any of the Works and any of the Confidential Information that the Individual may enjoy in Canada and throughout the world;
 - (iii) agrees to do everything necessary to give effect to the Parties' expressed intentions under this section 9, including the execution and delivery to the YMCA of any further and other documents that may be required by law or equity to give full effect to the Agreement in law or in equity; and
 - (iv) agrees upon request by YMCA, to locate, return, deliver to the YMCA, and maintaining no longer in his/her possession or control, any and all physical, electronic or other copies of: (a) any Confidential Information (including preliminary versions of said Confidential Information); and (b) any materials whatsoever provided by the YMCA to Individual in connection with the services performed pursuant to this agreement.

10. **General**

- (a) The parties are and shall at all times remain independent and are not and Individual shall not represent himself/herself to be the agent, joint venturer, partner or employee of the YMCA.
- (b) The Individual shall not assign this Agreement or any part thereof without the prior written consent of the YMCA, which may be withheld at YMCA's sole discretion.
- (c) The waiver by either party of any breach or violation of any provision of this agreement shall not operate or be construed as a waiver of any subsequent breach or violation of it. In the event that any provision in this agreement shall be deemed void or invalid by a court of competent jurisdiction, the remaining provisions shall be and remain in full force and effect.
- (d) This agreement is governed by, and is to be construed and interpreted in accordance with, the laws of the Province of Ontario and the laws of Canada applicable therein.
- (e) This agreement constitutes the entire agreement between the parties with respect to the subject matter hereof and cancels and supersedes any prior understanding and agreements between the parties hereto with respect thereto. There are no representation, warranties, forms, conditions, undertakings or collateral agreements, express or implied or statutory between the parties other than as expressly set forth in the Agreement.
- (f) This agreement may only be modified by a written agreement duly executed by both parties.
- (g) This agreement may be executed and delivered by the Parties in one or more counterparts, each of which when so executed and delivered will be an original, and those counterparts will together constitute one and the same instrument.
- (h) Delivery of this agreement by facsimile, e-mail or functionally equivalent electronic transmission constitutes valid and effective delivery.

IN WITNESS WHEREOF the parties have executed this Agreement at Toronto, on _____ day of _____, 20____.

For Individual:

Witness

Name and Signature:

For YMCA of Greater Toronto:

Vice President or Senior Vice President
YMCA of Greater Toronto

Schedule A

Duties and Obligations of Individual

(outline or attach duties to be performed by individual, timelines, etc.)

Acting Appointments

Original issue date: November 15, 2001
Last revised: April 1, 2010

Definition

Acting appointment is recognized when an employee (management/non-management) has been identified (designated) by the supervisor to perform/provide temporary relief assistance in another position and become eligible for an acting allowance when the following is met:

- The assignment is a higher level position than the employee normally occupies and when the employee will be responsible for the major functions (all functions) of the higher level position
- The employee spends at least 50% of the workday on the acting assignment.
- On an interim basis where a position becomes vacant in the absence of the regular position incumbent who is unable to act due to maternity leave, extended sick leave, performance issues, and/or other authorized leave of absence.

Duration

- All acting appointments must be at least 4 months and should not exceed 12 months in duration. If the assignment duration exceeds the 12 month period due to unforeseen circumstances it must be reviewed and approved by the Senior VP or VP accountable.
- Any “acting” appointments for assignments less than 4 months will be considered training and development opportunities for the appointed incumbent to fill the vacant position and no additional salary allowance will be provided. Unique circumstances must be reviewed by the Senior VP or VP in conjunction with Human Resources.

Procedures

Regarding salary administration, an employee assigned to a position in an “acting” capacity will be paid as follows:

- Acting allowance will be added to the employee’s base salary earnings during the acting assignment period;
- The minimum rate in the salary range of the classification of the position to which he/she is being assigned. The Senior VP or VP in conjunction with the Human Resources must approve any salary consideration above the minimum provision.
- Providing the assignment is for a minimum of a 4-month period, the acting allowance will be applied retroactively to the start date of the assignment.

Voluntary Termination of Employment

Original issue date: June 1, 2000
Last revised: September 1, 2010

Objective / Introduction

If a staff decides to voluntarily leave the YMCA to further their education, explore other career opportunities, or another related personal reason, this is considered to be a resignation. Please note that if a staff resigns due to personal or family medical reasons, please contact Human Resources for more guidance.

Procedures

The following steps should be followed when managing a resignation:

The supervisor shall:

1. Request a written resignation letter from the employee.
2. Alert their General Manager or VP as soon as possible regarding the resignation.
3. Ensure that attendance forms are updated and forwarded to HR immediately.
4. Ensure that the staff member returns all YMCA property including keys, access cards, credit cards, petty cash, policy and procedures manuals and uniforms.
5. Inform Contour to disconnect the employee's telephone access as of their last day worked.
6. Complete and forward a Staff Action Form with the resignation letter to the HR Department to discontinue pay.
7. An exit interview should be arranged. A staff member at supervisory level (but not the employee's supervisor) is to conduct the interview, using the *Exit Interview* form. One copy goes to the supervisor and another to the HR Department.

Upon receiving the Staff Action Form, HR will:

- Calculate outstanding vacation owing;
- Inform Standard Life regarding the termination so that they can advise the employee of their Pension options (if they are enrolled);
- Discontinue their benefit coverage as of their last day worked, if applicable, and send a conversion package for benefits if they wish to purchase an individual policy
- Terminate the employee's membership as of their last day worked
- Inform IT to disable the employee's e-mail, as well as access to other YMCA data bases;
- Send a letter to the employee inviting them to join the Staff Alumni
- Advise Financial Development of the resignation

Payroll will prepare the final pay cheque for all monies owing, including vacation, and will issue a Record of Employment (ROE) which will be forwarded directly to Service Canada. The employee may access their ROE on-line through their My Service Canada Account on the Service Canada website within 5 days after their final pay period.

Appendix: Full Time Offer Letter

Date

Name

Address

Toronto, Ontario

Dear

I'd like to welcome you to the YMCA of Greater Toronto, a charity offering opportunities for personal growth, community involvement and leadership. The Association is excited to have you join our team of committed staff and volunteers.

I am pleased to offer you the position of INSERT TITLE effective START DATE, subject to a satisfactory Police Records Check. Depending on your geographic location, your Police Records Check may be processed in two stages. You will be hired conditionally with a CPIC with the requirement to produce a satisfactory Vulnerable Police Record check within the first four months of employment. If you do not obtain the Vulnerable Police Records check within this period, your employment will end. The YMCA requires that all staff update their Vulnerable Police Records check every 24 months. You will receive notice from the Human Resources Department when this requirement must be completed. Failure to meet this requirement within the designated period will result in the completion of your employment.

The following will confirm the YMCA's verbal offer of employment:

As agreed, you will be paid an annual salary of \$..... .(\$ semi-monthly). The position is allocated to grade level and has a salary range of (\$Minimum – \$Maximum). Your annual salary is based upon the standard work week of hours for days per week; this is considered% time portion. Your work schedule is determined based on the requirements of your position.

As is the practice with all new employees, the first three months of this position are considered a probationary period. Performance reviews will then be conducted in subsequent years on an annual basis.

Currently your assignment is at _____, however please be advised that the YMCA reserves the right to transfer you with notice to another location to meet our service needs. You will be reporting to(name and job title).

You will accrue 10 days vacation during the first twelve-month period worked. You will be entitled to take vacation in the year after it is accrued. Vacation entitlement increases with seniority.

The YMCA of Greater Toronto provides employees with a short-term disability plan. Employees accrue monthly sick credits to be used during short-term sick leave. In the event of illness, eligibility for the benefit is based on medical evidence provided by your physician.

Your YMCA benefits are as follows and will be effective after a three-month waiting period:

1. **Extended Health Care** - Premium is paid 75% by Association, 25% by you.
2. **Vision Care** - Premium is paid 75% by Association, 25% by you.
3. **Dental Care**- Premium is paid 100% by Association.
4. **Long Term Disability** - Coverage is 65% of earnings, up to a monthly maximum amount of \$11,000. Coverage over \$10,000 requires approval by evidence of insurability. Premium is paid 100% by the Association.
5. **Group Life Insurance - Including Accidental Death & Dismemberment** - Coverage is two times your annual salary up to a maximum of \$250,000. Premium paid 50% by Association, 50% by you.

Participation in the Extended Health plan is a condition of employment. If, however, you have similar coverage under the plan of a spouse for Extended Health Care, Vision Care or Dental Care, and complete a waiver to that effect, you will be exempted from participation. Questions pertaining to the benefits package can be addressed to the Human Resources Department. Please note, employees working less than 80% full-time equivalent will not be eligible for Benefits as per the insurance providers.

6. **YMCA Retirement Fund**- Participation in the Retirement Fund is mandatory at 3 years of employment but you have the option of beginning contributions after 2 years of service. Contribution is 5% of your gross salary to the Retirement Fund and the Association will match your contribution. Both Employee and Employer contributions are vested immediately in the Retirement Fund. Please note that the maximum that you can contribute annually to a Registered Pension Plan (RPP) is 18% of your earnings (which include both employee and employer contributions), up to a dollar maximum that has been designated by the Canada Revenue Agency. The dollar maximum changes on a yearly basis and can be found on the CCRA website.
7. **YMCA Membership** - Effective immediately, you, your spouse and your dependants will receive complimentary general membership at the YMCA Health, Fitness and Recreation Centre of your choice.
8. **Advica Health** - Effectively immediately, you will be entitled to single coverage under our preventative health benefit. YMCA pays the total cost of the benefit premium. This program includes access to a medical concierge service and a medical advisory board, second opinions for health conditions, prevention and educational resources, a personal on-line wellness profile, and access to the Mayo Clinic portal. This program is also available to your dependent family members at minimal cost.

All YMCA policies and procedures, including Operating Policies, Management Practices and Program-specific policies, shall apply during your employment.

Consent to the collection, creation, use and disclosure of your personal information for the purpose of establishing and managing the employment relationship is also a condition of your employment. By accepting employment with the YMCA, you further consent to the collection and use of your personal information for statistical purposes, to satisfy government and regulatory obligations and consent to the release of your name and address to our Financial Development Department to further the YMCA's philanthropic activities.

I trust that the above information confirms your understanding of the agreement. I am very pleased you have decided to join us and look forward to working with you.

Sincerely,

Supervisor/Manager Name
Supervisor/Manager Title

Accepted: _____

Date: _____

Start date: _____

*****Originals to be forwarded to HR Department for employee file*****

YMCA Salaried Employment Contract

Section 1 (Employee to complete after offer is made and CPIC Police Records Check cleared)

Name: Address:
City Prov.: / Postal Code: Other:
Tel.(home): Social Insurance #: Birth Date:
Personal Email:
PRC Clearance Date: Location: Are you legally entitled to work in Canada?
Have you been previously employed by the YMCA of Greater Toronto? Date/Location:

Section 2 (Supervisor completes prior to distributing to employee)

The contract signed below confirms arrangements made between the above named employee and (name & title of supervisor) regarding your work as (position title) subject to a satisfactory Police Records Check. Depending on your geographic location, your Police Records Check may be processed in two stages. You will be hired conditionally with a CPIC with the requirement to produce a satisfactory Vulnerable Police Record check within the first four months of employment. If you do not obtain the Vulnerable Police Records check within this period, your employment will end. The YMCA requires that all staff update their Vulnerable Police Records check every 24 months. You will receive notice from the Human Resources Department when this requirement must be completed. Failure to meet this requirement within the designated period will result in the completion of your employment.

1. **Contract Term**

Start Date: Completion Date:

The first three months will be considered a probationary period.

2. **Term Employment Status** (Please check one of the following)

Salaried Full-time: (100% Time) Salaried Part-time: (Less than 100% Time) Indicate Time Portion Worked: (Percentage of Time)

3. **Work Assignment/Schedule**

Purpose of Assignment:

Hours of Work Per Week: Work Schedule:

Other:

(The Association reserves the right to alter the work schedule, to relocate employees or to re-define such duties at any time to meet the needs of the Association.)

Additional information/requirements/restrictions:

4. Remuneration

Rate of Pay: \$ /per annum \$ /semi-monthly Grade Level:

5. Other Benefits

Workplace Accident Coverage; YMCA membership; YMCA Retirement Fund-based on legislative guidelines; statutory holiday payment if requirements met under Employment Standards Act; entitled to ten days paid vacation during a 12-month contract earned at a rate of 0.83 days per month; entitled to a maximum of six paid days for personal illness during a 12-month contract, earned at a rate of 0.5 days per month; entitled to three paid days for Family Responsibility during a 12-month contract, earned at a rate of 0.25 days per month; Health and dental coverage is a condition of employment unless proof of coverage provided with spouse – provided on a cost shared basis – effective after a three-month waiting period. Employees working less than 80% full time equivalent will not be eligible for Health and Dental Benefits as per the insurance provider.

6. Employee Covenants

The Employee shall be bound by and faithfully observe and abide by all the rules and regulations of the YMCA. It is a condition of employment that the employee reviews and acknowledges agreement to all Association Policies and Procedures.

7. Privacy Statement

Consent to the collection, creation, use and disclosure of your personal information for the purpose of establishing and managing the employment relationship is also a condition of your employment. By accepting employment with the YMCA, you further consent to the collection and use of your personal information for statistical purposes, to satisfy government and regulatory obligations and consent to the release of your name and address to our Financial Development Department to further YMCA's philanthropic activities.

8. Conditions

All provisions of, and amendments to, bind the YMCA of Greater Toronto and employee; the Canadian Income Tax Act, the Canada Pension Plan and the Employment Insurance Act. Either party may terminate this contract at any time by giving notice of at least two weeks, stating the effective date, and no requirement of this contract shall extend beyond that date. The employer may terminate this contract at any time for cause without payment of any kind.

This agreement expresses the whole agreement of the employee and the YMCA of Greater Toronto with reference to the outlined employment contract.

Employee (name, please print): _____ Date:

Employee (signature): _____ Date:

Supervisor (name, please print): _____ Date:

Supervisor (signature): _____ Date:

***** Originals to be forwarded to Human Resources for employee file*****

YMCA Hourly Employment Contract

Section 1 (Employee to complete after offer is made and CPIC Police Records Check cleared)

Name: Address:
City Prov.: / Tel.(home): Other:
Postal Code: Social Insurance #: Birth Date:
Email Address:
PRC Clearance Date: Location: Are you legally entitled to work in Canada?
Have you been previously employed by the YMCA of Greater Toronto? Date/Location:

Section 2 (Supervisor completes prior to distributing to employee)

The contract signed below confirms arrangements made between the above named employee and (name/title of supervisor) regarding your work as (position title) subject to a satisfactory Police Records Check. Depending on your geographic location, your Police Records Check may be processed in two stages. You will be hired conditionally with a CPIC with the requirement to produce a satisfactory Vulnerable Police Record check within the first four months of employment. If you do not obtain the Vulnerable Police Records check within this period, your employment will end. The YMCA requires that all staff update their Vulnerable Police Records check every 24 months. You will receive notice from the Human Resources Department when this requirement must be completed. Failure to meet this requirement within the designated period will result in the completion of your employment.

1. Contract Term

Start Date: Completion Date:
The first three months will be considered a probationary period.

2. Work Assignment/Schedule

Purpose of Assignment:
Hours of Work Per Week: On-call as needed: or Fixed schedule:
Other:

(The Association reserves the right to alter the work schedule, to relocate employees or to re-define such duties at any time to meet the needs of the Association due to enrollment, membership, workload etc.)

Additional information/requirements/restrictions:

3. **Remuneration** (hourly positions will have hours worked reported in time and labour management system by supervisor for payment)

Hourly rate of pay: Total \$ /per hour Grade:

Other:

4% Vacation Pay paid on regular pay cheque earnings; Vacation entitlement increases with seniority

4. **Other Benefits**

Workplace Accident Coverage; YMCA membership when eligibility requirements are met; Extended Health and Dental benefits when eligibility requirements are met; YMCA Retirement Fund-based on legislative guidelines; statutory holiday payment if requirements met under Employment Standards Act.

5. **Employee Covenants**

The Employee shall be bound by and faithfully observe and abide by all the rules and regulations of the YMCA. It is a condition of employment that the employee reviews and acknowledges agreement to all Association Policies and Procedures.

6. **Privacy Statement**

Consent to the collection, creation, use and disclosure of your personal information for the purpose of establishing and managing the employment relationship is also a condition of your employment. By accepting employment with the YMCA, you further consent to the collection and use of your personal information for statistical purposes, to satisfy government and regulatory obligations and consent to the release of your name and address to our Financial Development Department to further YMCA's philanthropic activities.

7. **Conditions**

The YMCA of Greater Toronto and the employee, are bound by all provisions of, and amendments to the Canadian Income Tax Act, the Canada Pension Plan and the Employment Insurance Act. Either party may terminate this contract at any time by giving notice of at least two weeks, stating the effective date, and no requirement of this contract shall extend beyond that date. The employer may terminate this contract at any time for cause without payment of any kind.

This agreement expresses the whole agreement of the employee and the YMCA of Greater Toronto with reference to the outlined employment contract.

Employee (name, please print): _____	Date: <input type="text"/>
Employee (signature): _____	Date: <input type="text"/>
Supervisor (name, please print): _____	Date: <input type="text"/>
Supervisor (signature): _____	Date: <input type="text"/>

***** Originals to be forwarded to Human Resources for employee file*****

YMCA Seasonal Hourly Employment Contract Employment & Community or HFR

Section 1 (Employee to complete after offer is made and CPIC Police Records Check cleared)

Name: Address:
City / Prov.: / Tel.(home): Other:
Postal Code: Social Insurance #: Birth Date:
Email Address:
PRC Clearance Date: Location: Are you legally entitled to work in Canada?
Have you been previously employed by the YMCA of Greater Toronto? Date/Location:

Section 2 (Supervisor completes prior to distributing to employee)

The contract signed below confirms arrangements made between the above named employee and (name/title of supervisor) regarding your work as (position title) subject to a satisfactory Police Records Check. Depending on your geographic location, your Police Records Check may be processed in two stages. You will be hired conditionally with a CPIC with the requirement to produce a satisfactory Vulnerable Police Record check within the first four months of employment. If you do not obtain the Vulnerable Police Records check within this period, your employment will end. The YMCA requires that all staff update their Vulnerable Police Records check every 24 months. You will receive notice from the Human Resources Department when this requirement must be completed. Failure to meet this requirement within the designated period will result in the completion of your employment.

1. **Contract Term**

Start Date:

Completion Date:

The first three months will be considered a probationary period.

2. **Work Assignment/Schedule**

Purpose of Assignment:

Hours of Work Per Week:

On-call as needed:

or Fixed schedule:

Other:

(The Association reserves the right to alter the work schedule, to relocate employees, or to re-define such duties at any time to meet the needs of the Association)

Additional information/requirements/restrictions:

3. Remuneration (hourly positions must submit electronic timesheets to payroll)

Hourly rate of pay: Total \$ /per hr/WEG (if applicable) \$ per hr/YMCA portion \$ per hr

Other:

4% Vacation Pay paid on regular pay cheque earnings

4. Other Benefits

Workplace Accident Coverage; YMCA membership; statutory holiday payment if requirements met under Employment Standards Act.

5. Employee Covenants

The Employee shall be bound by and faithfully observe and abide by all the rules and regulations of the YMCA. It is a condition of employment that the employee reviews and acknowledges agreement to all Association Policies and Procedures.

6. Privacy Statement

Consent to the collection, creation, use and disclosure of your personal information for the purpose of establishing and managing the employment relationship is also a condition of your employment. By accepting employment with the YMCA, you further consent to the collection and use of your personal information for statistical purposes, to satisfy government and regulatory obligations and consent to the release of your name and address to our Financial Development Department to further YMCA's philanthropic activities.

7. Conditions

The YMCA of Greater Toronto and the employee, are bound by all provisions of, and amendments to the Canadian Income Tax Act, the Canada Pension Plan and the Employment Insurance Act. Either party may terminate this contract at any time by giving notice of at least two weeks, stating the effective date, and no requirement of this contract shall extend beyond that date. The employer may terminate this contract at any time for cause without payment of any kind.

This agreement expresses the whole agreement of the employee and the YMCA of Greater Toronto with reference to the outlined employment contract.

Employee (name, please print): _____	Date: <input style="width: 100px; height: 20px;" type="text"/>
Employee (signature): _____	Date: <input style="width: 100px; height: 20px;" type="text"/>
Supervisor (name, please print): _____	Date: <input style="width: 100px; height: 20px;" type="text"/>
Supervisor (signature): _____	Date: <input style="width: 100px; height: 20px;" type="text"/>

***** Originals to be forwarded to Human Resources for employee file*****

YMCA Seasonal Employment Contract – Camps

Section 1 (Employee to complete after offer is made and PRC cleared)

Name: Address:
City/Prov.: / Postal Code: Other:
Tel.(home): Social Insurance #: Birth Date:

Email address:

PRC Clearance Date: Location:

Are you legally entitled to work in Canada? Will you be returning to school in the fall?
Have you been previously employed by the YMCA of Greater Toronto? Date/Location:

Section 2 (Supervisor completes prior to distributing to employee)

The contract signed below confirms arrangements made between the above named employee and (name/title of supervisor) regarding your work as (position title) pending a satisfactory Police Records Check is on file prior to start date. Depending on your geographic location, your Police Records Check may be processed in two stages. You will be hired conditionally with a CPIC with the requirement to produce a satisfactory Vulnerable Police Record check within the first four months of employment. If you do not obtain the Vulnerable Police Records check within this period, your employment will end. The YMCA requires that all staff update their Vulnerable Police Records check every 24 months. You will receive notice from the Human Resources Department when this requirement must be completed. Failure to meet this requirement within the designated period will result in the completion of your employment.

1. **Contract Term**
Start Date: Completion Date:
The first three months will be considered a probationary period.

2. **Work Assignment/Schedule**
Purpose of Assignment:

Your hours are as indicated on your schedule.

(The Association reserves the right to alter the work schedule, to relocate employees, or to re-define such duties at any time to meet the needs of the Association)

3. **Remuneration** (hourly positions must submit electronic timesheets to payroll)

Hourly rate of pay: \$ /per hr or Weekly rate of pay: \$ per week

4% Vacation Pay paid on regular pay cheque earnings

4. **Other Benefits**

Workplace Accident Coverage; YMCA membership.

5. **Employee Covenants**

The Employee shall be bound by and faithfully observe and abide by all the rules and regulations of the YMCA. It is a condition of employment that the employee reviews and acknowledges agreement to all Association Policies and Procedures, including the following:

- Refrain from babysitting or having other outside contact with YMCA children or families.
- Be a positive role model in behaviour and conduct while at work and while representing the YMCA after work.
- Refrain from smoking, consuming alcohol and/or illegal drugs, or be under the influence of any of the above while engaged in conducting his/her duties on behalf of the YMCA of Greater Toronto.
- Refrain from using profane and/or coarse language while engaged in conducting his/her duties on behalf of the YMCA of Greater Toronto.

6. **Job Requirements**

The Employee shall adhere to the following job requirements:

- Provide a valid police records check prior to employment date from your local police department.
- Attend and fully participate in all mandatory training events and staff meetings prior to and during the course of employment with the YMCA of Greater Toronto, for which payment will be made.
- Provide accurate, up-to-date personal information for payroll and direct deposit/payment information.
- Arrive no later than 15 minutes prior to scheduled shift.
- Wear current YMCA of Greater Toronto Camp clothing during all scheduled shifts.
- Maintain a valid Red Cross or St. John's Ambulance or equivalent Standard First Aid and Child CPR Certificate throughout the employment period.
- Contact the children's families in your camper groups on a regular basis and/or when necessary.
- Immediately notify the Director, Summer Camps, or their designate should you be unexpectedly absent or find it necessary to leave the site before the end of the scheduled day.
- Return all YMCA of Greater Toronto property no later than seven (7) days following the last scheduled shift.

7. **Privacy Statement**

Consent to the collection, creation, use and disclosure of your personal information for the purpose of establishing and managing the employment relationship is also a condition of your employment. By accepting employment with the YMCA, you further consent to the collection and use of your personal information for statistical purposes, to satisfy government and regulatory obligations and consent to the release of your name and address to our Financial Development Department to further YMCA's philanthropic activities.

8. Conditions

The YMCA of Greater Toronto and the employee are bound by all provisions of, and amendments to applicable employment statutes. Either party may terminate this contract at any time by giving notice of at least two weeks, stating the effective date, and no requirement of this contract shall extend beyond that date. **In the event of emergency, low enrolment, program closure or other unforeseen circumstances, the YMCA of Greater Toronto reserves the right to temporarily lay off employees, within the provision of and amendments to applicable employment statutes.** The employer may terminate this contract at any time for cause without payment of any kind.

This agreement expresses the whole agreement of the employee and the YMCA of Greater Toronto with reference to the outlined employment contract.

Employee

I have read, understand and agree to carry out my employment according to the terms and conditions described in this contract.

I understand that contravention of this contract may result in disciplinary action, up to and including dismissal.

Employee (name, please print): _____	Date: <input type="text"/>
Employee (signature): _____	Date: <input type="text"/>
Supervisor (name, please print): _____	Date: <input type="text"/>
Supervisor (signature): _____	Date: <input type="text"/>

***** Originals to be forwarded to Human Resources for employee file*****

Salaried Offer Letter Early Childhood Educator

Date

Name

Address

Dear

I'd like to welcome you to the YMCA of Greater Toronto, a charity offering opportunities for personal growth, community involvement and leadership. The Association is excited to have you join our team of committed staff and volunteers.

I am pleased to offer you the position of Early Childhood Educator effective, subject to a satisfactory Police Records Check. Depending on your geographic location, your Police Records Check may be processed in two stages. You will be hired conditionally with a CPIC with the requirement to produce a satisfactory Vulnerable Police Record check within the first four months of employment. If you do not obtain the Vulnerable Police Records check within this period, your employment will end. The YMCA requires that all staff update their Vulnerable Police Records check every 24 months. You will receive notice from the Human Resources Department when this requirement must be completed. Failure to meet this requirement within the designated period will result in the completion of your employment.

A condition of your employment is a requirement to be a member in good standing with the College of Early Childhood Educators (CECE) and provide your registration certificate number as proof of your membership prior to your employment date. In cases where an application for membership is in process, you will be hired conditionally by providing an acknowledgement letter from the College and will have four months to provide your registration number. In order to continue your employment as an Early Childhood Educator, you must continue to be a member in good standing with the College. If these requirements are not met, your employment as an Early Childhood Educator will be terminated.

The following will confirm the YMCA's verbal offer of employment:

As agreed, you will be paid an annual salary of \$_____. The position is allocated to grade level X and has a salary range of (\$Minimum – \$Maximum). Your annual salary is based upon the standard work week of 37.5 hours for five days per week; this is considered 100% time portion. Your work schedule is determined based on the requirements of your position. We would like to take this opportunity to identify that a portion of your salary comes through wage enhancement grants made available through the Ministry of Children and Youth Services.

As is the practice with all new employees, the first three months of this position are considered a probationary period. Performance reviews will then be conducted in subsequent years on an annual basis.

Currently your assignment is at _____, however, please be advised that the YMCA reserves the right to transfer you with notice to another location to meet our service needs. You will be reporting to(name and job title).

You will accrue 10 days vacation during the first twelve-month period worked. You will be entitled to take vacation in the year after it is accrued. Vacation entitlement increases with seniority.

The YMCA of Greater Toronto provides employees with a short-term disability plan. Employees accrue monthly sick credits to be used during short-term sick leave. In the event of illness, eligibility for the benefit is based on medical evidence provided by your physician.

Your YMCA benefits are as follows and will be effective after a three-month waiting period:

1. **Extended Health Care** - Premium is paid 75% by Association, 25% by you.
2. **Vision Care** - Premium is paid 75% by Association, 25% by you.
3. **Dental Care** - Premium is paid 100% by Association.
4. **Long Term Disability** - Coverage is 65% of earnings, up to a monthly maximum amount of \$11,000. Coverage over \$10,000 requires approval by evidence of insurability. Premium is paid 100% by the Association.
5. **Group Life Insurance Including Accidental Death & Dismemberment** - Coverage is two times your annual salary up to a maximum of \$250,000. Premium paid 50% by Association, 50% by you.

Participation in the Extended Health plan is a condition of employment. If, however, you have similar coverage under the plan of a spouse for Extended Health Care, Vision Care or Dental Care, and complete a waiver to that effect, you will be exempted from participation. Questions pertaining to the benefits package can be addressed to the Human Resources Department.

6. **YMCA Retirement Fund** - Participation in the Retirement Fund is mandatory at 3 years of employment but you have the option of beginning contributions after 2 years of service. Contribution is 5% of your gross salary to the Retirement Fund and the Association will match your contribution. Both Employee and Employer contributions are vested immediately in the Retirement Fund. Please note that the maximum that you can contribute annually to a Registered Pension Plan (RPP) is 18% of your earnings (which include both employee and employer contributions), up to a dollar maximum that has been designated by the Canada Revenue Agency. The dollar maximum changes on a yearly basis and can be found on the CCRA website.
7. **YMCA Membership** - Effective immediately, you, your spouse and your dependants will receive complimentary Membership at the YMCA Health, Fitness and Recreation Centre of your choice.
8. **Advica Health** - Effectively immediately, you will be entitled to single coverage under our preventative health benefit. YMCA pays the total cost of the benefit premium. This program

includes access to a medical concierge service and a medical advisory board, second opinions for health conditions, prevention and educational resources, a personal on-line wellness profile, and access to the Mayo Clinic portal. This program is also available to your dependent family members at minimal cost.

All YMCA policies and procedures, including Operating Policies, Management Practices and Program-specific policies, shall apply during your employment.

Consent to the collection, creation, use and disclosure of your personal information for the purpose of establishing and managing the employment relationship is also a condition of your employment. By accepting employment with the YMCA, you further consent to the collection and use of your personal information for statistical purposes, to satisfy government and regulatory obligations and consent to the release of your name and address to our Financial Development Department to further the YMCA's philanthropic activities.

I trust that the above information confirms your understanding of the agreement. I am very pleased you have decided to join us and look forward to working with you.

Sincerely,

Supervisor / Manager Name
Supervisor / Manager Title

Accepted: _____

Date: _____

Start date: _____

*****Originals to be forwarded to HR Department for employee file*****

Salaried Employment Contract Early Childhood Educator

Section 1 (Employee to complete after offer is made and CPIC Police Records Check cleared)

Name: Address:
City Prov.: / Postal Code: Other:
Tel.(home): Social Insurance #: Birth Date:

Personal Email:

PRC Clearance Date: Location: Are you legally entitled to work in Canada?
Have you been previously employed by the YMCA of Greater Toronto? Date/Location:

Section 2 (Supervisor completes prior to distributing to employee)

The contract signed below confirms arrangements made between the above named employee and (name/title of supervisor) regarding your work as an Early Childhood Educator, subject to a satisfactory Police Records Check. Depending on your geographic location, your Police Records Check may be processed in two stages. You will be hired conditionally with a CPIC with the requirement to produce a satisfactory Vulnerable Police Record check within the first four months of employment. If you do not obtain the Vulnerable Police Records check within this period, your employment will end. The YMCA requires that all staff update their Vulnerable Police Records check every 24 months. You will receive notice from the Human Resources Department when this requirement must be completed. Failure to meet this requirement within the designated period will result in the completion of your employment.

A condition of your employment is a requirement to be a member in good standing with the College of Early Childhood Educators (CECE) and provide your registration certificate number as proof of your membership prior to your employment date. In cases where an application for membership is in process, you will be hired conditionally by providing an acknowledgement letter from the College and will have four months to provide your registration number. In order to continue your employment as an Early Childhood Educator, you must continue to be a member in good standing with the College. If these requirements are not met, your employment as an Early Childhood Educator will be terminated.

1. Contract Term

Start Date: Completion Date:
The first three months will be considered a probationary period.

2. Term Employment Status (Please check one of the following)

Salaried Full-time: (100% Time) Salaried Part-time: (Less than 100% Time) Indicate Time Portion Worked: (Percentage of Time)

3. Work Assignment/Schedule

Purpose of Assignment:

Hours of Work Per Week:

Work Schedule:

Other:

(The Association reserves the right to alter the work schedule, to relocate employees, or to re-define such duties at any time to meet the needs of the Association due to enrollment, membership, workload etc.)

Additional information/requirements/restrictions:

4. Remuneration

Rate of Pay: \$ /per annum \$ /semi-monthly Grade Level:

We would like to take this opportunity to identify that a portion of your salary comes through wage enhancement grants made available through the Ministry of Children and Youth Services.

5. Other Benefits

Workplace Accident Coverage; YMCA membership; YMCA Retirement Fund-based on legislative guidelines; statutory holiday payment if requirements met under Employment Standards Act; entitled to ten days paid vacation during a 12-month contract earned at a rate of 0.83 days per month; entitled to a maximum of six paid days for personal illness during a 12-month contract, earned at a rate of 0.5 days per month; entitled to three paid days for Family Responsibility during a 12-month contract, earned at a rate of 0.25 days per month; Health and dental coverage is a condition of employment unless proof of coverage provided with spouse – provided on a cost shared basis – effective after a three-month waiting period. Employees working less than 80% full time equivalent will not be eligible for Health and Dental Benefits as per the insurance provider.

6. Employee Covenants

The Employee shall be bound by and faithfully observe and abide by all the rules and regulations of the YMCA. It is a condition of employment that the employee reviews and acknowledges agreement to all Association Policies and Procedures.

7. Privacy Statement

Consent to the collection, creation, use and disclosure of your personal information for the purpose of establishing and managing the employment relationship is also a condition of your employment. By accepting employment with the YMCA, you further consent to the collection and use of your personal information for statistical purposes, to satisfy government and regulatory obligations and consent to the release of your name and address to our Financial Development Department to further YMCA's philanthropic activities.

8. Conditions

The YMCA of Greater Toronto and the employee are bound by all provisions of, and amendments to the Canadian Income Tax Act, the Canada Pension Plan and the Employment Insurance Act. Either party may terminate this contract at any time by giving notice of at least two weeks, stating the effective date, and no requirement of this contract shall extend beyond that date. The employer may terminate this contract at any time for cause without payment of any kind.

This agreement expresses the whole agreement of the employee and the YMCA of Greater Toronto with reference to the outlined employment contract.

Employee (name, please print): _____	Date:	<input type="text"/>
Employee (signature): _____	Date:	<input type="text"/>
Supervisor (name, please print): _____	Date:	<input type="text"/>
Supervisor (signature): _____	Date:	<input type="text"/>

***** Originals to be forwarded to Human Resources for employee file*****

Hourly Employment Contract Early Childhood Educator

Section 1 (Employee to complete after offer is made and CPIC Police Records Check cleared)

Name: Address:
City Prov.: / Postal Code: Other:
Tel.(home): Social Insurance #: Birth Date:

Email Address:
PRC Clearance Date: Location: Are you legally entitled to work in Canada?
Have you been previously employed by the YMCA of Greater Toronto? Date/Location:

Section 2 (Supervisor completes prior to distributing to employee)

The contract signed below confirms arrangements made between the above named employee and (name/title of supervisor) regarding your work as an Early Childhood Educator, subject to a satisfactory Police Records Check. Depending on your geographic location, your Police Records Check may be processed in two stages. You will be hired conditionally with a CPIC with the requirement to produce a satisfactory Vulnerable Police Record check within the first four months of employment. If you do not obtain the Vulnerable Police Records check within this period, your employment will end. The YMCA requires that all staff update their Vulnerable Police Records check every 24 months. You will receive notice from the Human Resources Department when this requirement must be completed. Failure to meet this requirement within the designated period will result in the completion of your employment.

A condition of your employment is a requirement to be a member in good standing with the College of Early Childhood Educators (CECE) and provide your registration certificate number as proof of your membership prior to your employment date. In cases where an application for membership is in process, you will be hired conditionally by providing an acknowledgement letter from the College and will have four months to provide your registration number. In order to continue your employment as an Early Childhood Educator, you must continue to be a member in good standing with the College. If these requirements are not met, your employment as an Early Childhood Educator will be terminated.

1. **Contract Term**
Start Date: Completion Date:
The first three months will be considered a probationary period.

2. **Work Assignment/Schedule**
Purpose of Assignment:
Hours of Work per Week: On-call as needed: or Fixed schedule:

Other:

(The Association reserves the right to alter the work schedule, to relocate employees or to re-define such duties at any time to meet the needs of the Association due to enrolment, membership, workload etc.)

Additional information/requirements/restrictions:

3. **Remuneration** (*hourly positions will have hours worked reported in time and labour management system by supervisor for payment*)

Hourly rate of pay: Total \$ /per hr/WEG (if applicable) \$ per hr/YMCA portion \$ per hr

Other:

4% Vacation Pay paid on regular pay cheque earnings; Vacation entitlement increases with seniority

We would like to take this opportunity to identify that a portion of your hourly rate comes through wage enhancement grants made available through the Ministry of Children and Youth Services.

4. **Other Benefits**

Workplace Accident Coverage; YMCA membership if eligible; ; Extended Health and Dental benefits when eligibility requirements are met; YMCA Retirement Fund-based on legislative guidelines; statutory holiday payment if requirements met under Employment Standards Act

5. **Employee Covenants**

The Employee shall be bound by and faithfully observe and abide by all the rules and regulations of the YMCA. It is a condition of employment that the employee reviews and acknowledges agreement to all Association Policies and Procedures.

6. **Privacy Statement**

Consent to the collection, creation, use and disclosure of your personal information for the purpose of establishing and managing the employment relationship is also a condition of your employment. By accepting employment with the YMCA, you further consent to the collection and use of your personal information for statistical purposes, to satisfy government and regulatory obligations and consent to the release of your name and address to our Financial Development Department to further YMCA's philanthropic activities.

7. **Conditions**

The YMCA of Greater Toronto and the employee are bound by all provisions of, and amendments to the Canadian Income Tax Act, the Canada Pension Plan and the Employment Insurance Act. Either party may terminate this contract at any time by giving notice of at least two weeks, stating the effective date, and no requirement of this contract shall extend beyond that date. The employer may terminate this contract at any time for cause without payment of any kind.

This agreement expresses the whole agreement of the employee and the YMCA of Greater Toronto with reference to the outlined employment contract.

Employee (name, please print): _____

Date:

Employee (signature): _____

Date:

Supervisor (name, please print): _____

Date:

Supervisor (signature): _____

Date:

***** Originals to be forwarded to Human Resources for employee file*****

Salaried Offer Letter Early Childhood Assistant

Date

Name

Address

Dear

I'd like to welcome you to the YMCA of Greater Toronto, a charity offering opportunities for personal growth, community involvement and leadership. The Association is excited to have you join our team of committed staff and volunteers.

I am pleased to offer you the position of Early Childhood Assistant effective, subject to a satisfactory Police Records Check. Depending on your geographic location, your Police Records Check may be processed in two stages. You will be hired conditionally with a CPIC with the requirement to produce a satisfactory Vulnerable Police Record check within the first four months of employment. If you do not obtain the Vulnerable Police Records check within this period, your employment will end. The YMCA requires that all staff update their Vulnerable Police Records check every 24 months. You will receive notice from the Human Resources Department when this requirement must be completed. Failure to meet this requirement within the designated period will result in the completion of your employment. .

The following will confirm the YMCA's verbal offer of employment:

As agreed, you will be paid an annual salary of \$_____. The position is allocated to grade level X and has a salary range of (\$Minimum – \$Maximum). Your annual salary is based upon the standard work week of 37.5 hours for five days per week; this is considered 100% time portion. Your work schedule is determined based on the requirements of your position. We would like to take this opportunity to identify that a portion of your salary comes through wage enhancement grants made available through the Ministry of Children and Youth Services.

As is the practice with all new employees, the first three months of this position are considered a probationary period. Performance reviews will then be conducted in subsequent years on an annual basis.

Currently your assignment is at _____, however, please be advised that the YMCA reserves the right to transfer you with notice to another location to meet our service needs. You will be reporting to(name and job title).

You will accrue 10 days vacation during the first twelve-month period worked. You will be entitled to take vacation in the year after it is accrued. Vacation entitlement increases with seniority.

The YMCA of Greater Toronto provides employees with a short-term disability plan. Employees accrue monthly sick credits to be used during short-term sick leave. In the event of illness, eligibility for the benefit is based on medical evidence provided by your physician.

Your YMCA benefits are as follows and will be effective after a three-month waiting period:

1. **Extended Health Care** - Premium is paid 75% by Association, 25% by you.
2. **Vision Care** - Premium is paid 75% by Association, 25% by you.
3. **Dental Care**- Premium is paid 100% by Association.
4. **Long Term Disability** - Coverage is 65% of earnings, up to a monthly maximum amount of \$11,000. Coverage over \$10,000 requires approval by evidence of insurability. Premium is paid 100% by the Association.
5. **Group Life Insurance - Including Accidental Death & Dismemberment** - Coverage is two times your annual salary up to a maximum of \$250,000. Premium paid 50% by Association, 50% by you.

Participation in the Extended Health plan is a condition of employment. If, however, you have similar coverage under the plan of a spouse for Extended Health Care, Vision Care or Dental Care, and complete a waiver to that effect, you will be exempted from participation. Questions pertaining to the benefits package can be addressed to the Human Resources Department.

6. **YMCA Retirement Fund** - Participation in the Retirement Fund is mandatory at 3 years of employment but you have the option of beginning contributions after 2 years of service. Contribution is 5% of your gross salary to the Retirement Fund and the Association will match your contribution. Both Employee and Employer contributions are vested immediately in the Retirement Fund. Please note that the maximum that you can contribute annually to a Registered Pension Plan (RPP) is 18% of your earnings (which include both employee and employer contributions), up to a dollar maximum that has been designated by the Canada Revenue Agency. The dollar maximum changes on a yearly basis and can be found on the CCRA website.
7. **YMCA Membership** - Effective immediately, you, your spouse and your dependants will receive complimentary Membership at the YMCA Health, Fitness and Recreation Centre of your choice.
8. **Advica Health** - Effectively immediately, you will be entitled to single coverage under our preventative health benefit. YMCA pays the total cost of the benefit premium. This program includes access to a medical concierge service and a medical advisory board, second opinions for health conditions, prevention and educational resources, a personal on-line wellness profile, and access to the Mayo Clinic portal. This program is also available to your dependent family members at minimal cost.

All YMCA policies and procedures, including Operating Policies, Management Practices and Program-specific policies, shall apply during your employment.

Consent to the collection, creation, use and disclosure of your personal information for the purpose of establishing and managing the employment relationship is also a condition of your employment. By accepting employment with the YMCA, you further consent to the collection and use of your personal information for statistical purposes, to satisfy government and regulatory obligations and consent to the

release of your name and address to our Financial Development Department to further the YMCA's philanthropic activities.

I trust that the above information confirms your understanding of the agreement. I am very pleased you have decided to join us and look forward to working with you.

Sincerely,

Supervisor / Manager Name

Supervisor / Manager Title

Accepted: _____

Date: _____

Start date: _____

*****Originals to be forwarded to HR Department for employee file*****

Salaried Employment Contract Childhood Assistant

Section 1 (Employee to complete after offer is made and CPIC Police Records Check cleared)

Name: Address:
City/Prov.: / Postal Code: Other:
Tel.(home): Social Insurance #: Birth Date:

Personal Email:

PRC Clearance Date: Location: Are you legally entitled to work in Canada?
Have you been previously employed by the YMCA of Greater Toronto? Date/Location:

Section 2 (Supervisor completes prior to distributing to employee)

The contract signed below confirms arrangements made between the above named employee and (name/title of supervisor) regarding your work as an Early Childhood Assistant, subject to a satisfactory Police Records Check. Depending on your geographic location, your Police Records Check may be processed in two stages. You will be hired conditionally with a CPIC with the requirement to produce a satisfactory Vulnerable Police Record check within the first four months of employment. If you do not obtain the Vulnerable Police Records check within this period, your employment will end. The YMCA requires that all staff update their Vulnerable Police Records check every 24 months. You will receive notice from the Human Resources Department when this requirement must be completed. Failure to meet this requirement within the designated period will result in the completion of your employment.

1. Contract Term

Start Date: Completion Date:
The first three months will be considered a probationary period.

2. Term Employment Status (Please check one of the following)

Salaried Full-time: (100% Time) Salaried Part-time: (Less than 100% Time) Indicate Time Portion Worked: (Percentage of Time)

3. Work Assignment/Schedule

Purpose of Assignment:
Hours of Work Per Week: Work Schedule:

Other:

(The Association reserves the right to alter the work schedule, to relocate employees, or to re-define such duties at any time to meet the needs of the Association due to enrollment, membership, workload etc.)

Additional information/requirements/restrictions:

4. Remuneration

Rate of Pay: \$ /per annum \$ /semi-monthly Grade Level:

We would like to take this opportunity to identify that a portion of your salary comes through wage enhancement grants made available through the Ministry of Children and Youth Services.

5. Other Benefits

Workplace Accident Coverage; YMCA membership; YMCA Retirement Fund-based on legislative guidelines; statutory holiday payment if requirements met under Employment Standards Act; entitled to ten days paid vacation during a 12-month contract earned at a rate of 0.83 days per month; entitled to a maximum of six paid days for personal illness during a 12-month contract, earned at a rate of 0.5 days per month; entitled to three paid days for Family Responsibility during a 12-month contract, earned at a rate of 0.25 days per month; Health and dental coverage is a condition of employment unless proof of coverage provided with spouse – provided on a cost shared basis – effective after a three-month waiting period. Employees working less than 80% full time equivalent will not be eligible for Health and Dental Benefits as per the insurance provider.

6. Employee Covenants

The Employee shall be bound by and faithfully observe and abide by all the rules and regulations of the YMCA. It is a condition of employment that the employee reviews and acknowledges agreement to all Association Policies and Procedures.

7. Privacy Statement

Consent to the collection, creation, use and disclosure of your personal information for the purpose of establishing and managing the employment relationship is also a condition of your employment. By accepting employment with the YMCA, you further consent to the collection and use of your personal information for statistical purposes, to satisfy government and regulatory obligations and consent to the release of your name and address to our Financial Development Department to further YMCA's philanthropic activities.

8. Conditions

The YMCA of Greater Toronto and the employee are bound by all provisions of, and amendments to the Canadian Income Tax Act, the Canada Pension Plan and the Employment Insurance Act. Either party may terminate this contract at any time by giving notice of at least two weeks, stating the effective date, and no requirement of this contract shall extend beyond that date. The employer may terminate this contract at any time for cause without payment of any kind.

This agreement expresses the whole agreement of the employee and the YMCA of Greater Toronto with reference to the outlined employment contract.

Employee (name, please print): _____	Date:	<input type="text"/>
Employee (signature): _____	Date:	<input type="text"/>
Supervisor (name, please print): _____	Date:	<input type="text"/>
Supervisor (signature): _____	Date:	<input type="text"/>

***** Originals to be forwarded to Human Resources for employee file*****

Hourly Employment Contract Early Childhood Assistant

Section 1 (Employee to complete after offer is made and CPIC Police Records Check cleared)

Name: Address:
City/Prov.: / Postal Code: Other:
Tel.(home): Social Insurance #: Birth Date:

Personal Email:

PRC Clearance Date: Location: Are you legally entitled to work in Canada?
Have you been previously employed by the YMCA of Greater Toronto? Date/Location:

Section 2 (Supervisor completes prior to distributing to employee)

The contract signed below confirms arrangements made between the above named employee and (name/title of supervisor) regarding your work as an Early Childhood Assistant, subject to a satisfactory Police Records Check. Depending on your geographic location, your Police Records Check may be processed in two stages. You will be hired conditionally with a CPIC with the requirement to produce a satisfactory Vulnerable Police Record check within the first four months of employment. If you do not obtain the Vulnerable Police Records check within this period, your employment will end. The YMCA requires that all staff update their Vulnerable Police Records check every 24 months. You will receive notice from the Human Resources Department when this requirement must be completed. Failure to meet this requirement within the designated period will result in the completion of your employment.

1. Contract Term

Start Date: Completion Date:
The first three months will be considered a probationary period.

2. Term Employment Status (Please check one of the following)

Salaried Full-time: (100% Time) Salaried Part-time: (Less than 100% Time) Indicate Time Portion Worked: (Percentage of Time)

3. Work Assignment/Schedule

Purpose of Assignment:
Hours of Work Per Week: Work Schedule:

Other:

(The Association reserves the right to alter the work schedule, to relocate employees, or to re-define such duties at any time to meet the needs of the Association due to enrollment, membership, workload etc.)

Additional information/requirements/restrictions:

4. Remuneration

Rate of Pay: \$ /per annum \$ /semi-monthly Grade Level:

We would like to take this opportunity to identify that a portion of your salary comes through wage enhancement grants made available through the Ministry of Children and Youth Services.

5. Other Benefits

Workplace Accident Coverage; YMCA membership; YMCA Retirement Fund-based on legislative guidelines; statutory holiday payment if requirements met under Employment Standards Act; entitled to ten days paid vacation during a 12-month contract earned at a rate of 0.83 days per month; entitled to a maximum of six paid days for personal illness during a 12-month contract, earned at a rate of 0.5 days per month; entitled to three paid days for Family Responsibility during a 12-month contract, earned at a rate of 0.25 days per month; Health and dental coverage is a condition of employment unless proof of coverage provided with spouse – provided on a cost shared basis – effective after a three-month waiting period. Employees working less than 80% full time equivalent will not be eligible for Health and Dental Benefits as per the insurance provider.

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7. Privacy Statement

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8. Conditions

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This agreement expresses the whole agreement of the employee and the YMCA of Greater Toronto with reference to the outlined employment contract.

Employee (name, please print): _____	Date:	<input type="text"/>
Employee (signature): _____	Date:	<input type="text"/>
Supervisor (name, please print): _____	Date:	<input type="text"/>
Supervisor (signature): _____	Date:	<input type="text"/>

***** Originals to be forwarded to Human Resources for employee file*****

Acting Appointment Letter

Acting Assignment

To:

From:

Date:

RE: Acting Assignment

Dear...,

This letter will confirm that you have been offered a temporary “acting” assignment for the position of --
----- at -----, reporting to-----.

Your duties and responsibilities are as outlined in our meeting on... The YMCA of Greater Toronto reserves the right to re-define such duties and responsibilities at any time. You will begin this acting assignment on...and it will end on... or as circumstances require with appropriate notice. Upon the end of your acting assignment, you will return to your current position or comparable position and salary.

Effective... your current salary of \$... will be adjusted to \$... semi-monthly...annually... Your benefits will not be changed for the duration of your acting assignment.

I am very pleased that you have made the decision to accept this temporary acting assignment and look forward to working with you.

VP.../Manager ... signature.

Accepted (staff name).....

Date.....

Hours of Work

Original issue date: November 1, 2002
Last revised: April 1, 2010

Objective

The objective of this procedure is to establish standard weekly hours and to ensure consistent administration of working hours for all staff.

Introduction

The YMCA of Greater Toronto is committed to complying with all requirements pertaining to hours of work as specified under the Employment Standards Act. The Association has established that regular hours of work in which employees are paid are based on 37.50 hours a week or 81.25 hours within a semi-monthly pay period. A variety of shifts exist across the Association to meet the needs of the operations.

Definitions

Work week means a recurring period of 7 consecutive days for the purpose of scheduling work. The standard work week is Sunday to Saturday.

Meal period means a 30 minute unpaid period for lunch or supper required after five consecutive hours worked as is required under the Employment Standards Act.

Rest period means periods of unscheduled work as required under the Employment Standards Act to ensure that employees have a minimum daily and weekly periods free from work to ensure a healthy balance of work and personal life.

Procedures

1. **Meal Periods** - Employees scheduled to work a full regular shift shall observe a thirty minute unpaid meal period. Eating periods shall commence no longer than five hours after the shift starting time. The exact time of the half hour eating period shall be established by the employee's supervisor in light of operational requirements. Departments may schedule longer meal periods providing an employee's actual work time is not less than 7.50 hours in a day. Since this is a requirement under the Employment Standards Act, employees are not allowed to forgo their eating period in exchange for leaving early.
2. **Breaks** - It is recommended, workload permitting, that staff are given the opportunity to take two 15 minute paid breaks in a 7.50 hour period.

Part time employees who do not work a full workday are granted, workload permitting, a 15 minute paid break if scheduled to work at least a 4 hour shift.

Break times are scheduled to meet the needs of the operation ensuring adequate service levels are being maintained.

If breaks are skipped, it is the employee's decision. Employees are not eligible to add this time on to lunch break or subtract the time skipped from the beginning or end of their shift.

3. Hours Free from Work

All full and part time employees must receive at least 11 consecutive hours off work in each 24 hour period for rest. If an employee is scheduled for back-to-back shifts, that total more than 13 hours, they must be off work between shifts for a minimum of eight hours. However if an employee is on-call or is called in to work during a period when they would not normally be working, the consecutive 11 hours free from work is not required. In other words, if the employee unexpectedly works a shift for which they were not originally scheduled, in order to cover another employee's absence, the above requirement does not apply.

For example, if the employee finished an eight-hour shift at 12 midnight, then they should not be scheduled to work another shift until 8 in the morning. At the end of the second shift, the employee must have 11 consecutive hours free from work prior to their next shift.

Employees must have at least 24 consecutive hours off work in each workweek; or at least 48 consecutive hours off work in every period of two consecutive workweeks. Nonscheduled hours will be determined based upon operational and position requirements.

4. Working Less than 3 hours

As operations require, staff may be scheduled to work less than three hours.

However, if a staff member is scheduled to work 3 hours or more but is sent home early, having worked less than 3 hours, the staff member must be paid for a minimum of 3 hours at their regular rate for that position.

Public Holidays (Statutory Holidays)

Original issue date: September 1, 2001

Last revised: April 1, 2010

Objective / Introduction

Payment and eligibility for public holidays is governed by legislation to ensure that employees who meet specified criteria, as defined by the Employment Standards Act, will receive a day off with pay or additional wages if they work that day. There are 9 public holidays in Ontario. These are New Year's Day, Family Day, Good Friday, Victoria Day, Canada Day, Labour Day, Thanksgiving, Christmas Day and Boxing Day.

Public (Statutory) Holiday	Date
New Year's Day	January 1
Family Day	3 rd Monday in February
Good Friday	1 st Friday in April
Victoria Day	1 st Monday on or before May 24 th
Canada Day	July 1
Labour Day	1 st Monday in September
Thanksgiving Day	2 nd Monday in October
Christmas Day	December 25
Boxing Day	December 26

The procedure is aimed at clarifying the eligibility requirements for public holiday pay ("paid day off") and premium pay (for employees who work on a public holiday). Students working in Camp are exempt from the Employment Standards Act requirements listed in this procedure.

Definitions

Public Holiday Pay ("Paid day off") is the amount that staff will be paid for the public holiday based on their earnings in the previous four workweeks.

Premium Pay is the amount of pay that hourly contract staff will be paid for any hours worked on the public holiday which is one and a half times their regular rate of pay regardless of whether they qualify for public holiday pay.

Lieu Day for a Public Holiday is a substitute paid day free from work granted to full time employees who worked on the public holiday.

Procedures

1. Eligibility – Public Holiday Pay ("Paid day off"):

All employees (full time, part time, regular and contract employees) actively at work, are entitled to receive a regular day's pay (holiday pay) and time off ("paid day off") for all public holidays commencing from their employment date. The following criteria must be met in order to be entitled to holiday pay. They must have:

- worked their regularly scheduled shift before and after the public holiday (unless they have provided reasonable cause (i.e. illness, injury, death, emergency, etc. which prevented them from working);
- worked at least one shift during the four workweeks prior to the week in which the public holiday occurs;
- worked all the regularly scheduled shift before and after their vacation or leave and had earnings in the four weeks prior to the vacation/leave

In situations where a public holiday falls on an unscheduled day for Salaried employees, (e.g. those that work 80% time or are not regularly scheduled on the weekday on which the holiday falls), an alternative day off should be given for the public holiday.

Holiday Pay Calculation Formula – Contract Hourly Staff:

If an employee meets the eligibility requirements, the following calculation is used in determining the applicable public holiday pay (regular day's pay):

All regular wages and vacation pay earned by the employee in the four workweeks prior to the week in which the holiday occurs, are added together. This sum is then divided by 20. If the employee did not have any earnings in three four weeks, they will not receive any holiday pay.

2. Eligibility – Premium Pay (“Working on a public holiday”):

All salaried employees who work on a public holiday will be given an alternate day off in lieu of the holiday. It is the supervisor's responsibility to coordinate an acceptable alternate day off in lieu of the public holiday within three months after the holiday or with the employee's agreement before the end of the fiscal year. The lieu day taken as a statutory holiday must be noted on the monthly employee attendance form. If the employee terminates prior to taking the substitute holiday, the employee must be paid for the substitute day they are entitled to at the same time the employee's final wages are paid.

All part time employees are eligible for premium pay regardless of whether they qualify for holiday pay listed in point 1. Hourly employees will be paid premium pay for any hours worked on the public holiday at the rate of one and one half times their regular rate of pay. If the employee does not work their entire shift on the public holiday, they will still be paid premium pay for the hours worked.

Please refer to *Calculating Holiday Pay Part-Time Staff* guidelines in the *YMCA Administrative Procedures Manual* under the Human Resources Section for further information on how to submit Public Holiday eligibility information to the Human Resources Department.

3. Non Christian religious observances:

Non Christians are entitled to two paid days off for religious observances. If an employee requests a religious holiday which falls on a normal work day, supervisors should grant the use of the following:

- The use of Paid Association Days
- Allowing the employee to observe the holiday as a vacation day;
- Taking an unpaid day;
- Using lieu time.

Overtime

Original issue date: September 2001

Last revised: April 1, 2010

Objective

The objective of this procedure is to establish the eligibility requirements for scheduling overtime hours and for overtime pay and to ensure consistent understanding of the methods of calculation. In line with the YMCA value of Health, this practice addresses the Association's investment in providing staff with a healthy work-life balance.

Introduction

The YMCA of Greater Toronto is committed to complying with all requirements pertaining to overtime as specified under the Employment Standards Act. Overtime should not occur on a regular basis, it should be an occasional occurrence that is permitted by the supervisor, for example during peak periods such as year end, beginning of new program schedules, commencement of school, etc.. Supervisors and management should emphasize that work be scheduled so that it can be accomplished within a normal work day and that overtime is an occasional occurrence. Staff and supervisors should keep in mind that the employment relationship and the needs of members creates an environment of give and take which is designed to support the Mission of the Association as well as the individual employees' objectives.

Procedures

1. Eligibility

All non-supervisory full time (regular or contract) employees, contract hourly employees, on-call or supply staff, are eligible for overtime pay for hours worked in excess of 44 hours worked in a workweek. However, all employees are not to work more than 48 hours in a week. No employee shall work any overtime without the expressed written approval of the supervisor ahead of time. Managers and supervisors are not eligible for overtime pay; it is an expectation of their position that the responsibilities involved could exceed the standard hours in a workweek.

Review the eligibility criterion and verify that the employee is eligible for overtime pay prior to scheduling any excess hours or guaranteeing the employee overtime pay for extra hours they may work. There must be a written agreement between the employee and the supervisor regarding any overtime hours that the employee will work. A copy of the agreement must be submitted to the Human Resources Department and the original kept on file at the employee's work site. When hours for part time staff are reported in ezLabour (web based time card system) that exceed 44 hours within the workweek, the system will automatically calculate the overtime rate and payment will be issued to the staff along with their regular earnings. As overtime is considered an occasional occurrence, the amount of time considered as overtime should not be minimal i.e. minutes beyond standard work week/hours versus an entire hour or half an hour. If it is known that an employee works in more than one location or department, it is the supervisors' responsibility to ensure that the employee is not scheduled to work in excess of 48 hours during one workweek at all locations/departments.

2. Calculation of Overtime Pay – Contract Hourly Employees

- a) The number of hours the employee worked during the workweek is counted. If the employee worked more than 44 hours, count the number of hours worked in excess of 44 hours. The additional hours should not exceed more than 48 as indicated above. If the excess hours do exceed 48 hours in a single workweek, contact the Human Resources Department for further discussion.
- b) Determine the employee's regular rate of pay. Take the regular rate of pay and multiply by 1-½ times, this is the overtime rate of pay.
- c) Take the number of hours worked in excess of 44 hours in the workweek and multiply by the overtime rate of pay. This will result in the total overtime pay owed to the employee for the hours worked.

3. Payment of Overtime

Overtime hours reported in ezLabour will be paid and the overtime rate along with the payment for regular hours worked during that work week. These hours will be reflected separately from the regular hours (i.e. hours worked up to 44 hours in the week) on the employee's pay statement.

4. Calculation of Overtime – Salaried Staff

- a) Salaried staff are provided lieu time for all overtime worked. For every hour worked in excess of the standard workweek hours of 37.5 hours, not including breaks, the employee is entitled to one hour paid time free from work (lieu time). These additional hours are not considered overtime but exceed the standard workweek for which a salaried employee is compensated.
- b) For every hour worked in excess of 44 hours, the employee is entitled to 1-½ hours paid time off work. No adjustment to employee's rate of pay is made for the time off work.
- c) All time off work in lieu of overtime pay must be taken within three months after the week in which the overtime was earned. If the employee and the supervisor agree in writing, the time off work in lieu can be taken within 12 months after the week in which the overtime was earned. Refer to sample agreement in Appendix. Such an agreement should be kept in the employee's file at the worksite and a copy should be submitted to the Human Resources Department. It may be permitted by the supervisor, in consultation with the Human Resources Department, that in an unusual situation in which it is not possible to give lieu time, employees may be paid overtime.
- d) Record any time off work for lieu of overtime by following the Attendance Reporting Practices as outlined on the information y way
- e) Should the employee's employment end prior to taking time off work for lieu of overtime pay, the employee must be paid the overtime pay for any outstanding overtime hours. This overtime payment must be paid during the employee's final pay period. Contact the Human Resources Department to determine the required amount to be paid.

5. Overtime in a week in which a Public Holiday (Stat. Holiday) Occurs

If the employee worked more than 44 hours in a workweek in which a public holiday occurred, and the employee receives a substitute paid day, the hours worked on the public holiday, during the workweek

in which the employee worked more than 44 hours, then those hours would be counted towards the calculation of overtime pay.

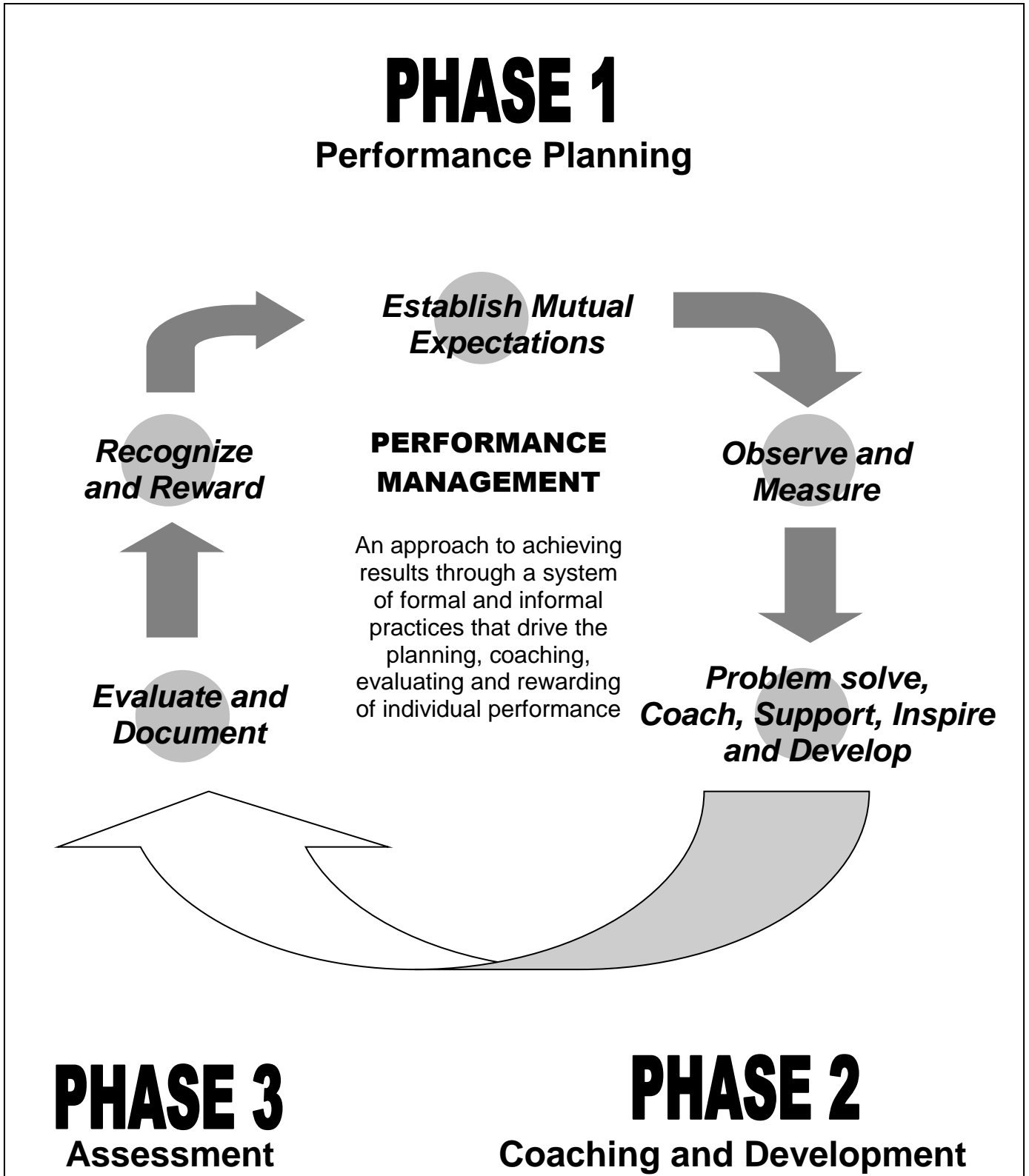
6. Other considerations

Overtime should not occur on a regular basis, it should be an occasional occurrence that is permitted by the supervisor. If a need arises that requires an employee to work overtime on an on-going/regular basis, the supervisor must consider that steps are taken to prevent further instances of overtime. Such steps can include reorganization of work processes, additional staffing and/or further resources to ease the requirements of time in order for projects/tasks/programs to be completed. Consult the Human Resources Department for further assistance as required to prevent ongoing overtime occurrences.

Performance Management Cycle Chart

Original issue date: June 1, 2000

Last revised: April 1, 2010



Performance Management System and Merit Increases

Original issue date: June 1, 2000

Last revised: April 1, 2010

Objective / Introduction

The performance review process begins when an employee joins YMCA. Orientation and informal appraisal occurs during the probationary period, followed by a formal assessment and recommendation regarding regular status at the end of this period. Performance assessment is then done annually.

Performance management is a formal process with opportunities to plan, coach, evaluate and recognize performance. Good coaching and performance management help the individual staff member perform more effectively and improves the level of performance of the whole Association.

Performance review is an ongoing communication process between employees and supervisors. It is not a once a year event. Effective performance review depends in many ways on open and honest communication. Such openness and honesty are encouraged by skilled supervision, mutual respect, trust and a perception of fairness on the part of the employee. Performance review provides opportunities to clarify roles and expectations and to increase dialogue and communication. It should be a collaborative process in which employees are actively involved and are empowered by the process.

More specifically it is aimed at:

- enhancing employee understanding of their job, priorities and Association objectives;
- integrating employee performance objectives with Association objectives along with Association's vision, mission and values;
- fostering optimum employee performance thereby contributing to organizational excellence;
- identifying training and development needs, providing support and assistance;
- recognizing good performance; acknowledging the employee's contribution towards the achievement of Association goals.

Procedures

1. Supervisors must ensure that they complete objectives, mid-year and annual performance reviews for all staff using the Performance Management Profile Form in the Appendix. Objective setting must be completed by the end of April; mid-year reviews by October 31st and year end reviews by March 31st every year.
2. Guidance pertaining to the various phases of the performance management cycle, and support in developing SMART objectives, Performance Management Self Study Modules are available on the intranet.
3. **Performance Objectives**

Objective setting is the most important phase of the performance management cycle. Objectives are brief, outcome focused statements that describe a specific, measurable end result that is linked to essential job duties and ultimately to the Association's business plan. An employee's performance rating at the end of the cycle is directly tied to the pre-established performance objectives developed in the planning stage. Attention should also be given to the weighting of individual objectives and to ensuring that objectives are relevant and reasonable considering the nature of the position. Effective performance objectives:

- Provide an objective, mutually understood basis for discussing performance results;
- Reduce misunderstandings about expectations and job requirements;
- Specify an employee's role in accomplishing strategic directions and departmental objectives;
- Empower the employee with tools to self-monitor and self motivate.

In setting objectives be sure to follow any additional directions provided by the Senior Vice Presidents in the Core Program regarding any specific objectives or requirements within the Core Program for the fiscal year. Supervisors are to retain the original form/profile, reflecting the objectives for the fiscal year, within the secured department files and ensure that the employee has their own copy at each interval in the process.

- Forward original Performance Management Profile reflecting the Year End Performance Assessment, including all original signatures for the Objectives, Mid-Year and Final Review, to HR as directed in the annual submission guidelines; supervisors should retain a copy in the secured department files; ensure that the employee has their own copy.

4. Competencies

Objectives focus on outcomes. The YMCA of Greater Toronto also places importance on achieving outcomes in a way that supports the vision, mission and core values of the Association. The YMCA of Greater Toronto has seven Leadership competencies and seven Association wide competencies. Many organizations use competency models to help them determine essential skills, knowledge, and personal characteristics needed for successful performance in a job and to ensure that human resource systems focus on developing the competencies that are needed to help the organization achieve its vision, mission, values and strategic objectives.

How does the Competency Model work?

All employees of the YMCA of Greater Toronto require the appropriate mastery level of each competency which is attached to each job. The level of mastery required is dependent on the nature and complexity of the job. *Association-Wide Competencies* reach across all levels of the organization and are important competencies for all staff now and in the future. Leaders will require competence in the *7 Leadership Competencies* in addition to the *Association-Wide Competencies*. Competency profiles for each position within the Association have been established; copies can be obtained from the Human Resources Department.

During the performance-planning phase, the supervisor and employee need to discuss and agree on focus required for Association and/or Leadership Competencies.

Supervisors should share the Competency Profile with the employee for their position, i.e. the Mastery Level expected for each competency. Supervisors and employees should collaborate and come to agreement on weightings to be assigned to each Competency representing the focus expected for the upcoming year. The supervisor and employee should also review the standards and measures that will be used to assess whether Mastery Levels have been met during the final performance appraisal.

5. Mid-Year Performance Review

Performance Management should be an ongoing process and not an isolated event. Objectives should be reviewed periodically throughout the planning cycle. The employee has the responsibility to ensure that the supervisor is advised as soon as it appears that a target may not be met. The Mid Year Review provides an opportunity to ensure that performance is on target and to identify any support that may be required to ensure job success.

Review of Performance against objectives

While conducting the Mid Year Performance Review, review the objectives that were established at the beginning of the fiscal year to ensure that the objectives are realistic and within the employee's control including:

- Reviewing any changed circumstances since the objectives were established to determine whether new objectives were added to replace some of the original objectives. Consideration should be given to environmental or other conditions impacting the ability to achieve objectives;
- Reviewing the weighting of objectives to ensure that the weighting is appropriate.
- Reviewing those situations where new employees have been hired mid way through the planning cycle, please ensure that performance objectives are also established for these employees.

Review of YMCA Policies

The Mid Year Performance Review provides an opportunity to review an employee's understanding of YMCA policies. Schedule time during the Mid Year Review to revisit the policies in the Operating Policy Manual with the employee and if the employee is a supervisor, revisit the procedures in the Management Practices Manual. During this process you should highlight any new policies/procedures

that have been introduced and ensure that the employee has updated their manuals. Supervisors are to retain the original form/profile, reflecting the objectives and mid year review for the fiscal year, within the secured department files and ensure that the employee has their own copy at each interval in the process.

6. Performance Assessment

An element of our Compensation Program is based on the principle of “pay for performance”. In other words, merit increases and an individual’s progression within the salary range is directly related to their job performance and the performance ratings received during the performance management process. Therefore, it is important that an employee’s performance is accurately measured. The YMCA believes in the concept of pay for performance. The performance management process is designed to tie individual performance to the Association strategic plan, to promote personal development of employees and to link performance and pay.

At the end of the performance management cycle, the supervisor rates the employee based on the achievement of pre-established objectives to determine the appropriate merit increase. Salary is reviewed annually in relation to each individual’s overall performance and the Association’s ability to pay.

In addition, the supervisor will evaluate the employee’s achievement of the expected Mastery Level for each Association wide and Leadership (where applicable) Competencies. Supervisors will refer to the rating scale for Competencies included in the Performance Management Profile to complete the assessment of proficiency of the Mastery Levels for each Competency.

Supervisors are to send the original copy of the Performance Management Profile with the original signatures to the Human Resources Department. Specific directions regarding submission dates and processing procedures will be sent to supervisors each year by the Human Resources Department.

7. Eligibility Criteria for merit increases

- a) Regular employees who have been with the Association for less than a year will receive a pro-rated increase. Any unusual circumstances must be discussed with the Human Resources Department for interpretation.
- b) Staff who may have been promoted or reclassified may not be eligible for increases depending on the amount of the previous salary increases or may receive a pro-rated increase as determined by the Senior Vice President or Vice President in consultation with Human Resources.
- c) Salaried contract employees are not eligible for merit increases in September. Salary increases for contract staff should be processed at the time of contract renewal upon the completion of a performance review, after one year of employment.
- d) Merit increases for eligible employees who at the time of payment are on a leave such as maternity leave or short- term disability/LTD will be processed upon return from the leave of absence. Merit increases will be prorated to reflect the time worked during the fiscal year for

which the performance review is completed. Supervisors are responsible for completing the review and submitting to Human Resources prior to the employee's departure where possible.

- e) Performance level and accomplishment of measurable objectives determine an employee's progression within a salary range. Once an employee has reached the maximum salary within the salary range for their position, they will receive a lump sum increase based on their performance rating, (a red circle situation). In theory any employee above the maximum of the salary range is overcompensated in comparison to the market place. Employees who receive an effective rating or above will receive a lump sum payment instead of the increase added to their salary base. Any unusual circumstances must be discussed with the Human Resources Department for interpretation.

YMCA of Greater Toronto
Performance Management Profile - April 1/2017 to March 31/2018
Non-Supervisory Staff

Employee Name: _____

Position Title: _____ **Employee ID:** _____

Program Area: _____ **Location/ Department:** _____

Supervisor: _____ **Supervisor Once-removed:** _____

Objective Setting: I hereby acknowledge that I have reviewed and participated in the Objective Setting Process.

Employee Signature Date

Supervisor Signature Date

Supervisor Once-removed Signature Date

Mid-Year Performance Progress: I hereby acknowledge that I have reviewed the Mid-Year Performance Evaluation.

Employee Signature Date

Supervisor Signature Date

Supervisor Once-removed Signature Date

Overall Performance Review: I hereby acknowledge that I have reviewed my Annual Review. Note that acknowledgement does not necessarily constitute agreement.

PLEASE FORWARD A HARD COPY OF THE COMPLETED REVIEW TO HUMAN RESOURCES

Employee Signature Date

Supervisor Signature Date

Supervisor Once-removed Signature Date

SVP, VP or Delegate's Signature Date

YMCA Mission and Vision and values	
Mission	The YMCA of Greater Toronto is a charity offering opportunities for personal growth, community involvement and leadership.
Vision	Our communities will be home to the healthiest children, teens and young adults.
Values	Caring; health; honesty; inclusiveness; respect and responsibility
Program /Department Goals for this fiscal year	

**Please note: All fields in this document are to be completed in full during the appropriate phase.*

A. PERFORMANCE OBJECTIVES

During the Performance Planning phase, add 3-5 objectives and indicate the weighting (percentage) for each objective ensuring that they are SMART objectives (specific, measurable, attainable, realistic, timely). **(March/April)**

During the Final Assessment phase - Column 1: Update Objectives to reflect modifications made during Mid Year Assessment Phase; document the results achieved in measurable terms (i.e. numerical & specific information) for each objective. **Column 3:** assign the appropriate rating on a scale of 1 to 5 (See Rating System below) based on an evaluation of the employee’s performance against his/her key objectives. **Column 4:** calculate actual score by multiplying rating in Column 3 by the weighting assigned in Column 2. Note: Once measurements have been input, select Rating Score for each objective and Average Weighted Rating Score and hit F9 to update calculations.

Performance Results in relation to objectives/targets <i>(During Assessment Phase, add comments, results, actuals, etc. demonstrating achievements for each objective to provide support for rating achieved)</i> (Column 1)	Weighting (%) (Column 2)	Rating Achieved (1 – 5) (Column 3)	Rating Score³ (Column 4)
1.			0.00
2.			0.00
3.			0.00
4.			0.00
5.			0.00
Average Weighted Rating⁴:	100.00		0.00

³ Score from Actual Rating Achieved multiplied by the Weighting (percentage).
⁴ Calculated by multiplying the **Rating Achieved** for each objective by the **weighting** and adding the combined totals together. Hit F9 to update calculations.

Rating system – Performance Objectives

Employees are assessed using the following rating criteria for each of the Performance Objective listed above (April/May).

5 Special Contribution	4 Highly Effective	3 Effective	2 Needs Improvement	1 Unsatisfactory
Describes one-of-a-kind accomplishments or unique achievements rarely seen.	Describes performance well above the norm or actions that represent a significant accomplishment.	Describes a solid ongoing contribution or significant progress for individuals on a learning curve.	Describes performance that is declining or below that which is needed, but can also describe an individual who is new to a position and on a steep learning curve.	Describes performance that is below that which is needed, and individual should be on a performance improvement plan
Significantly exceeded requirements:	Surpassed requirement:	Met requirements:	Substantially did not meet requirements:	Failed to meet requirements and no steps to initiate change taken:
(Achievement 115.1% or more)	(Achievement between 105.1%-115%)	(Achievement between 100 %-105%)	(Achievement between 90%-99.9%)	(Achievement between 89.9% or less)

B. ASSOCIATION WIDE COMPETENCIES

During Performance Planning Phase - Column 2: If your program area is using mastery levels, insert the mastery required of the position; **Column 3:** Choose a number of competencies to be the area of focus for the individual or the role. All competencies do not need to be used. Weight the selected competencies. Definitions of the competencies can be found on Y Way.

During the Final Assessment Phase - Column 4: Assess proficiency of competencies using the rating scale indicated from 1 to 3 (below); **Column 5:** calculate actual score by multiplying *Rating* in **Column 4** by the *Weighting* assigned in **Column 3**.

Competencies (Refer to YMCA Guide to Competencies) <i>*Indicates required focus on Competency</i> (Column 1)	Mastery level A, B or C Required (Column 2)	Weighting (%) (Column 3)	Rating Achieved (1-3) (Column 4)	Rating Score⁵ (Column 5)
Effective Interpersonal Communications				0.00
Ethics & Self-Management				0.00
Member Focused				0.00
Relationship Building & Partnering				0.00
Results Focused				0.00
Teamwork and Collaboration				0.00
Valuing Diversity & Social Inclusion				0.00
Average Weighted Rating: ⁶		100.00		0.00

⁵ Score from Actual Rating Achieved multiplied by the Weighting (percentage).

⁶ Calculated by multiplying **Rating Achieved** for each objective by the **weighting** and adding the combined totals together. Hit F9 to update calculations.

Rating system – Association Wide Competencies

Employees will be assessed based on the following rating criteria during the final assessment phase in April/May.

3 Exceeds Expectations	2 Met Expectations	1 Failed to Meet Expectations
<i>Behaviour demonstrating the competency is strongly evident. Demonstrates a high degree of proficiency and skill. Exceeds competency level required of position.</i>	<i>Demonstrates competency in daily work behaviour. Meets requirements. Demonstrates the competency on a regular basis.</i>	<i>No evidence or little evidence of this competency demonstrated in daily work behaviour. There is a need to develop and strengthen this competency.</i>

Performance Development Support in Relation to Current Role

During the performance planning phase: staff are to identify what support they require to enhance their knowledge and skills related to their position or Program Area. They should also discuss and identify ways in which the Association, Program Area or supervisor can create a supportive work environment to achieve performance expectations and enhance personal development related to their role. The supervisor and staff should discuss and come to agreement on specific ways in which they would like to receive support and development through training, self-learning, mentoring, reading etc.

Knowledge, skills, (technical/functional) competencies unique to your profession, your role or your program

Please indicate areas of further development or enhancement:

Please indicate ways that the Association can provide a supportive environment to enable you to perform at your best:

Please list (both formal and informal) training, developmental opportunities, guidance, mentoring or other supports that could be put in place to support the leader in the current role.

Knowledge, Skills and Abilities (technical/functional competencies)	Development Opportunities	Timeline

MID YEAR ASSESSMENT PHASE (by October 31st)

Performance Objectives

Transfer **Objectives** from PERFORMANCE PLANNING PHASE to **Column 1**. Provide comments regarding results achieved in **Column 2**. Adjust objectives as required considering changing circumstances or priorities.

Mid-Year Performance Progress Objectives/Targets (Column 1)	Comments Regarding Results Achieved (Column 2)
1.	
2.	
3.	
4.	
5.	

Annual Policy Review

An important part of your role with the YMCA of Greater Toronto is to have a full understanding of our Policies & Procedures. As part of the Performance Appraisal Process you and your supervisor will review all Association Competencies, YMCA Policies and alignment with Association Values.

Please initial indicating the Annual Policy Review form, found at the end of this document, has been completed and signed. The complete form should be returned to HR at the end of the performance review cycle along with this document.

Employee Initials

Supervisor Initials

Performance Improvement Plan

This section is used to identify specific steps the employee should take to improve performance.

	Goals	Target Completion Date	Complete (Date & Comments)
1.			
2.			
3.			
4.			
5.			

Employee Comments regarding Mid-Year Progress:

Supervisor Comments regarding Mid-Year Progress:

FINAL ASSESSEMENT PHASE (April/May)

Confirm Attendance and Punctuality Expectations are being met. Indicate “**no**” if staff has chronic, unexcused absences and/or is consistently late for work or returning from breaks.

Attendance: **Yes** **No** Punctuality: **Yes** **No**

Adherence to YMCA Policies (*check appropriate box*)

Met Expectations:

Exhibits full awareness and compliance with all policies. Employee demonstrates application of Policies and Procedures in all aspects of work.

Failed to Meet Expectations:

Employee demonstrates lack of awareness or refusal to comply with a policy. Disciplinary action has been taken
(2 verbal and/or written warnings).

Provide examples demonstrating non compliance or failure to meet policy, listing applicable Policy.

Overall Final Performance Assessment Rating

During the Final Assessment phase - Transfer the *Average Weighted Ratings* of the **Performance Objectives** (Part A) and the **Association Competencies** (Part B) to **Column 2**. Multiply the Average Weighted Rating Score in Column 2 by the Proportional Weighted Rating in Column 3 to determine the Overall Rating in **Column 4**, Total **Column 4** to determine the Overall Final Assessment Rating.

	(Column 1)	Average Weighted Rating Score (Column 2)		Proportional Weighted Rating (Column 3)		Overall Rating (Column 4)
1.	Performance Objectives	(max 5.0)	X	.85	=	
2.	Association Competencies	(max 3.0)	X	.25	=	
3. Composite Rating: Performance Objectives and Association Competencies (Sum of Proportional Weighted Rating of Performance Objectives and Association Competencies)						
					=	(Max = 5.0)
4. YMCA Policy Adherence (Deduct 1.0 from total score for non-compliance)						
					=	
5. Overall Final Performance Assessment Rating						
					=	0.00

Performance Objectives rating: Evaluations of Objectives (Part A) that result in a "Needs Improvement" or "Unsatisfactory" performance level will require a Performance Improvement Plan.

Association Competencies rating: (Part B) Receiving more than 2 ratings of "1 - Fails to Meet Expectations" (Part B) indicates a need to have a plan in place to support the employee in developing competencies.

Final Performance Assessment Sign-Off

Employee Comments
Supervisor Comments
Supervisor Once Removed Comments

Overall Final Performance Assessment Rating (as completed in Final Assessment Phase, Part E above)	Performance Level
1.00 to 2.025	1 - Unsatisfactory
2.026 to 2.875	2 - Needs Improvement
2.876 to 3.725	3 - Effective
3.726 to 4.574	4 - Highly Effective
4.575 to 5.00	5 - Special Contribution



Annual Policy Review

Association Competencies, YMCA Policies and alignment with Association Values

Provide informal coaching/feedback regarding demonstration of Association competencies, and adherence to policies.

YMCA of Greater Toronto policies and procedures codify what is important to us as an organization. Our policies ensure consistency across YMCA program and service areas. They ensure that members, staff and volunteers - regardless of the roles they play – have the same opportunity for personal growth. Our policies are designed to keep members, volunteers and staff safe, to protect our YMCA facilities, our reputation and to fulfill our obligations under the law.

In order to ensure that this occurs on a daily basis, the YMCA requires the commitment of all part-time and full-time staff to review, understand and follow YMCA expectations outlined in YMCA Operating Policies, as well as YMCA Management Practices for staff in a supervisory role. In addition, staff must understand and follow standards, regulations and practices that apply to their specific program or service area.

During the YMCA’s mid-term performance review process, each staff has the opportunity to refresh their understanding and to discuss with their supervisor YMCA policies, which include but are not limited to the following:

- **Programs and Services Policies Section #1:** includes Human Rights Policy (1.VS.1); Protection of Children and Vulnerable Persons Policy (1.VS.2); Universal Precautions/Infection Control Policy (1.VS.3); Accessibility and Customer Service Policy (1.VS.5); Volunteer Development Procedure (1.S.1); Incident Reporting Procedure (1.S.3)
- **Human Resources Policies Section #2:** includes Police Records Check Procedures (2.S.7, 2.S.8, 2.S.9); Health & Safety in the Workplace Policy (2.S.1); Workplace Violence & Harassment Policy (2.S.2); Human Rights in the Workplace (2.S.3); Mandatory Training Procedure(2.S.10)
- **Ethical Conduct Policies Section #3:** includes Confidentiality Procedure (3.VS.1); Protecting the Privacy of Personal Information Policy (3.VS.2); Ethics Reporting Policy (3.VS.8); Travel, Meals & Hospitality Expense Policy (3.VS.10); Conflict of Interest Procedure (3.S.1)
- **Emergency Readiness Policies Section #4:** includes Safety and Emergency Response Procedure (4.S.1); Business Continuity Planning (BCP) Procedure (4.S.2)
- **Asset Protection Policies Section #5:** includes Acceptable Use of Technology Policy (5.VS.6); Electronic Communications Policy (5.VS.7); Identifying and Managing Risks Procedure (5.S.1); Crisis Communications Procedure (5.S.3); Mobile Devices Policy (5.S.6)

I, _____ (employee name) acknowledge that I have reviewed YMCA Policies with my supervisor _____ (supervisor name).

Employee Sign-Off

Date

Supervisor Signature

Date

* YMCA Operating Policies and YMCA Management Practices are available on [Information Y-Way](#)

YMCA of Greater Toronto

Performance Management Profile - April 1/2017 – March 31/2018 Leadership Staff

Employee Name: _____

Position Title: _____ **Employee ID:** _____

Program Area: _____ **Location/ Department:** _____

Supervisor: _____ **Supervisor Once-removed:** _____

Objective Setting: I hereby acknowledge that I have reviewed and participated in the Objective Setting Process.

Employee Signature _____
Date

Supervisor Signature _____
Date

Supervisor Once-removed Signature _____
Date

Mid Year Performance Progress: I hereby acknowledge that I have reviewed the Mid Year Performance Evaluation. Note that acknowledgement does not necessarily constitute agreement. I have reviewed the YMCA policies/procedures.

Employee Signature _____
Date

Supervisor Signature _____
Date

Supervisor Once-removed Signature _____
Date

Overall Performance Review: I hereby acknowledge that I have reviewed my Annual Review. Note that acknowledgement does not necessarily constitute agreement.

PLEASE FORWARD A HARD COPY OF THE COMPLETED REVIEW ANNUAL POLICY REVIEW FORM TO HUMAN RESOURCES

Employee Signature _____
Date

Supervisor Signature _____
Date

Supervisor Once-removed Signature _____
Date

SVP, VP or Delegate's Signature _____
Date

YMCA Mission and Vision and values	
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Mission	The YMCA of Greater Toronto is a charity offering opportunities for personal growth, community involvement and leadership.
Vision	Our communities will be home to the healthiest children, teens and young adults.
Values	Caring; health; honesty; inclusiveness; respect and responsibility

Program /Department Goals for this fiscal year

**Please note: All fields in this document are to be completed in full during the appropriate phase.*

A. PERFORMANCE OBJECTIVES

During the Performance Planning phase, add 3-5 objectives and indicate the weighting (percentage) for each objective ensuring that they are SMART objectives (specific, measurable, attainable, realistic, timely). **(March/April)**

During the Final Assessment phase - Column 1: Update Objectives to reflect modifications made during Mid Year Assessment Phase; document the results achieved in measurable terms (i.e. numerical & specific information) for each objective. **Column 3:** assign the appropriate rating on a scale of 1 to 5 (See Rating System below) based on an evaluation of the employee’s performance against his/her key objectives. **Column 4:** calculate actual score by multiplying rating in Column 3 by the weighting assigned in Column 2. Note: Once measurements have been input, select Rating Score for each objective and Average Weighted Rating Score and hit F9 to update calculations.

Performance Results in relation to objectives/targets <i>(During Assessment Phase, add comments, results, actuals, etc. demonstrating achievements for each objective to provide support for rating achieved)</i> (Column 1)	Weighting (%) (Column 2)	Rating Achieved (1 – 5) (Column 3)	Rating Score⁷ (Column 4)
1.			0.00
2.			0.00
3.			0.00
4.			0.00
5.			0.00
Average Weighted Rating⁸:	100.00		0.00

⁷ Score from Actual Rating Achieved multiplied by the Weighting (percentage).

⁸ Calculated by multiplying the **Rating Achieved** for each objective by the **weighting** and adding the combined totals together. Hit F9 to update calculations.

Rating system – Performance Objectives

Employees are assessed using the following rating criteria for each of the Performance Objective listed above (April/May).

5 Special Contribution	4 Highly Effective	3 Effective	2 Needs Improvement	1 Unsatisfactory
<i>Describes one-of-a-kind accomplishments or unique achievements rarely seen.</i>	<i>Describes performance well above the norm or actions that represent a significant accomplishment.</i>	<i>Describes a solid ongoing contribution or significant progress for individuals on a learning curve.</i>	<i>Describes performance that is declining or below that which is needed, but can also describe an individual who is new to a position and on a steep learning curve.</i>	<i>Describes performance that is below that which is needed, and individual should be on a performance improvement plan</i>
Significantly exceeded requirements: (Achievement 115.1% or more)	Surpassed requirement: (Achievement between 105.1%-115%)	Met requirements: (Achievement between 100 %-105%)	Substantially did not meet requirements: (Achievement between 90%-99.9%)	Failed to meet requirements and no steps to initiate change taken: (Achievement between 89.9% or less)

B. ASSOCIATION WIDE and LEADERSHIP COMPETENCIES

During Performance Planning Phase - Column 2: If your program area is using mastery levels, insert the mastery required of the position; **Column 3:** Choose a number of competencies to be the area of focus for the individual or the role. All competencies do not need to be used. Weight the selected competencies. Definitions of the Competencies can be found on YWay.

During the Final Assessment Phase - Column 4: Assess proficiency of competencies using the rating scale indicated from 1 to 3 (below); **Column 5:** calculate actual score by multiplying *Rating* in **Column 4** by the *Weighting* assigned in **Column 3**.

Competencies (Refer to YMCA Guide to Competencies) <i>*Indicates required focus on Competency</i> (Column 1)	Mastery level A, B or C Required (Column 2)	Weighting (%) (Column 3)	Rating Achieved (1- 3) (Column 4)	Rating Score⁹ (Column 5)
Effective Interpersonal Communications				0.00
Ethics & Self-Management				0.00
Member Focused				0.00
Relationship Building & Partnering				0.00
Results Focused				0.00
Teamwork and Collaboration				0.00
Valuing Diversity & Social Inclusion				0.00
Association Management & Stewardship				0.00
Building Community Relationships & Resources				0.00
Cross Functional Integration				0.00
Leadership				0.00
People Development				0.00
Planning & Initiative				0.00
Strategic Orientation & Change Management				0.00
Average Weighted Rating: ¹⁰		100.00		0.00

⁹ Score from Actual Rating Achieved multiplied by the Weighting (percentage).

¹⁰ Calculated by multiplying **Rating Achieved** for each objective by the **weighting** and adding the combined totals together. Hit F9 to update calculations.

Rating system – Association Wide Competencies

Employees will be assessed based on the following rating criteria during the final assessment phase in **April/May**.

3 Exceeds Expectations	2 Met Expectations	1 Failed to Meet Expectations
<i>Behaviour demonstrating the competency is strongly evident. Demonstrates a high degree of proficiency and skill. Exceeds competency level required of position.</i>	<i>Demonstrates competency in daily work behaviour. Meets requirements. Demonstrates the competency on a regular basis.</i>	<i>No evidence or little evidence of this competency demonstrated in daily work behaviour. There is a need to develop and strengthen this competency.</i>

Performance Development Support in Relation to Current Role

During the performance planning phase: staff are to identify what support they require to enhance their knowledge and skills related to their position or Program Area. They should also discuss and identify ways in which the Association, Program Area or supervisor can create a supportive work environment to achieve performance expectations and enhance personal development related to their role. The supervisor and staff should discuss and come to agreement on specific ways in which they would like to receive support and development through training, self-learning, mentoring, reading etc.

Knowledge, skills, (technical/functional) competencies unique to your profession, your role or your Program

Please indicate areas of further development or enhancement:

Please indicate ways that the Association can provide a supportive environment to enable you to perform at your best:

Please list (both formal and informal) training, developmental opportunities, guidance, mentoring or other supports that could be put in place to support the leader in the current role.

Knowledge, Skills and Abilities (technical/functional competencies)	Development Opportunities	Timeline

MID YEAR ASSESSMENT PHASE (by October 31st)

Performance Objectives

Transfer **Objectives** from PERFORMANCE PLANNING PHASE to **Column 1**. Provide comments regarding results achieved in **Column 2**. Adjust objectives as required considering changing circumstances or priorities.

Mid Year Performance Progress Objectives/Targets (Column 1)	Comments Regarding Results Achieved (Column 2)
1.	
2.	
3.	
4.	
5.	

Association Competencies, YMCA Policies and alignment with Association Values

Provide informal coaching/feedback regarding demonstration of Association competencies, and adherence to policies.

Annual Policy Review

An important part of your role with the YMCA of Greater Toronto is to have a full understanding of our Policies & Procedures. As part of the Performance Appraisal Process you and your supervisor will review all Association Competencies, YMCA Policies and alignment with Association Values.

Annual Policy Review form has been signed by Employee and Supervisor.

*This form is to be returned to HR along with this document at the end of the performance management cycle.

As a leader, you must also review the YMCA Operating Policies Manual with your Supervisor.

Employee has reviewed **YMCA Operating Policies Manual** with Supervisor

* YMCA Operating Policies Manual is **available on the [Information Y-Way](#)**

Performance Improvement Plan

This section is used to identify specific steps the employee should take to improve performance.

	Goals	Target Completion Date	Complete (Date & Comments)
6.			
7.			
8.			
9.			
10.			

Employee Comments regarding Mid Year Progress:

Supervisor Comments regarding Mid Year Progress:

FINAL ASSESSEMENT PHASE (April/May)

Confirm Attendance and Punctuality Expectations are being met. Indicate “no” if staff has chronic, unexcused absences and/or is consistently late for work or returning from breaks.

Attendance: ^{Yes} ^{No} Punctuality: ^{Yes} ^{No}

Adherence to YMCA Policies (check appropriate box)

Met Expectations:

Exhibits full awareness and compliance with all policies. Employee demonstrates application of Policies and Procedures in all aspects of work.

Failed to Meet Expectations:

Employee demonstrates lack of awareness or refusal to comply with a policy. Disciplinary action has been taken (2 verbal and/or written warnings).

Provide examples demonstrating non compliance or failure to meet policy, listing applicable Policy.

Overall Final Performance Assessment Rating

During the Final Assessment phase - Transfer the *Average Weighted Ratings* of the **Performance Objectives** (Part A) and the **Association Competencies** (Part B) to **Column 2**. Multiply the Average Weighted Rating Score in Column 2 by the Proportional Weighted Rating in Column 3 to determine the Overall Rating in **Column 4**, Total **Column 4** to determine the Overall Final Assessment Rating.

	(Column 1)	Average Weighted Rating Score (Column 2)		Proportional Weighted Rating (Column 3)		Overall Rating (Column 4)
1.	Performance Objectives	(max 5.0)	X	.85	=	
2.	Association Competencies	(max 3.0)	X	.25	=	
3.	Composite Rating: Performance Objectives and Association Competencies (Sum of Proportional Weighted Rating of Performance Objectives and Association Competencies)				=	(Max = 5.0)
4.	YMCA Policy Adherence (Deduct 1.0 from total score for non-compliance)				=	
5.	Overall Final Performance Assessment Rating				=	0.00

Performance Objectives rating: Evaluations of Objectives (Part A) that result in a "Needs Improvement" or "Unsatisfactory" performance level will require a Performance Improvement Plan.

Association and Leadership Competencies rating: (Part B) Receiving more than 2 ratings of “1 - Fails to Meet Expectations” (Part B) indicates a need to have a plan in place to support the employee in developing competencies.

Final Performance Assessment Sign-Off

Employee Comments
Supervisor Comments
Supervisor Once Removed Comments

Overall Final Performance Assessment Rating (as completed in Final Assessment Phase, Part E above)	Performance Level
1.00 to 2.025	1 - Unsatisfactory
2.026 to 2.875	2 - Needs Improvement
2.876 to 3.725	3 - Effective
3.726 to 4.574	4 - Highly Effective
4.575 to 5.00	5 - Special Contribution



Annual Policy Review

Association Competencies, YMCA Policies and alignment with Association Values

Provide informal coaching/feedback regarding demonstration of Association competencies, and adherence to policies.

YMCA of Greater Toronto policies and procedures codify what is important to us as an organization. Our policies ensure consistency across YMCA program and service areas. They ensure that members, staff and volunteers - regardless of the roles they play – have the same opportunity for personal growth. Our policies are designed to keep members, volunteers and staff safe, to protect our YMCA facilities, our reputation and to fulfill our obligations under the law.

In order to ensure that this occurs on a daily basis, the YMCA requires the commitment of all part-time and full-time staff to review, understand and follow YMCA expectations outlined in YMCA Operating Policies, as well as YMCA Management Practices for staff in a supervisory role. In addition, staff must understand and follow standards, regulations and practices that apply to their specific program or service area.

During the YMCA’s mid-term performance review process, each staff has the opportunity to refresh their understanding and to discuss with their supervisor YMCA policies, which include but are not limited to the following:

- **Programs and Services Policies Section #1:** includes Human Rights Policy (1.VS.1); Protection of Children and Vulnerable Persons Policy (1.VS.2); Universal Precautions/Infection Control Policy (1.VS.3); Accessibility and Customer Service Policy (1.VS.5); Volunteer Development Procedure (1.S.1); Incident Reporting Procedure (1.S.3)
- **Human Resources Policies Section #2:** includes Police Records Check Procedures (2.S.7, 2.S.8, 2.S.9); Health & Safety in the Workplace Policy (2.S.1); Workplace Violence & Harassment Policy (2.S.2); Human Rights in the Workplace (2.S.3); Mandatory Training Procedure(2.S.10)
- **Ethical Conduct Policies Section #3:** includes Confidentiality Procedure (3.VS.1); Protecting the Privacy of Personal Information Policy (3.VS.2); Ethics Reporting Policy (3.VS.8); Travel, Meals & Hospitality Expense Policy (3.VS.10); Conflict of Interest Procedure (3.S.1)
- **Emergency Readiness Policies Section #4:** includes Safety and Emergency Response Procedure (4.S.1); Business Continuity Planning (BCP) Procedure (4.S.2)
- **Asset Protection Policies Section #5:** includes Acceptable Use of Technology Policy (5.VS.6); Electronic Communications Policy (5.VS.7); Identifying and Managing Risks Procedure (5.S.1); Crisis Communications Procedure (5.S.3); Mobile Devices Policy (5.S.6)

I, _____ (employee name) acknowledge that I have reviewed YMCA Policies with my supervisor _____ (supervisor name).

Employee Sign-Off

Date

Supervisor Signature

Date

* YMCA Operating Policies and YMCA Management Practices are available on [Information Y-Way](#)

Employee Service Recognition

Original issue date: September 1, 2010

Last revised:

Objective / Introduction

The YMCA strongly believes in the importance of recognizing and appreciating the service and dedication of our staff. The YMCA would not be able to successfully carry out our mission and strategic initiatives without the hard work of our employees. The YMCA introduced "Standing Ovation", which is a Service Recognition program designed to show our appreciation of our staff and their commitment to our Association.

Standing Ovation - Service Recognition Program

The YMCA has a number of different ways that we recognize and show our appreciation to our staff for continuing to be a part of our organization. We believe that when staff feel appreciated and valued, it strengthens their commitment to our organization. Some of the ways the YMCA shows staff our appreciation are:

Service Pins & Recognition Events

Staff who reach their one year and five year milestone will be presented a service pin by their supervisor. For service milestones 10 years and above (at 5 year increments) staff will be formally recognized and presented their pins at a Service Recognition Event. Staff celebrating 20 plus years of service are also recognized on a commemorative plaque and are featured with individual biographies in a special edition of our staff newsletter.

Anniversary Cards

Staff with 5 years of service or more (at 5 year increments) will be sent an anniversary card during the month of their service anniversary.

Recognition in the Monthly Newsletter

Staff with 5 years of service or more will be recognized in the monthly staff newsletter on the Service Milestone list during the month of their service anniversary.

Service Calculation Process:

Service Recognition is based on when a staff was hired by the YMCA of Greater Toronto. If a staff returns to the YMCA after leaving their position, the following rules apply to recognizing service:

Full Time Employees

A Full time staff's service may be recognized if all of the following criteria are met:

- 1) The Staff was with the YMCA of Greater Toronto for more than 18 months of continuous Full time Service.

- 2) The Staff left the YMCA of Greater Toronto for less than 12 months;
- 3) The Staff returns to a Full time position at the YMCA of Greater Toronto

If all of the above criteria are met, then an adjusted version of their service will be recognized. The number of months that they were not with the YMCA will be subtracted from their service, but the rest of the service will be recognized.

Part Time Employees

If a Part Time staff with the YMCA had more than three years of continuous service when they left the YMCA, and has a break in service that is less than 6 months, an adjusted version of their service will be recognized. This rule would not apply to seasonal staff. The number of months that they were not with the YMCA will be subtracted from their service, but the rest of the service will be recognized. This criterion has been implemented as of September 1, 2010 and will only apply to Part Time staff returning to the YMCA after this date.

Staff who leave as a FT staff and return as a PT staff (or vice versa)

If a staff's prior service was Full time service, and they return to the YMCA as a Part Time staff, the service calculation rules for being a Full time staff apply. For Staff who were Part Time staff upon leaving the YMCA of Greater Toronto and return as a Full time staff, the rules of a Part Time staff service calculation apply.

Staff Transferring from another YMCA

For staff transferring from another YMCA to a Full Time position at the YMCA of Greater Toronto, we will recognize service if they have more than 18 months of continuous Full time service.

Employee Benefits: Regular Full Time Employees

Original issue date: June 1, 1988
Last revised: January 1, 2010

Objective / Introduction

The YMCA provides an excellent benefit package to employees that will allow them to maintain their personal health, and the health of their dependents. The YMCA's competitive benefit package is part of the total compensation package provided with minimal cost to employees.

Description

Extended Health Care:

Provides coverage for the employee and their family (spouse/partner and dependent children under 25 attending school full time) as outlined in the benefit booklet as follows: prescription drug, health services, paramedical services, private duty nursing, travel coverage and vision care. The cost of the premium is shared by the employee and the YMCA - 75% of the total premium is paid by the YMCA, and 25% is paid by the employee.

Employees are responsible to pay for other services/fees not covered by the Health Plan. Reimbursements for any monies owed to the employee should be submitted directly to the provider of the plan. Forms can be obtained through the HR department.

Dental Plan:

Provides coverage for the employee and their family (spouse/partner and dependent children under 25 attending school) as outlined in the benefit booklet. Premiums for dental coverage are paid 100% by the YMCA

***Extended Health & Dental Coverage may be waived if the employee has comparable coverage upon completion of a waiver form. Otherwise Extended Health & Dental coverage are mandatory benefits.*

Life Insurance:

The Life Insurance benefit is 2 times the employee's salary to a maximum of \$250,000.00. The YMCA and eligible employees equally share the cost of life insurance premium. This benefit covers employees and is not available for dependents. For staff over 65, the Life Insurance benefits is 1 times the employee's salary to the maximum of \$250,000.00

Accidental Death and Dismemberment (ADD):

Accidental Death and Dismemberment benefit is paid to eligible full time employees or their beneficiary for loss of life or injury due to an accident. The YMCA and eligible employees equally share the cost. This benefit covers employees and is not available for dependents. For staff over 65, the Life Insurance benefits is 1 times the employee's salary to the maximum of \$250,000.00

Long Term Disability (LTD):

Long Term Disability provides disability benefits inclusive of C.P.P equal to 65% of monthly income up to a maximum of \$11,000 (evidence of insurability is required after coverage of \$10,000) subject to a qualifying period of approximately six months of continuous disability and supporting medical evidence. The YMCA pays the full cost of the Long-Term Disability (LTD) premiums. Long Term Disability coverage is available to staff up to age 65.

***Life Insurance, Accidental Death & Dismemberment, and Long Term Disability are mandatory benefits of employment for regular employees. Regular staff will automatically be enrolled in these benefits as of their third month of regular service.*

Procedures

1. Upon receiving the Staff Action Form and new hire package for the full time employee, the Human Resources Department will send a benefits package to the employee prior to the end of the three month waiting period to ensure that the employee completes the package prior to their enrollment date. The three month waiting period is a requirement under the YMCA's agreement with the insurance carriers. Supervisors do not have authority to waive this requirement.
2. The waiting period may be waived in situations where employees are converting from salaried contract positions to regular positions. These situations must be approved by the Vice President of Human Resources pending approval of the insurance company.
3. The supervisor should:
 - alert HR if the package is not received;
 - ensure that the benefits package is completed and forwarded to Human Resources.

Once received, the Human Resources Department will enroll the employee. The employee will see applicable benefit deductions on the pay period following their eligibility date.

Employee Benefits: Contract Salaried Full Time Employees

Original issue date: January 1, 2010

Last revised:

Objective / Introduction

The YMCA provides an excellent benefit package for Full time salaried contract employees that will allow them to maintain their personal health, and the health of their dependents. The YMCA's competitive benefit package is part of the total compensation package provided with minimal cost to employees.

Description

Extended Health Care:

Provides coverage for the employee and their family (spouse/partner and dependent children under 25 attending school full time) as outlined in the benefit booklet as follows: prescription drug, health services, paramedical services, private duty nursing, travel coverage and vision care. The employee has a co-insurance fee within the Extended Health Plan. Please refer to the benefit booklet for more details. The cost of the premium is shared by the employee and the YMCA - 75% of the total premium is paid by the YMCA, and 25% is paid by the employee.

Employees are responsible to pay for other services/fees not covered by the Health Plan. Reimbursements for any monies owed to the employee should be submitted directly to the provider of the plan. Forms can be obtained through the HR department or on the intranet.

Dental Plan:

Provides coverage for the employee and their family (spouse/partner and dependent children under 25 attending school) as outlined in the benefit booklet. The employee has a co-insurance fee within the Dental Plan. Please refer to the benefit booklet for more details. Premiums for dental coverage are paid 100% by the YMCA

***Extended Health & Dental Coverage may be waived if the employee has comparable coverage upon completion of a waiver form. Otherwise Extended Health & Dental coverage are mandatory benefits.*

Procedures

1. Upon receiving the Staff Action Form and new hire package for the full time employee, the Human Resources Department sends a benefits package to the employee prior to the end of the three month waiting period to ensure that the employee completes the package prior to their enrollment date. The three month waiting period is a requirement under the YMCA's agreement with the insurance carriers. Supervisors do not have authority to waive this requirement.

2. The supervisor should:

- Alert HR if the package is not received;
- Ensure that the benefits package is completed and forwarded to Human Resources.

Once received, the Human Resources Department will enroll the employee. The employee will see applicable benefit deductions on the pay period following their eligibility date.



Employee Benefits: Hourly Employees

Effective: June 1, 2008

Revised: April 1, 2017

Objective/Introduction

The YMCA of Greater Toronto considers our staff's health and well being to be one of our main priorities. The YMCA developed the hourly benefits program to provide our long service hourly staff with health & dental coverage for themselves and their families. This is part of the total compensation package for long service hourly staff and costs are covered 100% by the Association. These benefits will allow staff to maintain their personal health, as well as the personal health of their dependants.

Description

Extended Health Care:

Provides coverage for the employee and their family (spouse/partner and dependant children up to age 21, and between ages 21-25 if attending school full time). Coverage is outlined in the benefits booklets as follows: prescription drugs with a co-payment of 40%; health services; paramedical services; travel coverage and semi-private hospital coverage.

Employees are responsible to pay for other services/fees not covered by the Health Plan. Reimbursements for any monies owed to the employee should be submitted directly to the provider of the plan. Claim forms can be obtained through the HR Department, through the YMCA intranet, or directly through the Greenshield Canada Website at www.greenshield.ca.

Dental:

Provides coverage for the employee and their family (spouse/partner and dependant children up to age 21, and between ages 21-25 if attending school full time). Coverage is as outlined in the benefits booklet.

***Extended Health & Dental Coverage may be waived if the employee has comparable coverage upon completion of a waiver form. If Staff do not have alternative coverage, Extended Health & Dental coverage are mandatory benefits.*

Eligibility/Verification:

Hourly staff are eligible for benefit coverage if they meet the following criteria:

- Are currently an active staff and have been actively employed with the YMCA of Greater Toronto for 1 year;
- Have coverage under the provincial health insurance plan
- Must work an average of 15 hours per week over the previous 12 month period.

Renewal Process:

Participation in the plan requires staff to maintain the working hours of 15 hours per week on average and eligibility will be verified twice a year. If a staff does not meet the hourly requirement they will receive notice as follows.

- Hours will be verified from March 16th to March 15th. Notice will be sent on April 1st with an effective removal day of June 30th if the minimum hours requirement is not met
- Hours will be verified from September 16th to September 15th. Notice will be sent on October 1st with an effective removal date of December 31st if the minimum hours requirement is not met

Please note that hourly staff should not be working more than 29 hours per week on a regular basis. If this continues staff should be transferred to regular full-time or regular part-time (80% work week).

Transfers from Full-Time status to Hourly status:

Hourly Staff may transfer to the hourly benefits program without any break in coverage if they have:

- 1 year of service (includes part-time and full-time)
- A minimum of 15 hours per week is signed on the Part-Time Hourly Contract

Staff would be entitled to benefits for one year and eligibility would be assessed one year later

Transfers from Regular Hourly to Regular Full-Time/Part-Time:

Staff will be eligible for full-time benefits after a 3 month waiting period. They will remain on the regular hourly benefits program until end of the 3 month waiting period.

Salaried Full-Time/Part-Time Return from Leaves of Absence (Maternity/Parental) as Hourly Staff:

For Salaried staff returning as an hourly staff, they will be eligible for regular hourly benefits coverage as long as they have 1 years of service. If the staff remains as an hourly staff, their coverage will continue and their hours will be verified on the verification date within 12 months of their return.

Canadian YMCA Retirement Fund

Original issue date: June 1, 1988
Last revised: October 1, 2012

Objective / Introduction

Our Canadian YMCA Pension Plan forms an integral part of a total compensation package that helps our YMCA attract and retain valuable employees. For staff, an employer-sponsored pension plan provides retirement income, helping our employees fulfil their retirement plans. Compared to other employers in all industries, our YMCA pension plan is significantly above average.

Under YMCA Canada Constitution and By-Laws, member Associations are required to make as a condition of employment the enrolment of eligible staff in the Canadian YMCA Retirement Fund. The YMCA of Greater Toronto participates fully through Fund enrolment.

The Canadian YMCA Retirement Fund is a defined contribution or "money purchase" plan that addresses fundamental concepts of adequacy, equity, cost considerations and legal compliance.

Contributions are paid by and on behalf of each member, up to 18% of annual earnings and annual dollar maximum as designated by government legislation (through Canada Revenue Agency). Contributions are placed to the credit of each individual and accumulated with performance returns. Investment of pre-tax dollars allows members to take advantage of tax sheltering through our payroll deduction registered plan. At retirement, the balance in the account is used to provide members with a pension.

Eligibility

Full-time staff after two years of service may participate, with *mandatory* participation required after three years of service. Part-time staff have the option of joining the plan after two years of consecutive service, and a minimum of 35% of the year's maximum pensionable earnings under CPP or 700 hours worked in each of the two previous years. For Part Time staff, if an enrollment form or waiver is not received, we will follow up with a letter confirming that because they have not responded, we are assuming that they are declining participation in the Canadian YMCA Retirement Fund.

The employee contributes 5% of their gross earnings, which is matched by the YMCA. Employees may increase their individual contributions up to the current legislated maximum (which is 18% of annual earnings, up to a dollar maximum designated by CCRA, which is changed on a yearly basis), but these additional contributions will not be matched by the YMCA.

Description

Employees choose how their money is invested under the YMCA Canadian Retirement Fund. If an employee does not elect an investment mix, by default all contributions are directed to a balanced fund.

Employees with a minimum of 5 years of consecutive full-time service and whose age plus number of years equals 55 are eligible to increase their individual contributions up to an additional 4%, for a total employee contribution of 9%. This additional contribution will be matched by the YMCA. Please note that

employees can contribute a total of 18% of their earnings per year, but only up to the dollar maximum as designated by government legislation. The maximum limit changes each year and can be found on the Canada Revenue website.

Employees may access their retirement funds upon early retirement at age 55.

Both the Employee and Employer contributions are vested immediately. Therefore, if the employee terminates with the YMCA, regardless of length of time in the Retirement Fund, the employee will receive both the employee and employer contributions. Generally speaking, the contributions will be locked in and the employee will not have access to this money until they reach retirement age. However, There may be exception to this depending on how long the employee has been contributing to the plan, and a number of other factors. For a definitive answer, it is best to contact the YMCA pension provider directly at 1-800-242-1704. Standard Life Insurance, the administrator of the plan, will contact the employee upon termination to discuss their options.

Procedures

- 1) Human Resources will distribute enrollment forms and the pension booklet to all eligible employees informing them of the Retirement Fund.
- 2) Part-Time employees who meet the eligibility criteria outlined above will be invited to participate in the plan on an annual basis. Eligibility is determined at the beginning of the calendar year, and eligibility criteria is based on the prior two calendar years.
- 3) It is the employee's responsibility to complete their enrollment paperwork and submit to Human Resources.
- 4) Once enrolled, employees will receive newsletters from Standard Life Insurance updating them regarding the Pension Fund. They will also be provided with a statement twice a year from Standard Life regarding their contributions. Employees can access information pertaining to their contributions online using a password provided by our Pension Fund provider.
- 5) Employees will see their pension deductions on their pay stub. It is recommended that employees always double-check their pay stubs to ensure that their contributions are being taken off every pay after they have been enrolled in the plan. At the end of the year, their T4 will reflect employer and employee pension contributions made during the year to use in filing their income tax return.
- 6) Any questions regarding the Pension Fund can be addressed to the Human Resources Department.
- 7) Upon an employee's termination, Human Resources will send a "Notice of Termination" to the provider. The provider will contact the employee with the options available to them regarding Fund contributions.

Benefit Continuance While on Leaves of Absences

Original issue date: December 1, 2004

Last revised: December 1, 2016

Summary

The chart below summarizes the different leaves of absences the YMCA provides, and whether benefits and other types of coverage are maintained during the leave of absence. This chart applies to Regular Full Time staff only.

Type of Leave	Benefit Coverage Maintained	Benefit Coverage Process (refers to Extended Health and Dental coverage, Life Insurance, Accidental Death & Dismemberment, Long Term Disability, and the YMCA Retirement Fund)	Top Up	Vacation Accrues	Sick Credit accrues	YMCA Staff Membership
Pregnancy & Parental Leave	Yes	Employee pays for their portion of the coverage through lump sum deduction from their last pay period. If the employee wishes to continue pension contributions, post-dated cheques will be required (these will be matched by the Y). Otherwise, a waiver form will need to be signed.	2 week waiting period paid at 100% & 24 weeks up to 80% of pay- if staff meets eligibility criteria	Yes	No	Yes
Extension of Pregnancy & Parental Leave	Yes – up to 6 months	See above. LTD is not continued during this leave. Life Insurance and ADD will be continued only if approved by the insurance company.	No	No	No	Yes
Sick Leaves	Yes	For Paid sick leaves, employees continue to pay for their coverage through payroll deductions, and will continue to be deducted for their pension plan. For unpaid leaves, the employee will provide post dated cheques for their portion of the coverage. If the employee wishes to continue pension contributions, post-dated cheques will be required (these will be matched by the YMCA). Otherwise, a waiver form will need to be signed.	N/A	Yes	No	Yes
Long Term Disability	Yes – Up to 24 months from LTD Date for Extended Health and Dental; Pension Contributions while staff is on approved Long Term Disability Leave	The YMCA maintains the employees Extended Health and Dental benefits while the staff is on an approved Long Term Disability leave for up to 24 months from their LTD eligibility date. The YMCA will cover the employee and employer premium costs during that time. The YMCA will maintain the employee and employer pension contributions while the staff is on an approved Long Term Disability leave, approved by the insurance company.	N/A	No	No	Yes – during an approved Long Term Disability leave (approved by the insurance company)
Personal Leaves	No	Employee is terminated from all benefit coverage upon their last day worked. Their contributions to the pension plan will cease.	No	No	No	No

Family Medical Leave (Compassionate Care Leave)	Yes – up to 8 weeks	Employee pays their portion of the coverage by having it deducted from their last pay, or providing post dated cheques. If the employee wishes to continue pension contributions, post-dated cheques will be required (these will be matched by the YMCA) – otherwise, they will need to sign a waiver form.	Yes – 6 weeks up to 80% of pay if staff meets eligibility criteria – 2 week waiting period paid at 100%	Yes	No	Yes
Family Caregiver Leave	Yes – up to 8 weeks	Employee pays their portion of the coverage by having it deducted from their last pay, or providing post dated cheques. If the employee wishes to continue pension contributions, post-dated cheques will be required (these will be matched by the YMCA) – otherwise, they will need to sign a waiver form.	No – This leave is currently not eligible for Employment Insurance benefits	Yes	No	Yes
Critically Ill Child Care Leave	Yes – up to 37 weeks	Employee pays their portion of the coverage by having it deducted from their last pay, or providing post dated cheques. If the employee wishes to continue pension contributions, post-dated cheques will be required (these will be matched by the YMCA) – otherwise, they will need to sign a waiver form.	2 week waiting period paid at 100% & 24 weeks up to 80% of pay- if staff meets eligibility criteria	Yes	No	Yes
Crime Related Child Death or Disappearance Leave	Up to 52 weeks for disappearance, 104 weeks for crime related death	Employee pays their portion of the coverage by having it deducted from their last pay, or providing post dated cheques. If the employee wishes to continue pension contributions, post-dated cheques will be required (these will be matched by the YMCA) – otherwise, they will need to sign a waiver form.	2 week waiting period paid at 100% & 24 weeks up to 80% of pay- if staff meets eligibility criteria	Yes	No	Yes
Workplace Injuries	Yes	Benefits continue to be deducted from the employee’s pay. Pension contributions continue to be deducted.	N/A	Yes (during self-insured process)	No	Yes

Workplace Injury Coverage

Original issue date: October 1, 1997

Last revised: January 1, 2010

Objective / Introduction

The YMCA is committed to providing a safe work environment for its employees through an established Health and Safety Program and procedures (refer to Section 6 of our *YMCA Administrative Procedures Manual*). Despite this safety consciousness, a work related accident can happen at any time. The following procedures will provide guidance to supervisors regarding the requirements for reporting injuries and the type of coverage provided for various groups of employees.

The YMCA takes a proactive approach to ensure that an employee receives the appropriate medical treatment to allow for a timely return to work. This approach involves a number of key players including: the injured employee, the supervisor, Human Resources, health care professionals, a third party insurance or claims administrator.

Co-operation between all parties is essential in providing a smooth transition back to work. Any questions regarding workplace injuries can be directed to the Human Resource Department.

Process

Employee's Role:

When an employee is injured on the job, they must inform their supervisor as soon as possible. Part of the employee's obligation is to complete the necessary documentation in a timely manner, preferably within 2 to 3 working days. The employee must also follow their physician's recommendations as well as any recommendations offered by the insurance company. If the employee is absent from work due to their injury, they will then be required to provide ongoing medical evidence from their physician to support their absence. The employee is not permitted to work for any other employer/company while they are absent from the YMCA.

Supervisor's Role:

The supervisor is required to report the workplace injury to the Human Resources Department within 24 hours. A workplace Accident/Incident report must be completed and a copy forwarded to HR and to the Risk Management Department. Supervisors should note any Workplace Injuries on their *Monthly Attendance Form* for Salaried Staff.

Human Resources Department Role:

Once informed of a workplace injury, the Human Resource Department will assess the situation and report the injury to the Ministry of Labour if it is a "reportable" injury as per the Occupational Health and Safety Act.

The HR Department will provide the necessary forms to the supervisor and employee. Once returned to the HR Department, the forms will be sent to the appropriate insurance company for adjudication and /or

assessment. As the worker advances through the recuperation process, Human Resources will keep the supervisor updated on the changing medical status and provide assistance to the supervisor with reintegrating the employee into the organization.

Workplace Insurance Coverage:

- *Part Time Hourly Employees, Seasonal Hourly Employees, and applicable Interns*

The YMCA offers workplace injury coverage, through a third party insurance company, to employees in this category.

If these employees experience a loss of wages due to their injury, they will be required to complete documentation outlining the hours missed due to the injury. After assessing the claim, the third party insurance company may pay a percentage of pre-disability gross earnings up to a maximum cap per week. The benefit is payable from the first day of workplace accident for a maximum of 52 weeks. Other coverage is offered through the third party process, such as medical expenses.

- *Full Time Salaried Contract Employees*

If an employee is on a full time contract, and is absent due to their injury, the YMCA will continue to pay their regular earnings until the end of their contract. If the employee is absent for more than 10 days, the claim will be assessed by our third party short term disability provider to determine the length of the absence to be paid. Absences less than 5 days will require a doctor's note.

Employees will continue to accrue vacation time during their contract. Sick credits will not be accrued during this time.

Full time salaried contract employees that are not eligible for medical insurance through the YMCA, may be provided with coverage through the third party insurance for expenses related to a workplace injury.

- *Regular Employees*

Employees absent due to a workplace injury will continue to be paid their regular earnings through the YMCA. The claim will be assessed by our third party short term disability provider after 10 days of continuous absence and continuation of pay will dependent upon the assessment. Absences less than five days will require a doctor's note. If eligible, the employee's salary will continue for a maximum of 26 weeks (180 days). If the disability extends beyond 26 weeks, an application for long-term disability application will be initiated. The YMCA reserves the right to have the employee use their sick credits in certain circumstances.

Employees will continue to accrue vacation time during the self-insured 26 week period. Sick credits will not be accrued during this time.

- *Employees Working in the Training Kitchen*

Employees working exclusively in the training kitchen are insured through WSIB; if employees are injured, contact the Human Resources Department immediately.

Employee Assistance Program

Original issue date: July 1, 2004

Last revised: June 1, 2017

Objective / Introduction

The YMCA understands that building a community with the healthiest children, teens and young adults starts with employees their employees, and that overall wellbeing includes the mind, body and spirit. That's why the YMCA offers 100% employer paid Employee Assistance Program to salaried staff and their families, a completely confidential service offering things like counselling, eldercare and child care referral services, as well as financial planning and an extensive online library of health and wellness topics.

Multilingual counsellors are highly trained and experienced across a broad range of personal and work-related concerns. Counsellors are available across the Greater Toronto area. Materials describing the services available are available from the Human Resources Department and on the intranet.

How to Access EAP

The YMCA EAP plan is provided by Workplace Options. The counselling service and work life programs are confidential and available off-site on a 24-hour basis, and can be accessed as follows:

Phone: 1-877-847-4525

Text: 647-624-2840

Website: <http://wpoglobal.powerflexweb.com/> (company code: ymcagta)

Email: support@worldwideassist.co.uk

The program provides short-term counselling related to each concern, at no cost to the employee or their family. Should longer-term or specialized counselling be required, a counsellor will make a referral to appropriate professionals and agencies in the community.

Confidentiality and privacy are assured for each employee or family member who uses the counselling service. Contact is made directly with the EAP service and no information on any individual situation comes back to the YMCA.

All salaried employees and their families are automatically enrolled in the program. New salaried employees are provided with information on the program in their benefits package.

Staff Membership Eligibility and Process

Original issue date: June 1, 2010

Last revised:

Objective / Introduction

The YMCA of Greater Toronto offers our staff memberships to our Health, Fitness and Recreation facilities, the cost of which is covered 100% by the Association. Health is one of our core values, and is always a priority within our vision and strategic initiatives. We reiterate the importance of health by offering access to our HFR facilities that are associated with the YMCA of Greater Toronto.

There are different eligibility criteria for Staff memberships based on Employment Status. The criteria for eligibility are as follows:

Full Time Staff:

- Full-time staff are eligible for a membership from their hire date for themselves, their spouse/partner and any dependents up until the age of 26.
- Salaried Contract staff would be eligible for a staff Membership from their hire date until the end of their contract
- Full-time staff are eligible for an upgrade to Membership Plus at a yearly rate of 50% of the difference between the cost of membership plus less the cost of their staff membership. They may also upgrade their partner and dependents between the ages of 22-26 at this additional cost.

For example, if the cost of a general membership is \$660 and the cost of the Membership Plus membership is \$1272, then the staff would have to pay \$306 + tax/year. $(1272 - 660 / 2 = 306)$

- After 10 years of service, FT staff are eligible for a free upgrade to membership plus for themselves, their partner and dependents who are between the ages of 22 and 26.

Hourly Part Time Staff

- Part-time staff are eligible for a free general membership once they have worked a minimum of 30 hours per pay period over six consecutive pay periods.
- PT staff can upgrade to a family membership or a membership plus at the full cost of that particular membership less the cost of the general staff membership. For example, if the cost a general membership is \$660 and the cost of the family membership is \$1272, then the staff would have to pay \$612 + tax/year. $(1272 - 660 = 612)$
- Hourly seasonal staff are eligible for a general membership immediately. Their memberships are valid until the end date of their contract.

Process:

1. Employees must complete the Membership enrollment form, and submit it to Human Resources in order to be registered for a staff membership. This form may be included in the employee's New Hire package
2. For hourly staff, the form may still be completed, and Human Resources will check the staff's eligibility after 6 pay periods
3. Human Resources will set up the Staff Membership, and follow up with the staff directly or the supervisor to let the staff know their membership number
4. The staff will take the membership number to the facility that they have indicated as their primary facility on their membership form. A membership card will be issued for them at the facility.
5. If staff have signed up for Membership Plus, Human Resources will register the Membership Plus account, but the staff will need to make the necessary payments at the facility

**Appendix:
Employee Membership Enrollment Form**

Original issue date: June 1, 1988
Last revised: January 1, 2004

Privacy Statement

YMCA of Greater Toronto is committed to protecting personal information by following responsible information handling practices. We collect and use personal data in order to better meet your service needs, to ensure a safe environment while members visit our centres, for statistical purposes, to inform you about the YMCA program or service in which you are registered, to complete payment transactions and to satisfy regulatory obligations. You may also receive periodic mailings from us with information about other YMCA programs and services that may interest and benefit you. For more information on our YMCA commitment to privacy, please contact your supervisor or YMCA Customer Service Department at (416) 928-9622.

Please complete the following enrolment form and return to the Human Resources Department.

Your HFR Centre of Choice: _____ (indicate only one HFR centre)

EMPLOYEE INFORMATION					
LAST NAME:	_____	FIRST NAME:	_____		
Date of Birth:	_____	Male:	<input type="checkbox"/>	Female:	<input type="checkbox"/>
Street:	_____			Full time	<input type="checkbox"/>
				Part time	<input type="checkbox"/>
City:	_____	Province:	_____	Apt. #	_____
Home Phone Number:	_____	Postal Code:	_____	E-mail:	_____

SPOUSE/DEPENDENT CHILDREN INFORMATION: (Full time staff only eligible for family membership)

MEMBERSHIP ENROLMENT 2					
LAST NAME:	_____	FIRST NAME:	_____		
Date of Birth:	_____	Male:	<input type="checkbox"/>	Female:	<input type="checkbox"/>
	MM/DD/YY			Relationship:	_____

MEMBERSHIP ENROLMENT 3					
LAST NAME:	_____	FIRST NAME:	_____		
Date of Birth:	_____	Male:	<input type="checkbox"/>	Female:	<input type="checkbox"/>
	MM/DD/YY			Relationship:	_____

MEMBERSHIP ENROLMENT 4

LAST NAME: _____	FIRST NAME: _____
Date of Birth: _____	Male: <input type="checkbox"/> Female: <input type="checkbox"/> Relationship: _____
MM/DD/YY	

In case of Emergency, please contact:

Name: _____	Home Phone #: _____
Relationship: _____	Work Phone #: _____

Processed by: _____ Date: _____	HR Info:
Date Employee Notified: _____	
Employee or Supervisor Notified: _____	



EMPLOYEE MEMBERSHIP ENROLMENT FORM

YMCA of Greater Toronto is committed to protecting personal information by following responsible information handling practices, in keeping with privacy laws.

We collect and use personal data in order to better meet your service needs, to ensure a safe environment while members are visiting our centres, for statistical purposes, to inform you about the YMCA program or service in which you are registered, to complete payment transactions and to satisfy regulatory obligations. You may also receive periodic mailings from us with information about other YMCA programs and services that may interest and benefit you.

For more information on our YMCA commitment to privacy, please contact the YMCA Customer Service Department at (416) 928-9622.

Please complete the following enrolment form and return to the Human Resources Department.

Indicate HFR Centre of Choice: _____
(Indicate only one Health, Fitness and Recreation Centre)

EMPLOYEE INFORMATION:				
LAST NAME:	_____	FIRST NAME:	_____	
Date of Birth:	_____	Male:	<input type="checkbox"/>	Female:
			<input type="checkbox"/>	Full time
				<input type="checkbox"/>
				Part time
				<input type="checkbox"/>
				<input type="checkbox"/>
Street:	_____			Apt. #

City:	_____	Province:	_____	Postal Code:

Home Phone Number:	_____		E-mail:	_____

SPOUSE/DEPENDENT CHILDREN INFORMATION: (Full time staff only eligible for family membership)

MEMBERSHIP ENROLMENT 2				
LAST NAME:	_____	FIRST NAME:	_____	
Date of Birth:	_____	Male:	<input type="checkbox"/>	Female:
			<input type="checkbox"/>	Relationship:

				MM/DD/YY

MEMBERSHIP ENROLMENT 3			
LAST NAME:	_____	FIRST NAME:	_____
Date of Birth:	_____	Male: <input type="checkbox"/>	Female: <input type="checkbox"/>
	MM/DD/YY		Relationship: _____

MEMBERSHIP ENROLMENT 4			
LAST NAME:	_____	FIRST NAME:	_____
Date of Birth:	_____	Male: <input type="checkbox"/>	Female: <input type="checkbox"/>
	MM/DD/YY		Relationship: _____

In case of Emergency, please contact:

Name: _____ **Home Phone #:** _____

Relationship: _____ **Work Phone #:** _____

Processed by: _____	Date: _____	HR Info:
Date Employee Notified: _____		
Employee or Supervisor Notified:		

Attendance, Punctuality and Absenteeism

Original issue date: **October 1, 2003**

Last revised: **January 1, 2010**

Objective / Introduction

The Attendance, Punctuality and Absenteeism procedure is designed to maximize the use of human resources through regular attendance and assist absentees to safely return to work in good health as soon as possible.

Employees are expected to meet acceptable performance standards in executing the duties for which they were hired. Frequent absences may interfere with an employee's ability to meet the requirements of his/her position and may affect the workload of other staff.

Nevertheless, the YMCA recognizes that there will be occasions when employees are not able to perform their obligations. In these cases, absences may be excused and sick leaves or other leaves may be granted.

The YMCA attendance management procedures are based on a proactive approach to dealing with absenteeism in which the YMCA will actively manage attendance incorporating the following components:

- Educating employees regarding absenteeism;
- Early detection and intervention of attendance patterns by supervisors to prevent abuse;
- Consistency in approach and communication of expectations;
- Providing assistance and time to improve attendance and
- Clearly informing the employee of the consequences of abusing their absence entitlements

Procedures

1. Each supervisor should communicate his/her standards and expectations regarding employee attendance and authorize/verify employee absences.
2. Employees who cannot report for work, including scheduled overtime, for whatever reason are required to notify their supervisor on the evening prior to the scheduled start time if they expect to be absent. This is to ensure adequate coverage for assignments during an absence.
3. All absences must be approved in advance by the supervisor according to the provisions of the YMCA's individual leaves of absence policies.
4. In cases of absences due to illness, the onus is placed on the employee to demonstrate that he/she is unable to perform his/her duties due to illness through medical information from a physician after 5 days of continuous absence. The supervisor may request a doctor's certificate for periods less than this if deemed appropriate. The employee must notify his/her supervisor or designate of the absence as soon as possible before their scheduled shift. The employee must notify his/her supervisor of the date at which he/she plans to return. For Absences longer than 10 days of continuous absence, the supervisor must

notify Human Resources to proceed with the third party process for short term disability (please refer to the Short Term Disability procedure).

5. When it appears from a record of attendance and all other available evidence that an employee has an underlying health problem, which would necessitate considerable absences, the case should be discussed in confidence with the Human Resources manager. The YMCA's EAP service should be involved to provide additional support.
6. Absences for appointments (e.g. medical or dental) should be scheduled after work hours to minimize time away from work. If this is not possible, sick time may be used for the duration of the appointment.
7. If an employee becomes ill during scheduled vacation time, the time taken will still be recorded as vacation time.
8. Employees are expected to report to work on time. If an employee will be late for work, he/she is expected to contact his/her supervisor. Employees must provide supervisors with the reason(s) for reporting late. Ongoing issues with punctuality may result in verbal and written reprimands, will be noted on the staff's performance reviews, and may lead to termination of employment.
9. Requests to leave work earlier than the end of the employee's scheduled shift must be made through the employee's supervisor. Eliminating a lunch break so as to leave early is not an acceptable practice.
10. It is important for all employees to remember to return from a scheduled break on time. Since work responsibilities and schedules of other employees are planned for the workday, it is a courtesy that an employee returns from a break as scheduled. If an employee is going to be late, please notify your Reporting Supervisor as soon as possible.

Attendance Recording and Monitoring

11. Supervisors are responsible to ensure the accurate reporting of all absences. They must forward electronic attendance forms on a monthly basis to the Human Resources Department general email address for recording in the HR database. It is the Supervisor's responsibility to ensure that an employee has not depleted their sick or vacation credits or exceeded limits on Association Days; Family Days or other leaves of absence.
12. The Human Resources Department will provide quarterly attendance reports to the supervisor and to employees to assist them in monitoring attendance; and usage of vacation, sick or other leaves of absence.
13. Employees who maintain a good attendance record should be acknowledged.
14. Supervisors when reviewing attendance/lateness records should consider the following criteria:
 - Reason for absence, lateness or early departure;
 - Total number of days absent, late or departed early
 - Total number of occurrences
 - Patterns of absence.
 - Were proper notification procedures followed

15. It is essential for supervisors to recognize at an early date the beginning of poor attendance habits and to determine underlying reasons for an individual's absences. If an employee has been absent for more than 10 sporadic sick days in a year the employee will be interviewed by their supervisor to discuss how improvement can be achieved. If sporadic absences continue, the supervisor, with the assistance of the Human Resources Department will meet with the employee to offer counselling on ways to overcome absenteeism and to assist the employee in maintaining regular attendance. Should the poor attendance habits be deemed as abuse of the procedure the YMCA reserves the right to not pay the employee until further investigation has occurred with support from Human Resources. YMCA's EAP service may also be used to provide additional support.
16. If absenteeism continues despite measures taken, subsequent discussions will involve the Human Resources Manager and Vice President to determine appropriate a course of action and next steps up to and including termination.
17. An employee who fails to report their absence or attend work for three consecutive days is deemed to have abandoned their position. The employee will be terminated unless they can provide the YMCA of Greater Toronto with acceptable and verifiable evidence of extenuating circumstances. The supervisor must consult with the Human Resources Manager regarding documentation and approval requirements in these instances.
18. A pattern of absences consisting of the following may result in disciplinary action and should be discussed with the Human Resource Manager:
 - Failure to notify the supervisor of an absence from work (no show / no call/ calling in late)
 - Absence without approval; and
 - Abuse of a leave of absence

19. Attendance During Adverse Weather Conditions

Occasionally employees may be absent or late due to adverse weather conditions. Employees living outside of the community or municipality of work location who are unable to reach his/her place of work or are late will be given the choice of:

- Leave without pay;
- Making up the time; or
- Using annual vacation leave (if absence is one half or whole day).

YMCA goes above and beyond the Employment Standards Act minimum requirements in providing our staff with paid sick time.

If we all work together we can ensure that all requirements for the health and well being of our co-workers and ourselves can be met with great success.

Attendance Reporting Procedures for Salaried Staff

Original issue date: June 1, 2004

Last revised: April 1, 2010

Objective / Introduction

Two types of reports are used for paid and unpaid absences for salaried staff.

The *Staff Attendance Report* should be submitted within 5 working days after month end.

The *Payroll Effect Report* is used when an employee is not to be paid for a specific day off. However, the Payroll Effect Report is not to be used to place staff on continuous Leave of Absence; if the continuous absence is for more than one month, contact HR. Payroll Effect Reports should be submitted to the Human Resources Department **within the pay period that the absence occurred**. This will assist in preventing overpayment.

Definition of Absences (noted on Staff Attendance Forms)

Absence	Definition
Vacation (recorded on absence reports as "V")	Vacation days are scheduled holidays that have been approved by the supervisor. Paid Vacation days should be recorded on the Staff Attendance Report, whereas unpaid days must be recorded on the Payroll Effect Report. Refer to the <i>Vacation Leave</i> procedure.
Sick Leave (recorded on absence reports as "S")	Sick days are recorded for employee personal illness. Paid sick days should be recorded on the Staff Attendance Report; whereas unpaid sick days must be recorded on the Payroll Effect Report. Refer to the <i>Short Term Disability</i> procedure.
Family Responsibility Days (recorded on absence reports as "F")	Family responsibility days are recorded for any Family Emergencies. Employees are given three (3) paid days per fiscal year. Paid family days are recorded on the Staff Attendance Report; unpaid days are recorded on the Payroll Effect Report. Refer to the <i>Family Related Leaves</i> procedure.
Association Days (recorded on absence reports as "A")	Employees are eligible for two (2) Association days, per fiscal year. Please refer to the <i>Leaves of Absence General</i> policy.
Bereavement Leave (recorded on absence reports as "B")	Bereavement leave relates to the loss of an immediate family member. Employees are eligible for three (3) paid days. For more details about this absence, refer to <i>Family Leaves</i> procedure.
Lieu Days (recorded on absence reports as "L")	Lieu days are absences that are taken for time worked beyond the employee's scheduled hours. These days should be taken during the fiscal year they were earned or during the contract in which they were earned.
Day in Lieu of Statutory or Civic Holiday (recorded on absence reports as "LS")	These are absences that are taken by those employees who worked on Statutory Holidays, and therefore are entitled to take those days at another point during the fiscal year, or during their contract. Refer to the <i>Public Holidays</i> procedure.

Moving Day (recorded on absence reports as “M”)	Absences are recorded for the one paid day employees are entitled to per year to move residence.
Paternity Leave (recorded on absence reports as “P”)	Employees are eligible for five (5) paid days within four (4) weeks of the birth of the child, or of taking the child home. Refer to <i>Family Related Leaves</i> procedure.
Jury Leave (recorded on absence reports as “J”)	Jury Leave days relate to absent due to participation in jury duties. Refer to the <i>Leaves of Absence-General</i> procedure.
Workplace Injury (recorded on absence reports as “WP”)	Absences should be recorded as Work Place Injury days, if the employee is absent due to an injury caused at their place of work. Refer to the <i>Workplace Injury</i> procedure.

Procedures

- Supervisors are responsible for the accurate reporting of all absences. They must ensure that an electronic attendance form is being forwarded on a monthly basis to the Human Resources Department for recording in the Human Resources database.
If there are no absences to be reported, the Reports must still be submitted for tracking purposes. A hard copy of each completed attendance report should be signed by the supervisor and retained on-site for future reference.
- Supervisors should ensure that an employee has not depleted their sick or vacation credits or exceeded limits on Association Days, Family Days or other leaves of absence. Accurate attendance reporting will prevent overpayment at termination.
- Managers will receive Attendance Management Reports on a quarterly basis, providing absence data for all regular/contract salaried employees.

Staff Attendance Report (For Paid Absences)

The Staff Attendance Report template should be saved in Excel on the hard drive/computer. At month end, the attendance for all department employees who have had **paid** absences should be recorded using the saved report. Please see the example of the Staff Attendance Report form below. The staff member responsible for recording staff attendance in their centre (i.e. Attendance Coordinator) should email the file as an attachment to the Toronto HR email address (toronto.hr@ymcagta.org). If this person is not the most senior staff at their location, the supervisor must be copied on the email. The supervisor is to review the attendance report and fill in the supervisor’s name and date of authorization.

PAID ABSENCES

STAFF ATTENDANCE REPORT SAMPLE						
LOCATION	Mississauga Employment				Month/Year	Dec 2010
Employee Name	Employee Number	Type of Absence	First Date of Absence	Last Date of Absence	Total # of Days	Comments (if Any)
John Doe	0000	V	Dec 2, 2010	Dec 4, 2010	3	
		S	Dec 11, 2010	Dec 12, 2010	2	
Jane Doe	9999	V	Dec 9, 2010	Dec 10, 2010	2	

Payroll Effect Report Process (For Short Term Unpaid Absences)

1. The Payroll Effect Report template should be saved in Excel on the hard drive/computer. This report should be used for all staff who have had **unpaid** absences. Payroll Effect Reports should be submitted to HR **within the pay period that the absence occurred**. This will assist in timely reporting unpaid absence and prevent overpayment during that pay period.
2. Supervisors/Attendance Coordinator will list employees who should not receive pay accompanied by an explanation. Non-paid absences will also be recorded in the HR System. Please see the example of a Payroll Effect Report below. The Attendance Coordinator must then e-mail the file as an attachment to the Toronto HR email address (toronto.hr@ymcagta.org). The report must be emailed to HR within the pay period that the deducted days are effective. If the Attendance Coordinator is not the most senior staff at their location, the supervisor/director/manager must be copied on the e-mail. A hard copy of this report shall be signed by the supervisor and must be filed and kept at the site.

UNPAID ABSENCES

PAYROLL EFFECT REPORT SAMPLE						
(TO BE USED FOR REPORTING UNPAID ABSENCES ONLY)						
LOCATION	Metro Central Aquatics				Month/Year	Dec 2010
Employee Name	Employee Number	Type of Absence (see below)	First Date of Unpaid Absence	Last Date of Unpaid Absence	Total # of Days	Reason for Payroll Effect
John Doe	0000	V	Dec 5, 2010	Dec 5, 2010	1	Has used all earned vacation days
Jane Doe	9999	S	Dec 11, 2010	Dec 11, 2010	1	Has used all accrued sick days

Leaves of Absence: General (Personal, Jury, Moving, Statutory/Civic, Association day)

Original issue date: June 1, 1988
Last revised: April 1, 2010

Objective / Introduction

The YMCA offers leaves of absences to support employees by offering necessary time off from work obligations. This section describes each leave in more detail, including the description, guidelines and conditions of the different leaves of absences.

In order to be eligible for a leave, an employee must meet the eligibility criteria. All leaves must be authorized by following the prescribed procedures outlined and documented in writing. Clarification and guidance regarding leaves of absence should be directed to Human Resources.

Upon their return from an extended leave, the employee should be updated regarding changes in the Association to assist in their reintegration and transition. The employee should be advised of any changes to policies introduced or amended.

If the employee left part way through a fiscal year, a final performance review may not have been completed and their salary adjusted. The Human Resource Department should be contacted to review the records. Performance objectives should be set for the new fiscal year.

Procedures

1. Personal Leave

A Personal Leave of Absence may provide employees with the necessary time to deal with personal circumstances, or growth opportunities and challenges.

Regular Full time staff employed for more than 3 months, and part time staff employed for more than 2 years may request this leave. Contract employees are not eligible due to the short term nature of their contract. Personal leaves are approved on a case by case basis as the duration of the leave and the needs of the department must be considered.

The YMCA does not guarantee that a position will be held during this leave. It is the employee's responsibility to contact their supervisor about possible job opportunities when they wish to return from their leave. If the YMCA is able to offer continued employment upon their return, there will be no break in service upon their return.

Maintaining Benefit Coverage

All benefits including pension, will be terminated during this leave. Vacation and sick credits do not accrue during the leave.

- a) A written request for a leave must be submitted to the supervisor at least 1 month prior to the leave. The supervisor will obtain approval of their General Manager.

- b) If approved, the supervisor & General Manager will issue a memo outlining the terms and conditions of the leave including duration of the leave. (A sample can be obtained from Human Resources).
- c) A Staff Action Form must be submitted to HR along with the memo requesting the leave, and the supervisor's memo. The staff will be removed from payroll and a Record of Employment will be sent directly to Service Canada. HR will inform IT and Finance to remove the employee from e-mail and data bases.
- d) The employee must maintain communication with their supervisor during this leave, and are responsible for applying to available positions when they wish to return
- e) If a job is available another Staff Action Form must be submitted to reactivate the employee. HR will re-instate their benefit coverage and YMCA membership.
- f) If the employee is not returning from leave, a Staff Action Form must be submitted to Human Resources to terminate their employment.

2. Jury Leave

Employers are required by law to grant jury leave to an employee summoned for jury duty (or to appear as a witness in a court case). However, they are not required to continue to pay salary during the leave.

This leave is available to both Full Time and Part Time employees upon date of hire.

Payment of salary for this leave will be proportionate to the length of jury duty as arranged with the General Manager and in consultation with the Human Resources Manager.

- a) The employee must inform the supervisor as soon as they receive their jury notice. A copy of the notice must be forwarded to Human Resources for their file.
- b) The supervisor must inform the General Manager of the estimated time of leave, so they can determine the portion of salary to be paid to the employee, in consultation with the Human Resources Manager
- c) The supervisor must submit the absences on the Staff Attendance Report, or on a Payroll Effect Report to Human Resources if these days are to be deducted from the employee's pay.
- d) The employee must fulfill YMCA duties to the best of their ability during the term of jury duty must maintain ongoing communication to update their supervisor regarding the length of the leave and report back to work as soon as they are released from jury duty.
- e) If the employee is receiving their salary during this leave, as arranged with their General Manager, they must reimburse the YMCA with any money received from the government for their participation in Jury Duty.

3. Moving Day

The YMCA recognizes the time and stress involved in moving and offers full time staff, after 3 months of employment, 1 paid day off to move residence. This paid day may be taken once every 12 months.

- a) An employee must request a Moving Day from their supervisor at least one month in advance.
- b) The Moving Day must be noted on the Staff Attendance Report submitted to Human Resources
- c) The Change of address and phone number should be noted on a Staff Action Form and submitted to Human Resources to ensure records are updated.

4. Statutory and Civic Holidays

There are 9 Public Statutory Holidays in Ontario. They are as follows:

Public (Statutory) Holiday	Date
New Year's Day	January 1
Family Day	3 rd Monday in February
Good Friday	1 st Friday in April
Victoria Day	1 st Monday on or before May 24 th
Canada Day	July 1
Labour Day	1 st Monday in September
Thanksgiving Day	2 nd Monday in October
Christmas Day	December 25
Boxing Day	December 26

Please refer to our [Public Holiday Policy](#) for more details regarding eligibility and processes regarding these holidays.

The YMCA also offers the August Civic Holiday to our Full time staff. If Full time staff works on the August Civic holiday, they may take another day off in lieu of that day. They are not eligible for additional wages if they work on this day.

5. Association Days

The YMCA exceeds statutory requirements by providing employees with 2 additional paid holidays per fiscal year. These days must be scheduled in consultation with the employee's supervisor. These days may be substituted for a particular religious holiday by arranging it with their supervisor.

- a) An employee must arrange with their supervisor the 2 days they plan to take as Association days during the fiscal year. Association Days cannot be carried into the next fiscal year.
- b) Supervisors must record the Association days taken on the Staff Attendance Form

Short Term Disability and Early Intervention Program

Original issue date: October 1, 2003
Last revised: September 1, 2010

Objective / Introduction

The YMCA's self-insured short term disability plan is aimed at providing compensation for employees during an absence that is a result of personal illness or injury that has resulted in preventing an employee from performing their job. Another objective of the plan is to ensure that employees are actively pursuing treatment by a physician and other medical professionals to properly deal with their medical condition and facilitate a safe return to work as early as health permits.

Description of Short Term Disability Process and Coverage

Regular Full time employees (working a minimum of 30 hours a week or more) are enrolled in the YMCA's self-insured sick leave plan at the time of hire and accumulate to a maximum of 130 sick credits as follows:

- At the rate of 1.5 days per month during the first two years and 2 days per month thereafter;
- Sick leave credits do not accumulate during maternity, parental, sick or personal leaves;
- Sick credits may be prorated accordingly if the employee is absent more than 10 working days during a given month. Please ensure that Human Resources are notified of these situations.
- During time of illness, Sick leave benefits are paid based on 100% of an employee's regular semi-monthly salary and paid through the YMCA payroll system;
- If an employee has used all of their sick credits, payment during short term disability periods can be supplemented by the use of vacation credits;
- Sick leave may not be paid during the first three months of employment;
- Sick credits that have not been used are not paid out under any circumstances

Salaried contract staff accumulate a maximum of 6 sick credits per 12-month period to be used within the contracted period. Unused sick credits are not transferred into a second contract during contract renewal.

Eligibility Criteria

Sick leave benefits are payable under the following circumstances:

- When an employee's personal illness or injury prevents them from working;
- When their illness or absence has been substantiated through medical evidence from a qualified medical practitioner;
- The employee must be under the regular care of a licensed physician certified under the College of Physician / Surgeons of Canada and must be actively engaging in treatment prescribed by their physician in order to treat the illness aimed at recovery;
- Medical treatment is necessary due to a medical condition and not for cosmetic reasons.

Benefits are not payable or will be discontinued if:

- The employee is working outside the YMCA during their sick leave;
- The employee is receiving income from another source unless approved by the YMCA;
- At any time an employee does not provide the information required to adjudicate the claim;
- The employee is not receiving care from a licensed physician;
- The sick leave is not a medical necessity;
- Medical evidence provided does not substantiate the payment of the claim as adjudicated by a third party disability assessment;
- An employee does not return to work as established, or does not maintain contact with the YMCA regarding requirements under sick leave. The Association will assume that the employee has abandoned their position and will terminate the employee's employment;
- In cases where absence is a result of alcoholism or drug abuse affecting the employee's performance, the employee must be enrolled in an appropriate treatment program in order to be entitled to short-term benefit payments;
- If the employee has been absent for more than 10 sporadic sick days in a year and failed to provide proper doctor's notes to their reporting Supervisor, sick benefits may be discontinued with consultation with Human Resources.

Short Term Disability Procedures

In order to be entitled to the payment of this benefit:

1. Absences exceeding 5 days must be supported by a medical note indicating the reason for absence, the duration and the date at which the employee will be able to return to work;
2. The supervisor may request a doctor's certificate for periods less than 5 days if deemed appropriate.
3. Absences that are anticipated to exceed 10 days will be forwarded for an independent medical assessment through a third party process.
4. Forms being submitted for an independent medical assessment must be completed and forwarded to the third party in a timely manner. All sick leave payments will stop after 15 working days if the employee has not completed and returned the forms. Accumulated vacation time may be used during this time.

Employee's Responsibility:

1. Advise their Supervisor of their medical absence on the first day of illness or injury including length of absence and expected return to work date.
2. Call in to the Supervisor each day of absence for every absence of 1 to 5 days of duration on the evening before the start of their scheduled shift.
3. Provide a doctor's note after 5 working days of absence or earlier as requested by the supervisor for absence less than 10 days.

4. Submit and complete all sick leave claims forms provided for absences exceeding 10 days to the third party medical assessment company within the timeline indicated in the sick leave documents provided
5. Advise the doctor about the importance of completing the forms in a timely manner. Delay in receiving information may suspend sick leave disability payments. Provide the doctor with the signed release form indicating the agreement to allow him/her to discuss their condition with the Disability Specialist from the third party medical assessment company.
6. Pay for any service charges associated with initial and on-going medical certificates required by the YMCA of Greater Toronto.
7. Provide any additional information to Third Party Disability Benefits Specialist.
8. Must be under reasonable and customary medical treatment provided by a licensed physician. Must undergo any medical assessments as requested by the Association at any time during the period claiming sick leave benefits. Attend a medical examination by a physician recommended through the third party assessment process.
9. Participate in any rehabilitation or modified work program considered appropriate by Third Party Disability Specialist.
10. Keep in touch with supervisor on a regular basis.
11. Must notify his/her supervisor or Human Resources as soon as possible of the date at which he/she plans to return. The supervisor may require information from the doctor certifying the date in which the employee is able to resume regular duties and verifying that the employee is capable of performing their job duties.

Supervisor's Responsibility:

1. Notify by e-mail or by phone the Human Resources Department of all absences that are anticipated to exceed 5 days.
2. Obtain a doctor's note for absences of 5 working days and forward to the HR Department immediately.
3. Contact the Human Resources Department for absences anticipated to exceed 10 working days to start the third party process
4. Maintain continual contact with the Human Resources Department. Maintain contact with the employee as well as a way of offering support. Advise Human Resources of any updates.
5. Submit attendance forms noting absences.
6. Monitor sick credits and expiry of sick credits through consultation with the Human Resources Department; Submit appropriate documents to the Human Resources Department to stop pay when sick credits are depleted.

Human Resource Department's Responsibility:

1. Maintains ongoing contact with the employee to ensure that they have completed and submitted their forms; and inform them that salary will be discontinued if forms have not been returned within the timeline provided
2. Maintains regular contact through phone, emails and standard letters with the employee regarding continuation of their salary and requirements during sick leave.
3. Submits Disability Assessment forms for third party adjudication of claim.
4. Informs supervisor if forms have not been completed within the required timeline and to initiate paperwork to discontinue salary until forms are completed.
5. Informs supervisor of the results of the third party assessment and implications on salary and sick credits.
6. The Human Resources Department will be in contact with the employee to ensure the continuation of health and dental benefits while on sick leave and to co-ordinate documentation requirements especially in cases requiring an application for long term disability benefits.

Other information:

1. An employee who is not eligible or does not qualify for sick leave benefits has the option of being placed on an unpaid leave with the YMCA and applying for sick leave benefits through Service Canada. More information regarding these benefits may be found on the Service Canada website.
2. When an employee is absent due to an accident or injury while on duty and is approved under the YMCA's Workplace Injury Insurance, the employee's Sick leave credits will be replaced.
3. If a disability extends beyond 130 workdays of continuous disability, an employee is eligible to apply for long-term disability benefits through the YMCA's insurance carrier.
4. Benefits which were in effect at the time of illness (i.e. health and dental care) will continue at the same level during Sick leave. Any required deductions will be taken from the employee's income payments. Should the employee be on an unpaid leave for more than a 1-month period the employee may be responsible for their portion of the employee benefits plan.

Vacation Leave

Effective: June 1, 1988

Revised: April 1, 2015

Objective / Introduction

Time away from work is essential for an employee's well-being, ensures work/life balance and contributes to employee productivity. Three separate vacation plans are used for Regular Full time Staff; Salaried Contract Staff and Hourly Staff.

Regular Full Time & Regular Part Time Staff:

As of April 1, 2015, the YMCA will be transitioning our vacation policy to a "take as you earn" plan for any new staff hired after April 1, 2015. Regular full and part time staff accrue vacation from their hire date to be used in the fiscal year in which it is accrued (i.e. April 1st to March 31st). Vacation accrued cannot be carried into the next fiscal year.

The plan was previously set up to accrue during the fiscal year (April 1st to March 31st) to use during the next fiscal year.

An employee's vacation category increases with service. The monthly vacation accruals based on service are listed below:

Years of Service	Accrual Rate per month	Length of service in months	# of days earned/ 12 months worked
Up to 1 st Year Anniversary	.83	0 – 12 months	10
1 st Year Anniversary	1.25	13 months to 72 months	15
6 th year Anniversary	1.66	73 months to 168 months	20
14 th year Anniversary	2.08	169 months to 228 months	25
19 th Year Anniversary	2.50	229 months or more	30

During years that employees are upgraded to the next vacation category, employees will likely earn vacation in two different categories during the fiscal year (i.e. 4 months in the 15 day plan, 8 months in the 20 day plan). As a result, their entitlement will be between two categories for that year.

Full Time Contract Staff

Full Time Contract employees are eligible for vacation as outlined in the terms of their contract. These employees can take vacation days as they are accrued during the term of their contract. They accrue 10 days during a 12 month contract (0.83 per month). Their vacation plan is based on their full time service date. These days should be taken during the term of the contract, and not carried over in to the next contract.

Part Time Hourly Staff

Part Time employees receive 4% paid vacation on their semi-monthly pay. This percentage increases with seniority as follows:

Years of Service	Vacation Percentage	Length of service in months
0 – 3 Years	4%	0 - 36 Months
4 - 6 Years	6%	37 - 72 Months
7 - 14 Years	8%	73 - 168 Months
15 + Years	10%	168 Months or more

Procedures

1. Authorizing and scheduling vacation is a supervisory responsibility. Employee vacation time must be formally requested in writing. In granting vacation, supervisors will take into consideration department staffing needs and peak work periods.
2. Supervisors must monitor the vacation days taken to ensure their staff do not use more than 10 days beyond what has been earned. If staff will be taking more than 10 days beyond what has been earned, it must have General Manager approval.
3. If an employee leaves and has taken time that has not been earned, the vacation days will be deducted from their final pay period.
4. Supervisors must ensure that employees take their vacation entitlements by the end of their contract or fiscal year.
5. For Staff who will be going on a leave of absence, they may take the vacation time they have accrued up to their leave of absence start date. If staff accrue vacation time during their leave of absence, they may use it when they return to work, or it will be paid out if the staff does not return from their leave.
6. If a staff becomes ill during their scheduled vacation, the time will still be considered vacation time, not sick time.
7. It is a requirement of the Employment Standards Act to keep accurate and updated records of each employee's vacation entitlement including vacation taken. Records must be made available to the Ministry of Labour for inspection. Supervisors should provide employees with a report indicating the information listed above on an annual basis.
8. Employees must take at least 10 days vacation time in each 12 month period worked as required by legislation unless they are on a contract which is less than a 12 month period.
9. Employees cannot waive their entitlement to vacation time except at termination. An employee who ceases employment for any reason will receive vacation pay for vacation time accrued to the date of termination.

10. Employees may not carry unused vacation credits into the new fiscal year. Senior Vice Presidents or Vice Presidents may under exceptional circumstances approve carry over by advising HR in writing of this exception.

11. Supervisors must maintain accurate records of vacation taken and record this information on Staff Attendance Reports submitted to HR. (See *Attendance Reporting* procedures in the Attendance Management section of this manual). Supervisors must keep signed copies of Staff Attendance Reports on site for inspection by the Ministry of Labour or as required by audits.



Family Related Leaves

Effective: June 1, 1988

Revised: January 1, 2017

Objective / Introduction

Various pieces of legislation including the Employment Standards Act, Human Rights Code and the Employment Insurance Act have evolved over the years to provide protection for employees with respect to their child bearing and child care responsibilities, as well as family obligations and caretaking duties.

The Employment Standards Act of Ontario contains specific requirements and obligations for employers with respect to the granting of leaves of absences and job protection during these leaves.

To correspond with this, Service Canada provides insurance benefit income during certain leaves of absences to individuals who have insurable employment. These leaves have offered more flexibility, security and general support to employees.

Employees may be eligible to take more than one job protected leave for the same set of circumstances.

Pregnancy Leave

The YMCA relies on its supervisors to provide a supportive environment to employees returning from pregnancy leaves to assist them in reintegrating into the workplace as they balance their new work and family responsibilities.

Full and Part Time employees, who have a minimum of 3 months employment, may take up to 17 weeks of unpaid pregnancy leave. The YMCA is obligated to contract staff until the end of their contract. Pregnancy leave is for the birth parent only. Employees may begin their leave up to 8 weeks prior to the estimated due date or within 17 weeks of the birth of the child. The employee must actually start their pregnancy leave no later than the birth of the child.

Parental / Adoption Leave

Full and Part Time employees, who have a minimum of three months employment, may take up to a maximum of 35 weeks parental leave, in a 52 week period. The YMCA is obligated to contract staff until the end of their contract. If pregnancy leave is not taken, (i.e. other parent, adoptive parents) the employee will be granted 37 weeks unpaid leave in a 52 week period

Parental leave applies to both parents. It is granted in addition to pregnancy leave and may be taken directly following pregnancy leave. Parental leave must be taken all at one time. Biological stepparent or adoptive parents can decide when to take the leave, but it must be within 52 weeks after the baby is born, or when the child first comes into their custody, care, or control

The supervisor must follow Ontario legislation regarding pregnancy and parental leaves, and the rights of the employee under these leaves. The employee must be returned to their former position. If this position

has been eliminated, they must be given a comparable position and be paid at the same rate. Seniority continues to accrue during the leave provided that the employee returns to work within the time limits specified herein.

Maintaining Benefit Coverage: Pregnancy & Parental/Adoption Leaves

For employees eligible for benefit coverage, if the employee elects to continue their share of benefits and pension, the YMCA will continue its share. An employee may choose to waive their Health & Dental coverage if they have comparable coverage elsewhere upon the completion of a waiver form. If pension is waived, a waiver form will also be required. Life Insurance, ADD & Long Term Disability benefits must be continued. The YMCA will continue coverage for LTD premiums. The employee should contact HR to notify them of the child's name so that their new dependent can be added to their Health and Dental coverage.

Paid vacation accrues during Pregnancy and Parental leave to use upon their return. All previous vacation entitlement, plus vacation days accrued up to their leave must be used before the leave commences. Supervisors should ensure that vacation time is scheduled soon after they are notified of the maternity leave. If these days are not used, they will be paid out on the last pay period prior to the pregnancy leave (or parental leave if the employee is only taking parental leave). Sick leave does not accrue during pregnancy or parental leaves

Employment Insurance & Salary Top Up During Pregnancy, Parental and Adoption Leave

Service Canada pays employment insurance (EI) maternity benefits to the natural mother in the period surrounding the birth of a child, and may start from eight weeks before the expected date of birth to the week of actual delivery. Fifteen weeks of pregnancy leave benefits are allowed after a two-week waiting period and can be collected within 17 weeks of the actual confinement or week of expected confinement, whichever is later. EI benefits are normally based on 55% of insurable earning to a maximum per week rate. Parental benefits/adoption leave benefits are also available through Service Canada for a maximum of 35 weeks. Please check with Service Canada to determine eligibility and benefit level.

Once the employee has received their last pay cheque, they will be removed from payroll and their Record of Employment will be issued and sent directly to Service Canada. Employee's may access their Record of Employment on-line through their My Service Canada Account. In order to inquire about the amount of benefits and their eligibility for benefits, please call the local Service Canada office, or visit their website at:

<http://www.servicecanada.gc.ca/eng/ei/types/special.shtml>

During pregnancy, parental and adoption leave, the YMCA of Greater Toronto will provide supplemental unemployment insurance benefits for regular full time staff to "top up" the amount that they are receiving from EI during their leave. In order to be eligible the employee must be a regular Full time staff that has been employed for a minimum of two years of consecutive full time service at the YMCA of Greater Toronto prior to the commencement of your pregnancy/parental leave and be eligible for EI benefits. The YMCA will top up their salary for a total of 26 weeks, based on their pre-leave salary: the first week will be at 100% of their salary for the EI waiting period, and the remaining 25 weeks will be an 80% top up to their pre-leave salary amount.

Adoption Benefit

The YMCA of Greater Toronto will contribute \$5,000 towards the cost incurred for adopting a child for Full time staff with a minimum of two years of consecutive Full time service. In order to be eligible, please provide the HR department with a document providing proof of adoption.

For more details on the legislated requirements of these leaves, the Service Canada and Ontario Government websites should be consulted.

Procedures

1. Upon diagnosis, the employee will provide a physician's statement to the supervisor stating their condition, ability to continue working, and the expected due date. In cases of adoptive parents, proof of adoption must be provided.
2. Employees should inform their supervisor of their intention to take this leave at least 2 months prior to taking the leave. Upon receipt of written notice from the employee, the supervisor must inform Human Resources.
3. HR will forward a Pregnancy/Parental Leave Memo to the supervisor and employee outlining the benefit costs associated with maintaining coverage during the leave, as well as the number of vacation days that need to be used prior to the leave.
4. In order to formally place the employee on leave, the supervisor must submit the Staff Action Form along with the memo signed off by themselves and the employee, a Letter of Confinement from the employee's doctor indicating the approximate due date. A Record of Employment will be sent directly to Service Canada, and employees can access this online through their My Service Canada account.
5. If applicable, the employee must also provide Human Resources with post dated cheques for their pension contributions, or the waiver form if they do not wish to contribute during their leave. Their share of the benefits can be deducted from their last pay or paid by post dated cheques.
6. Supervisors must record all vacation or sick days taken prior to the employee's leave and submit these absences on the Staff Attendance Report to the HR Department.
7. If the staff is eligible for salary top-up, they must provide the HR Department with a copy of their Employment Insurance Statement from Service Canada before they will be able to receive their top-up payments
8. The employee must provide their supervisor with 4 weeks written notice of their intention to return to work. When they return, the supervisor must submit another Staff Action Form to HR to reinstate their pay. If the employee is not returning, a Staff Action Form must be submitted to terminate their employment.

9. In the case of a miscarriage or premature delivery, the employee must inform the supervisor as soon as possible informing them of their expected return date.
10. For employees that wish to extend their leave, their leave will be changed to a Personal leave, which has different obligations (as indicated below).

Personal Leave - Extension of Pregnancy/Parental Leave

An extension of 6 months of unpaid leave directly following a pregnancy/parental leave may be approved for Full Time and Part time employees on a case by case basis by the supervisor and General Manager. The employee's position is not guaranteed during this extension of their leave. It is the employee's responsibility to obtain information regarding available positions within the YMCA should their current position not be available upon.

Maintaining Benefit Coverage:

Employees eligible for benefit coverage can have their coverage continue by providing monthly post dated cheques for their benefit and pension contributions. An employee may choose to waive their Health & Dental coverage if they have comparable coverage elsewhere. If they wish to waive their coverage, they must fill out a waiver form. Life insurance, and ADD may be maintained with the approval of the insurance carrier during their leave. Long Term Disability coverage will cease during this extension. If the employee does not wish to continue pension contributions a waiver will be required. Vacation and Sick credits do not accumulate during this extension

Procedures

1. The employee must request the extension of leave in writing to their supervisor who will seek approval from their GM.
2. The Supervisor must inform Human Resources of this request who will provide the supervisor with a memo to forward to the employee outlining the guidelines of the leave; another memo will be provided by HR outlining the benefit implications. Both memos must be signed off and submitted to Human Resources, along with the Staff Action Form changing the employee's leave from a Pregnancy Leave to a Personal Leave.
3. The employee must give 2 weeks written notice of their intention to return to work
4. If a position is available for the employee at the end of this leave, a Staff Action Form must be submitted to reactivate the employee, as well as a memo if the employee's position / location have changed.
5. If the employee is not returning from leave, a Staff Action Form must be submitted to Human Resources to terminate their employment.

Paternity Leave

This leave is for Full Time staff who have more than 3 months of employment, and are not eligible for pregnancy leave. These employees are eligible for 5 days paid leave that may be taken within 4 weeks of the birth of the child, or of taking the child home.

Procedures

1. Where possible, the employee should provide two weeks written notice of their intention to take this leave. The employee must advise the supervisor within 24 hours of the absence.
2. This leave must be approved retroactively in those cases where it was not possible to provide advance notice of the absence.
3. The supervisor must record these absences on the Monthly Attendance Report submitted to Human Resources.

Family Medical Leave & Compassionate Care

Both The Employment Standards Act and Employment Insurance have been modified to include provisions to allow employees from their hire date to care for terminally ill family members. The YMCA will provide a 26 week leave of absence for full and part time employees and protect their job during this period.

An employee can qualify for up to 26 weeks of unpaid leave to provide support or care to a gravely ill person at risk of dying within 26 weeks. The 26 weeks do not need to be taken consecutively, but do need to be taken in entire weeks. Please refer to the Service Canada website for criteria as to eligibility criteria.

The employee can apply for 26 weeks of employment insurance, called “Compassionate Care benefits”, through Service Canada. They should consult the Service Canada website for more details on this benefit

Maintaining Benefit Coverage:

For employees eligible for benefit coverage, their benefits and pension will be maintained during their leave, as well as their YMCA membership. They will be expected to provide their portion of the benefit premiums. They have the option of providing the Human Resources Department with post-dated cheques, or being deducted for the total amount from their last pay period prior to their leave. Post-dated cheques will be required for their Retirement Fund contributions if they wish the contributions to continue during this leave. Vacation credits accrue during this leave.

Salary Top Up During Compassionate Care Leave

During compassionate care leave, the YMCA of Greater Toronto will provide supplemental unemployment insurance benefits for full time staff to “top up” the amount that staff are receiving from Employment Insurance during their leave. In order to be eligible staff must have been employed for a minimum of two years of consecutive full time service at the YMCA of Greater Toronto prior to the commencement of their compassionate care leave and be eligible for Employment Insurance benefits. The YMCA will top up their

salary for a total of 8 weeks – the first week will be at 100% of their salary for the EI waiting period, and the remaining 7 weeks will be an 80% top up to their pre-leave salary amount.

Procedures

1. The employee must request this leave in writing to their supervisor at least 2 weeks prior to the date of the leave.
2. The supervisor must notify Human Resources of the employee's request and send them a copy of the written request.
3. The supervisor and HR will provide a memo of the conditions of the leave and the information about benefits during the leave period.
4. The supervisor will submit a copy of the signed off memos, along with a Staff Action Form by placing the employee on their compassionate leave.
5. If the employee is eligible for top-up, they must provide Human Resources with a copy of their Employment insurance statement from Service Canada prior to being able to receive their top-up payments.

Family Caregiver Leave

The Family Caregiver leave allows employees from their hire date to care for family members with a serious medical condition. The YMCA will provide an 8 week leave of absence for full and part time employees and protect their job during this period.

The 8 weeks do not need to be taken consecutively, or in entire week periods. However, if the period is less than one week, it is still counted as a week towards their leave entitlement. Please refer to the [Ministry of Labour](#) website for criteria as to eligibility criteria. Currently there are not Employment Insurance benefits available for this leave.

Maintaining Benefit Coverage:

For employees eligible for benefit coverage, their benefits and pension will be maintained during their leave, as well as their YMCA membership. They will be expected to provide their portion of the benefit premiums. They have the option of providing the Human Resources Department with post-dated cheques, or being deducted for the total amount from their last pay period prior to their leave. Post-dated cheques will be required for their Retirement Fund contributions if they wish the contributions to continue during this leave. Vacation credits accrue during this leave.

Procedures

1. The employee must request this leave in writing to their supervisor as soon as possible
2. The supervisor must notify Human Resources of the employee's request and send them a copy of the written request.

3. The supervisor and HR will provide a memo of the conditions of the leave and the information about benefits during the leave period.
4. The supervisor will submit a copy of the signed off memo, along with a Staff Action Form by placing the employee on their leave.

Critically Ill Child Care Leave

The Critically Ill Child Care Leave allows employees who have been employed for six (6) consecutive months, to care for their critically ill child. The YMCA will provide a 37 week leave of absence for regular full and part time employees and protect their job during this period. For contract staff, their jobs will be protected until the end of their contract.

The 37 weeks do not need to be taken consecutively, or in entire week periods. However, if the period is less than one week, it is still counted as a week towards their leave entitlement. Please refer to the [Ministry of Labour](#) website for criteria as to eligibility criteria.

The employee can apply for 35 weeks of employment insurance through Service Canada. They should consult the [Service Canada website](#) for more details on this benefit

Maintaining Benefit Coverage:

For employees eligible for benefit coverage, their benefits and pension will be maintained during their leave, as well as their YMCA membership. They will be expected to provide their portion of the benefit premiums. They have the option of providing the Human Resources Department with post-dated cheques, or being deducted for the total amount from their last pay period prior to their leave. Post-dated cheques will be required for their Retirement Fund contributions if they wish the contributions to continue during this leave. Vacation credits accrue during this leave.

Salary Top Up During Critically Ill Child Care Leave

During this leave, the YMCA of Greater Toronto will provide supplemental unemployment insurance benefits for full time staff to “top up” the amount that staff are receiving from Employment Insurance during their leave. In order to be eligible staff must have been employed for a minimum of two years of consecutive full time service at the YMCA of Greater Toronto prior to the commencement of their compassionate care leave and be eligible for Employment Insurance benefits. The YMCA will top up their salary for a total of 25 weeks so that they will receive 80% of your pre-leave salary. The YMCA will also pay 100% for the one week waiting period for Employment Insurance benefits.

The YMCA of Greater Toronto will also contribute \$5,000 towards the expenses incurred for caring after a critically ill child (i.e. hotel rooms, additional treatment, parking costs, etc.). In order to qualify, staff must be Full time with a minimum of two years of consecutive Full time service. Staff must also qualify for the Critically Ill Employment insurance benefits in order to also access this added benefit.

Procedures

1. The employee must request this leave in writing to their supervisor as soon as possible
2. The supervisor must notify Human Resources of the employee's request and send them a copy of the written request.
3. The supervisor and HR will provide a memo of the conditions of the leave and the information about benefits during the leave period.
4. The supervisor will submit a copy of the signed off memo, along with a Staff Action Form by placing the employee on their compassionate leave.
5. If the employee is eligible for top-up, they must provide Human Resources with a copy of their Employment insurance statement from Service Canada prior to being able to receive their top-up payments.

Crime Related Child Death or Disappearance Leave

The Crime Related Child Death or Disappearance Leave allows employees who have been employed for six (6) consecutive month to take a leave in circumstances where their child has fallen victim to a crime related death or disappearance.

In accordance with ESA legislation, The YMCA will provide a job protected 52 week leave for employee's whose child has disappeared, and a 104 week leave for a child who has had a crime related death.

The 37 weeks do not need to be taken consecutively, or in entire week periods. However, if the period is less than one week, it is still counted as a week towards their leave entitlement. Please refer to the [Ministry of Labour](#) website for criteria as to eligibility criteria.

Currently there are no Employment Insurance benefits for this leave. However, employees may be eligible for a [Federal Income Support Grant](#).

Maintaining Benefit Coverage:

For employees eligible for benefit coverage, their benefits and pension will be maintained during their leave, as well as their YMCA membership. They will be expected to provide their portion of the benefit premiums. They have the option of providing the Human Resources Department with post-dated cheques, or being deducted for the total amount from their last pay period prior to their leave. Post-dated cheques will be required for their Retirement Fund contributions if they wish the contributions to continue during this leave. Vacation credits accrue during this leave.

Salary Top Up During Crime Related Child Death or Disappearance Leave

During this leave, the YMCA of Greater Toronto will provide supplemental unemployment insurance benefits for full time staff to "top up" the Federal Income Support Grant. In order to be eligible staff must have been employed for a minimum of two years of consecutive full time service at the YMCA of Greater Toronto prior to the commencement of their leave and be eligible for the Federal Income Support Grant.

The YMCA will top up their salary for a total of 26 weeks in either circumstance. Employees will receive 80% of their pre-leave salary for 25 weeks, and receive 100% for the one week waiting period for benefits.

Procedures

1. The employee must request this leave in writing to their supervisor at least 2 weeks prior to the date of the leave.
2. The supervisor must notify Human Resources of the employee's request and send them a copy of the written request.
3. The supervisor and HR will provide a memo of the conditions of the leave and the information about benefits during the leave period.
4. The supervisor will submit a copy of the signed off memos, along with a Staff Action Form by placing the employee on their compassionate leave.
5. If the employee is eligible for top-up, they must provide Human Resources with a copy of their Employment insurance statement from Service Canada prior to being able to receive their top-up payments.

Emergency Leave

The YMCA recognizes that full or part time employees may need to deal with emergency situations during their employment. The YMCA will ensure that legislated requirements under the Employment Standards Act are followed allowing a leave of absence after the date of hire under the following conditions:

An employee can take 10 **unpaid** days per year with job protection in cases of illness, injury, and certain other emergencies and urgent matters relating to: a spouse or same-sex partner; a parent, step-parent, foster parent, child, step-child, foster child, grandparent, step-grandparent, grandchild or step-grandchild of the employee, the employee's spouse or the employee's same-sex partner; the spouse or same-sex partner of an employee's child; a brother or sister of the employee; a relative of the employee who is dependent on the employee for care or assistance.

Please note that certain paid leaves in which full time employees are eligible are counted as emergency days, such as: Sick Days; Family Responsibility Days and Bereavement Days. Therefore, if employees have taken any these paid days, they are subtracted from the emergency leave entitlement.

Procedures

1. Employee's must notify their supervisor of the days that need to be taken.
2. Supervisors must submit a Payroll Effect report to Human Resources within the pay period that these days will need to be deducted. If the employee is using one of the paid days that the YMCA offers (i.e. Family Responsibility Day), then the supervisor needs to record these days on the monthly Paid Staff Attendance Report and submit the HR.

Family Responsibility Leave

The YMCA of Greater Toronto strives to be a family oriented organization. The emphasis on family orientation is not only for our participants, but extends to our staff as well. We believe in the importance of work/life balance and the necessity for staff to spend quality time with their families.

The intent of Family Responsibility days are to provide a supportive work environment that allows staff to take the time needed to achieve balance in their obligations between work life and family life. When staff are supported in both their work life and personal life, it strengthens their commitment and allows them to be more productive members of our Association.

Examples of circumstances that Family Responsibility days may be intended for include, but are not limited to: caring for a sick child, partner or other family member, accompanying a family member to a medical appointment, attending a family milestone or family religious celebration, attending meetings with teachers or caregivers, or any situation where the staff requires time and support to attend to their responsibilities and obligations towards their family members.

Regular Full Time staff are eligible for 3 paid family responsibility days per fiscal year. Full time contract staff are given 3 paid family responsibility days per 12 month contract, which are accrued at 0.25 per month.

Procedures

1. The employee must notify their supervisor of the need to take these days.
2. The supervisor must record these days on the monthly paid Staff Attendance Report, which is submitted to Human Resources.
3. If the employee has used all of their paid family responsibility days, the supervisor will need to submit a payroll effect report to Human Resources within the pay period it is effective, and the days will be deducted.

Bereavement Leave

Bereavement leave is offered to Full Time employees that have been employed for longer than 3 months. Three paid days are granted upon the loss of an immediate family member. This includes immediate members of a spouse's family or anyone living permanently in the employee's household. In cases that extended travel may be needed, the employee may also use Family responsibility days and vacation days, if available.

Procedures

1. Employees must notify their supervisor that they will be taking this leave.
2. Supervisors must submit the days taken on the monthly paid Staff Attendance Report, submitted to HR.

Staff Action Form Guidelines

Overview

A Staff Action Form is the formal authorization to add or change any information related to employees. This includes hiring, rehiring, changing salary, position, cost centre location, changing status (i.e. active to terminated; from active to leave of absence, re-activating after leave), address or name change etc. This form should be completed by the supervisor, and not by the employee in question.

For all employee transactions please complete:

- Employee Last Name and First Name in **Section 1**
- Authorization in **Section 4** including: name of Authorizing Supervisor (budget holder); signature of Authorizing Supervisor; authorization date; job title of Authorizing Supervisor

* N.B. Only complete address information if submitting New or Re-Hire information or for a change in address.

Section 1: General Employee Information

For new hires and rehires, it is essential that the following information be completed:

- Last Name and First Name of employee
- Social Insurance Number (SIN)
- Employment Date (if re-hire enter date of return to YMCA)
- Check off if employee is new to the YMCA – Y or N. If they are transferring from another YMCA indicate which Association
- Name and telephone number of Emergency contact
- Date of Birth
- Expiry Date of SIN (only if SIN begins with a “9”)
- Gender
- Address and postal code, including Apartment/Suite #
- Home Telephone number

Supporting documentation and additional authorization should be attached for all new hires as per new hire instructions. (i.e. employment agreement, resume and application, references, PRC, tax forms, direct deposit forms, work permit for SIN starting with “9” ; Operating Policy Manual acknowledgement letter, copy of credentials etc.)

Section 2: Active Employment Status Information

For New Hires, Re-Hires, Changes in Employment Conditions (i.e. job titles, location, salary, etc.):

Employment Agreement and Cost Centre information is only required for new employees/ re-hires or when there are changes in employment conditions (*i.e. in situations where an employee is converting from a contract to a regular salaried position, complete Employment Agreement Information. To change centre/location, complete cost centre information*).

Complete the remainder of the section under the left hand column **Current Employment or New Hire Information** for all new or re-hires, and for any changes occurring to these employment conditions (*i.e. if*

employee is being promoted, complete the job title and other relevant data for the current position in this column.).

Complete the information under the right hand column **Proposed Change** for any changes occurring to these employment conditions for current employees only (*i.e. if individual is transferring from PT to FT, enter new full time job title, annual salary, and other information*).

*N.B. The Effective date of current employment or of proposed changes is the first day of the new position, location, salary, etc.

Check the appropriate box to indicate the reason for change (*i.e. New Hire, Contract renewal, Contract to Regular Status, Promotion, etc.*)

Section 3: Separation / Leave of Absence

(A) For employees who are commencing a leave of absence complete the following:

- Date of the last day worked (this is the last date that the employee was scheduled to work)
- Termination date - date that the termination is effective. This would be used in the instance where the last day the employee worked is different than the date that their leave of absence is effective. (e.g. if the employee took vacation/sick leave prior to maternity leave, enter the last day of vacation/sick leave as termination date)
- Enter the expected Return Date from Leave of Absence (e.g. maternity leaves are usually one year thus enter the date as one year from the leave date.)
- Check the appropriate box for the Reason for Deactivation from Payroll
- Enter any additional comments in the other space such as an indication of any further documentation attached (doctor's note, Workplace Injury report, leave of absence memo, etc.)

(B) For employees separating from the Association complete the following:

- Date of the last day worked (this is the last date that the employee was scheduled for work)
- Termination date - date that the termination is effective. This would be used in the instance where the last day the employee worked is different than the date that their separation is effective. In some instances this would be the date that benefits enrollment would end/be terminated by Human Resources.
- Indicate if you would rehire yes or no.
- Indicate if an exit interview was completed and if Yes then please attach a copy.
- Select the appropriate check box (only one box) to indicate the reason for Separation. If reason is other indicate specific details as to why they have separated from employment with the YMCA.

* Human Resources will complete the area referring to vacation entitlement, severance and lieu of notice where applicable.

Supporting Documentation

Attach any relevant documents to the separation (resignation letter, leave of absence memos, position abandonment letter, etc.) It is also recommended that the on-site employee file be hand delivered to

Human Resources at the same time as Staff Action Form for Separations to ensure that files are amalgamated appropriately.

For all employee transactions:

Verify that all information is accurate and submit to Human Resources in a sealed envelope marked "CONFIDENTIAL" with any additional relevant documentation. Keep a copy on file in the department.

Health and Safety - Hazard Identification and Safe Work Practices

Original issue date: June 1, 2004

Last revised:

Objective/Introduction

The YMCA is vitally interested in providing a safe and healthy work environment for its employees. Supervisors and workers must play an active role in this effort.

Making health and safety a part of the daily work routine benefits everyone at the YMCA. All staff must follow the safe work practices and procedures established by the YMCA, in keeping with the YMCA's Operating Policy Procedure 2.S.1 and Ontario's *Occupational Health and Safety Act (OHSA)*.

Supervisors have additional responsibilities for workplace health and safety, as outlined in the *YMCA Operating Policies Manual*. The YMCA Health & Safety Policy is reviewed on an annual basis.

For more information on health and safety in the workplace, speak with the appropriate supervisor, a Joint Health Safety Committee Member or Health and Safety Representative. A copy of the *Occupational Health & Safety Act* is available at each location or by visiting the Ministry of Labour Web site at www.gov.on.ca/LAB/english/hs/index.html.

Definitions

A *Health and Safety Representative* is required under the Act at workplaces where six (6) to 19 workers are regularly employed, to ensure health and safety concerns are identified at the workplace.

A *Joint Health and Safety Committee (JHSC)* is required under the Act in workplaces where 20 or more workers are regularly employed, to ensure health and safety concerns are identified at the workplace. Speak with the appropriate supervisor for more information about JHSCs at the YMCA.

Procedures

All staff shall follow established safe work practices to reduce or eliminate the risk of injury or illness at the workplace. Any questions about hazards and established work practices in the workplace should be directed to the appropriate supervisor.

Safe Work Practices for all YMCA Staff:

1. Ergonomics

The science of ergonomics adapts the workplace to the worker to prevent the risk of injury from improper work methods or improperly designed workstations, tools or equipment. When working at any workstations, these recommended practices should be followed:

- a) **Working space:** The workstation should provide adequate working space for the employee to perform his/her job comfortably.
- b) **Chair:** If possible, adjust the chair height so that both feet are flat on the floor. Employees should sit with their back touching the back of the chair, by sitting with their hips as far back in the chair as possible. There should be sufficient space when sitting at the workstation to cross both legs underneath the workstation. When employees are using chairs with armrests, ensure that the arm rests comfortably and that the shoulders are relaxed.
- c) **Posture:** When using the keyboard or mouse, the upper arms should be positioned comfortably at the side of the body. Elbows should be at a 100-degree angle when using the keyboard or mouse.
- d) **Computer Keyboard:** When using a keyboard or mouse, these recommended practices should be followed:
 - The home row keys should be directly in front of the body.
 - Ensure that the keyboard and mouse are within close reach.
 - Keep the head at eye level to the computer screen or documents. Shoulders should be in a relaxed position when the hands are placed on the keyboard.
 - Keep wrists in a neutral or straight position when keying or using the mouse – A wrist rest can help maintain this position. Arms and wrists should “float” above the keyboard when keying.
 - Relax shoulders and fingers when keying and using the mouse. Keep elbows comfortably close to the side of the body when keying or using the mouse.
 - Hit the keys lightly. Hold the mouse loosely and relax the hands and fingers when moving the cursor around the screen.
- e) **Computer Screen:**
 - The top of the screen should be slightly below eye level.
 - Position the screen so that there is no need to have to raise or lower the chin.
 - Sit directly in front of the computer screen which should be approximately 1 ½ feet away from the body.
 - Minimize glare on the screen from windows, lights, and surfaces.
- f) **Work Techniques:** Rotate or vary tasks that require different muscle groups. Get up and stretch at intervals throughout the day.
- g) **Lighting:** Ensure there is sufficient light to perform work tasks.

2. Chemical Use and Handling

Chemicals and flammables are highly hazardous and potentially deadly if improperly used or handled. Even common cleaning materials, such as chlorine bleach, cleaning agents and solvents, can cause serious injury.

The Workplace Hazardous Materials Information System or **WHMIS** is a Canada-wide law designed to make sure chemicals and other hazardous substances are handled safely. WHMIS addresses three basic components:

- **Labelling:** Everyone has the right to know if the product they are dealing with is hazardous. Flammables (easily ignited and burn quickly) and other hazardous substances must be properly labelled.
- **Safety Data Sheets (SDS)** On a hazardous substance, this notice provides detailed and comprehensive safety information about the substance. The SDS covers proper handling and protection against overexposure, the health effects of overexposure, and emergency procedures. SDS on each hazardous substance in the workplace are provided by suppliers and must be available to workers.
- **Worker education and training:** All employees must be trained before handling any hazardous substance in the workplace. Staff must be taught about hazardous substances in general and trained in handling the particular materials they will be working with. See number 6 in this procedure.

If any substance or product is not labelled, staff shall ask the supervisor for the MSDS relating to it. Staff **shall not** use substances if they are not properly labelled, or if the WHMIS training on handling them has not been received. For more information on pool chemical handling, see *Safe Work Practices for Maintenance, Housekeeping, and Laundry Work*, numbers 15 to 28 in this procedure.

3. Housekeeping

At work, housekeeping benefits everyone. Good housekeeping eliminates clutter, which is a common cause of accidents (slips, trips and falls), fires or explosions. Keeping work areas organized and clean helps make work safer, helps to make the best use of the work space and provides a comfortable and pleasant work environment.

These recommended good housekeeping practices should be followed:

- Keep work areas clean, aisles clear and exits and entrances clear.
- Keep floors clean, dry and in good condition.
- Stack and store items safely. Store materials in approved storage areas, and flammable liquids in clearly labelled containers in designated storage areas only. Clean and store tools, items and equipment properly.
- Use proper waste containers.
- Clean up spills and leaks of any type quickly and properly.
- Fix or report broken or damaged tools and equipment.
- Keep sprinklers, fire alarms and fire extinguishers clear of all obstacles and accessible.
- Keep lighting sources clean and clear.

4. Indoor Air Quality

The term *indoor air* is applied to indoor environments such as office buildings. Contaminants in the indoor air of these structures are usually the same as those commonly found in outdoor air. However, the chemical composition of indoor air, together with temperature and humidity, can produce air that is perceived as irritating or stale i.e. of poor quality.

Any concern regarding the quality of the air in the workplace should be brought to the attention of the appropriate supervisor, who will notify senior management to determine the need for an investigation and any follow-up requirements. For any testing that is performed in the workplace, speak with the appropriate supervisor to review a copy of the results.

5. Fire Protection

The best way to protect staff, volunteers, participants and property is to take measures to prevent fires from happening. The most effective way to do this is to eliminate or minimize all fire hazards. Recommended safe work practices to eliminate or minimize the risk of fire include:

- Maintaining good housekeeping by performing adequate waste disposal, proper control and storage of flammables and combustibles, maintaining unobstructed aisles and clear exit/fire escape access.
- Strictly adhering to the "no smoking" procedure.
- Proper use and maintenance of electrical equipment.
- Bonding/grounding all equipment as required.
- Proper selection and use of fire extinguishers by trained staff.
- Supervisors ensure staff training and re-training in preventive measures, hazard reporting, fire extinguisher use, and emergency procedures including regular fire drills.

If a fire does occur, however, immediate steps should be taken to control it and prevent it from spreading. See the *Safety and Emergency Procedures Manual* available at each YMCA location.

6. Machine Safety

There are a number of potential hazards around machinery and equipment. Hazards include: contact with moving parts; contact with electricity, heat, fire, cold or other energies; contact with pressurized gas or liquid; contact with harmful chemicals, noise or vibration

To protect against the risk of injury, these safe work practices should be followed:

- a. Safety guards and devices can help protect individuals from getting too close to a danger zone. Guards must be placed correctly and work well.
- b. Perform safety practices which include:
 - Proper lockout procedures before service, maintenance or repair jobs on machines or equipment;
 - Safe work steps to check, set up machines, start, and finish a job or a task;
 - Regular inspection and maintenance of machinery, guards and entire work area;
 - Taking regular breaks to avoid fatigue or allow change from repetitive tasks;
 - Receiving WHMIS training.

- c. Perform proper lockout procedures by:
- Preparing for shutdown by gathering required materials and notifying appropriate staff;
 - Shutting down the equipment by disconnecting power or shutting down energy that moves any part of the machine;
 - Isolating the equipment;
 - Attaching locks, locking devices or attaching a warning tag;
 - Controlling stored energy by using safety blocks between dangerous parts that could move and injure;
 - Verifying isolation of equipment by testing controls to see that the machine cannot operate and has no built-up energy left.

7. Manual Materials Handling - Lifting, Bending, Reaching

Lifting: Whenever possible make use of machines to lift and carry objects. When it is not possible, these recommended practices should be followed:

- If the load is heavy, use two people or divide the load into parts.
- Change the type of movement required to lessen the strain (e.g. lowering is better than lifting; pulling is easier than carrying; pushing is easier than pulling).
- When possible, change the task layout to decrease travel distance.
- Take more rest periods when doing repetitive handling tasks.
- Alternate between heavy and light tasks.
- Keep objects close to the body.

Bending and Reaching: Excessive bending and twisting should be avoided since it can cause back injury even when handling loads. When bending or reaching, these recommended practices should be followed:

- Materials should be at work level based on the worker's body size and always within easy reach. If using a stepladder for reaching, see safe work practices for Ladders/Stepladders under *Safe Work Practices for Staff with Maintenance, Housekeeping, and Laundry Duties* below in number 21 of this procedure.
- Eliminate deep shelves.
- Ensure sufficient space for the entire body to turn.
- Objects should be within easy reach with clear access to them.
- Use sturdy containers and divide the content weight.
- Use slings and hooks to move loads without handles.
- Take frequent rest breaks when working under extreme temperature conditions, for example when clearing snow outside. Wear protective cold weather clothes when working outdoors.
- All outside tasks should stop in extremely warm or cold temperatures.

8. Personal Protective Equipment (PPE)

When used properly, PPE can prevent or reduce injury. Staff required to use personal protective equipment must be fitted and trained in its proper use, storage and maintenance. Supervisors should ensure that training includes the following elements:

- a) **Eye and Face Protection** - This PPE is designed to protect the eyes and face from such hazards as flying objects and particles, splashing liquids, infrared or visible radiation (e.g. when welding). Comfort and fit are very important in the selection of safety eyewear. Basic eye protection should

be worn with face shields; face shields alone are often not enough to fully protect the eyes from work hazards.

Do:

- Use only CSA approved eye or face protection (check with supervisor).
- Ensure eye protection fits properly (close to the face).
- Clean safety glasses daily, and more often if needed.
- Store safety glasses in a safe, clean, dry place when not in use.
- Replace scratched, bent and poorly fitted PPE (damaged face or eye protection interferes with vision and will not provide the protection it was designed to deliver).

Do Not:

- Modify eye or face protection.
- Wear defective eye protection.
- Wear contact lenses when doing work that carries risk of eye injury. Contact lenses may trap, absorb particles or gases which may cause eye irritation or blindness. Hard contact lenses may break into the eye when hit.

b) Foot Protection Appropriate footwear should be worn whenever there is a risk of falling objects e.g. loading or unloading equipment or when working around certain power equipment, such as lawn mowers and snow blowers.

Do:

- Choose footwear according to tasks or activities hazard and CSA standards where applicable. Check with a supervisor for guidance on appropriate footwear for the task or activity assigned.
- Lace up boots and tie laces securely – Boots do not protect if they are a tripping hazard or fail to remain securely on feet.

Do Not:

- Wear defective safety footwear, (e.g. exposed steel toecaps).
- Under protect feet or modify safety footwear.

c) Gloves and hand protection PPE for the hands comes in many forms designed to protect against certain hazards. Hand protection should be worn when there is any risk of cuts, scrapes or burns, or when working in cold temperatures. The proper type of glove should be selected for the task or activity to be done. If in doubt about the selection or need for glove or hand PPE, speak with a supervisor, or consult the Material Safety Data Sheet (MSDS).

Do:

- Inspect hand PPE for defects before use; discard any defective or worn out glove.
- Ensure that gloves fit properly.
- Ensure any exposed skin is covered with no gap between shirt sleeve and glove.

Do Not:

- Wear gloves when working with moving machinery (gloves can get tangled or caught).
- Wear hand protection with metal parts near electrical equipment.
- Use gloves or other hand protection that is worn out or defective.

- d) Head Protection** Safety headgear is designed to protect the head from impact from falling objects, bumps, splashes from chemicals or harmful substances, and contact with energized objects and equipment.

Check with a supervisor to that confirm headgear meets CSA standards and is compatible and maintained according to manufacturer's specifications. Headgear must be compatible and maintained according to manufacturer's instructions. If attachments are used with headgear, they must be specifically designed for use with that specific headgear.

Remove from service any headgear if its serviceability is in doubt. Do not alter the headgear in any way.

- e) Hearing Protection** Hearing protection is designed to reduce the level of sound energy reaching the inner ear. Use hearing protection when working with power tools or when there is excessive background noise such as in mechanical rooms. When properly used, hearing protection can prevent or reduce hearing loss.

The "Rule of Thumb" for hearing protection is: use hearing protection when a conversation cannot be carried out in a normal speaking voice with another person who is more than three feet away. Many styles of hearing protection are available. Most earplugs and other hearing protective gear, if properly fitted, reduce noise to the point where it is comfortable (takes the sharp edge off the noise). If any ringing, pain or discomfort is experience in the ears, check with the supervisor who can access hearing protection equipment.

It is recommended that employees have their hearing tested annually by a medical doctor.

- f) Respiratory Protective Equipment** Consult with the Material Safety Data Sheet (MSDS) and a supervisor to confirm when an air-purifying respirator (APR) is required. Follow the manufacturers' instructions regarding the mask filters, cartridges and other components. Employees who must use respiratory protection must be clean-shaven, as facial hair can prevent a good seal and fit of a respirator. An APR is only as good as its seal and its ability to filter out the contaminants it was designed to filter.

Do:

- Make sure employees are first trained in the proper use, care and limitations of APR.
- Ensure that respirators are properly cleaned and disinfected after each shift, according to the manufacturer's instructions.
- Dispose exhausted cartridges and masks in sealed bags or containers.
- Wear APR properly; an APR is useless when just hung around the neck.
- Replace filters when breathing becomes difficult.

Do Not:

- Use for protection against materials that are toxic in small amounts.
- Use with materials that are highly irritating to the eyes.
- Use with gases that cannot be detected by odour, throat or nose irritation.
- Use for gases that are not effectively halted by chemical cartridges regardless of concentration (read the cartridge label).

- Use respirators or masks if the serviceability or protection is in doubt.

9. Physical Health Care

Refer to *Universal Precautions/Infection Control Policy and Procedure 1.VS.3* in the *YMCA Operating Policies Manual* to protect all persons from potential illness. Health care topics covered are proper hand washing, handling and disposal of body fluids and sharps (see number 12 in this procedure).

10. Repetitive strain injuries

These are a result of frequent and repetitive activities. Some causes of repetitive strain or motion injuries are fixed or constrained body positions, force concentrated on a small part of the body, or insufficient rest or recovery between movements. Some examples of repetitive strain or motion injuries are: *tendonitis* caused by repetitive wrist motions or repetitive shoulder motions; *carpal tunnel syndrome* caused by repetitive wrist motions; *neck tension* caused by prolonged restricted posture; eyestrain.

Supervisors should follow Safe Work Practices for Ergonomics (see number 1 in this procedure) to select tools and equipment that decrease the force needed for the job. Tools and equipment must be properly maintained, changed when necessary.

11. Safety and Emergency Procedures:

a) First Aid at Work

First aid is the immediate care given to a person who is injured or who suddenly becomes ill. It can range from cleaning a cut and applying a bandage to helping someone who is choking or having a heart attack.

The YMCA provides first aid equipment at all locations and trained first aid staff in all major locations. For more information, speak with a supervisor or a health and safety representative.

b) Working after hours - security

No member of staff should be alone in a YMCA building outside regular operating hours. If an employee is working after hours, they must notify building staff that they are present in the building and work close to a colleague if possible. Notify building staff before leaving the building.

Refer to the *YMCA Safety and Emergency Procedures Manual* for procedures to follow in an emergency situation to protect all persons from potential harm. Emergency situations covered are fire, bomb threat, evacuation, personal injury and other building emergencies.

12. Sharps (removal and disposal)

Immediately following the use or occurrence of any sharp, place all sharps (broken glass, tacks, syringes, razor blades) in a puncture proof container. Sharps containers are provided at each location. If a sharp must be transported for disposal, do not carry it with the edge/point exposed. Place it in a tray or bring the puncture proof container to the sharp.

See *Universal Precautions/Infection Control Policy and Procedure 1.VS.3* in *YMCA Operating Policies Manual* for procedures to follow when exposed to a needle, razor or sharp object resulting in a prick or wound.

13. Walking and Working Surfaces - Slips, trips and falls

These incidences can occur when there is little traction between footwear and the floor, or when the foot hits an object and causes an individual to lose balance and fall. The most common reasons for slips include wet or slippery floors, ice due to weather, spills, loose mats, or improper footwear. The most common causes for trips are poor lighting, objects lying on the floor, wrinkled floor coverings, uncovered cables or wires, uneven walking surfaces, or open drawers.

Follow these recommended practices to prevent slips and tripping hazards:

- Ensure proper lighting is installed and maintained
- Keep walking surfaces clean, dry and clear of objects
- Secure all floor coverings
- Keep all drawers closed
- Wear appropriate footwear for good traction and comfort

14. Workplace stress

This health issue can occur when there is a conflict between job demands, and an individual's capability to meet or amount of control they have over meeting these demands. Some stress in the workplace may provide the energy and motivation to complete tasks. However, it is important that employees remain aware of signs of stress in themselves and in others.

A conversation with a supervisor or an Employee Assistance counsellor can help employees address and eliminate the source of stress and prevent stress build-up. The phone number can be obtained through the Human Resources Department.

15. Workplace violence

This is any act in which a person is intimidated, threatened, abused or assaulted in the place of work. Broad categories of workplace violence include threatening behaviour, harassment, verbal or written threats expressing intention to harm, verbal abuse, and physical attacks. Refer to *Operating Policies under Health and Safety Policies for Definitions of Violence and Harassment*.

If a staff member feels his/her personal safety is at risk, their immediate concern is ensuring their own physical safety, and that of others, and obtaining medical attention if required. The *YMCA Safety and Emergency Procedures Manual* has further information on what to do in an emergency situation.

Staff members should speak with a supervisor or general manager immediately if they are concerned or uncomfortable about an occurrence at the workplace or if harassed or suspect harassment.

Safe Work Practices for Staff with Maintenance, Housekeeping, and Laundry duties:

16. Chain Saws

If a required job task, staff must be trained in the safe use of a chain saw before proceeding.

Supervisors will ensure that training includes the following:

- a) Proper personal protective equipment is worn as set out by the manufacturer and Occupational Health & Safety legislation.
- b) Fuelling of the saw must be done in a well-ventilated area and not while the saw is running or hot.
- c) An approved safety container must be used to contain the fuel. Use a proper spout or funnel for pouring.
- d) Correct methods of starting, holding, carrying or storing and use of the saw must be followed as directed by the manufacturer.
- e) The chain brake must be functioning to stop the chain adequately.
- f) The chain must be sharp, with correct tension, and adequately lubricated.
- g) When carrying or transporting a chain saw, the bar guard must be in place, the chain bar must be toward the back and the motor must be shut off.
- h) The chain saw must not be used for cutting above shoulder height.

17. Cleaning Solvents and Flammables

These items are used daily to clean buildings, building fixtures, tools and equipment. Each employee must take special care to protect themselves from potential hazards when using these liquids. Wherever possible, solvents should be non-flammable and non-toxic.

Supervisors are aware of solvents/flammables that are used during the completion of tasks in the workplace. Supervisors will ensure staff members who use these materials are trained in their proper use. Training will cover the following safe work practices when using solvents or flammables:

- Use non-flammable solvents for general cleaning.
- When flammable liquids are used, make sure that no hot work is permitted in the area.

- Proper storage of flammables and solvents in special storage areas.
- Check toxic hazards of all solvents before use. (Refer to the Material Safety Data Sheet).
- Make sure there is adequate ventilation where all solvents and flammables are being used.
- Wear personal protective equipment: goggles or face shields to protect the face and eyes from splashes or sprays; rubber gloves to protect the hands; protective clothing to prevent contamination of clothes; appropriate respiratory protection when breathing hazards exist.
- Never leave solvents in open tubs or vats – return them to proper storage drums or tanks.
- Use proper containers for transportation, storage and field use of solvents and flammables.
- Where solvents are controlled products, staff will be trained and certified in the Workplace Hazardous Materials Information System. Ensure all WHMIS requirements are met.
- Procedures to be followed should exposure occur, including seeking appropriate First Aid, contacting the Supervisor and completing an Incident/Accident Report.

18. Compressed Air

If a required job task, the staff member must be trained in proper safe work practices before using compressed air. Supervisors will ensure that training includes the following elements:

- Compressed air must not be used to blow debris or to clear dirt from employee clothes.
- Air pressure must be turned off and the line pressure relieved before disconnecting the hose or changing tools.
- All hose connectors must be of the quick disconnect pressure release type with a safety chain or cable.
- Personal protective equipment must be worn such as eye protection and face shields, and staff must ensure other employees in the area are made aware of or have restricted access to the hazard area.
- Hoses must be checked on a regular basis for cuts, bulges, or other damage. Ensure that defective hoses are repaired or replaced.
- A proper pressure regulator and relief device must be in the system to ensure that correct desired pressure is maintained.
- The equipment must be properly maintained according to manufacturer requirements.

19. Fire Extinguishers

Fires can start anywhere and at any time. Good housekeeping is essential in the prevention of fires. See *Fire Protection* in number 5 of this procedure for other safe work practices for all staff.

It is important to know which type of fire extinguisher to use and how to use it. Staff must be trained in its proper use before using a fire extinguisher. Supervisors will ensure that training includes the following elements:

- Fire extinguishers must be visible and readily accessible.
- Fire extinguishers have to be checked frequently and properly maintained to do the task.
- Where temperature is a factor, ensure that care is taken in selecting the right type of extinguisher.

Types of Fires:

Class A: These fires consist of wood, paper, rags, rubbish and other ordinary combustible materials. Recommended extinguishers are water from a hose, pump type water can, or pressurized extinguisher.

Fighting the Fire: *Soak the fire completely, including the smoking embers.*

Class B: These fires consist of flammable liquids, oil and grease. Recommended extinguishers are: ABC units, dry chemical, foam and carbon dioxide extinguishers.

Fighting the Fire: *Start at the base of the fire and use a swinging motion from left to right, always keeping the fire in front of the body.*

Class C: *These fires involve electrical equipment. Recommended extinguishers are carbon dioxide and dry chemical (ABC units) extinguishers.*

Fighting the Fire: *Use short bursts on the fire. When the electrical current is shut off on a Class C fire, it can become a Class A fire if the materials around the electrical fire are ignited.*

Always ensure personal safety by staying between the fire and the escape route from the area.

20. Grinders

Abrasive wheels can cause severe injury if not used properly and protective equipment is not used. If a required job task, staff must be trained in proper safe work practices before using a grinder. Speak with a supervisor for more information on safe work practices when grinding and using portable grinders.

21. Ladders (working from heights)

Employees should follow these safe work practices when using a ladder or stepladder:

- Before using any ladder, make sure that it is in good condition and is the right ladder for the job to be done. Check with a supervisor if unsure.
- When setting up a ladder, secure the base and “walk” the ladder up into place. The ladder should be set at the proper angle in accordance with manufacturer's specifications.
- Before using a ladder, make sure it is secured against movement.
- When in position, the ladder should protrude one (1) metre above the intended landing point.
- Do not work from the top two rungs of a ladder.
- Do not overreach while on a ladder. It is easier and safer to climb down and move the ladder over a few feet to a new position.
- Always face the ladder when using it. Grip it firmly and use the three-point contact method when moving up or down.
- The minimum overlap on an extension ladder should be one (1) metre, unless the manufacturer specifies the overlap.
- Keep both metal and wood ladders away from electrical sources.

Stepladders:

- Make sure the stepladder is in good condition, and is the right ladder for the job to be done.
- Stepladders are to be used only on clean and even surfaces.
- No work is to be done from the top two steps of a stepladder, counting the top platform as a rung.
- The stepladder is only to be used in the fully opened position with the spreader bars locked.
- Tops of stepladders are not to be used as a support for scaffolds.
- Do not overreach while on the ladder. Climb down and move the ladder over to a new position.

22. Laundry

Staff with laundry duties will receive training from their supervisor on proper operation of washers and dryers.

a) Recommended Body Movements for Moving Laundry

These safe work practices should be followed to avoid the risk of back injury:

- When picking up laundry bags, bend both knees (kneel position), pull the bag towards the body and stand or kneel down. Load several bags onto a cart, and pull cart into the laundry room.
- Avoid repeated bending to pick up dropped items while loading the washer or dryer. Load the washer or dryer in its entirety. Bend at the knees once, picking up all the loose ends and load these items.
- Avoid pulling large loads of heavy wet laundry out of the washer and avoid twisting at the waist.
- Pull smaller loads at a time, pull into the waist, turn whole body and drop onto the table. Avoid reaching into the machine; items must be moved to the mouth of the machine, and smaller loads taken out.
- Avoid repeatedly leaning the body over the table to reach and pull loose articles. Bend knees while reaching over the length of the table or minimize the extended reach action altogether.

b) Chemical drum change for washers:

Staff must be trained in proper safe work practices before performing a chemical drum change. The supervisor will ensure that training includes the following:

- Wear the necessary personal protective equipment (eye protection or face mask, apron, gloves and boots).
- Ensure washer is off.
- With the spigot still in the empty drum, move it out of its position to a position that provides clear access for installation of the new drum.
- Move the new drum into position.
- Relocate the near empty drum in front of the new drum.
- Remove the bung from the new drum and put it into the old drum.
- Grab the spigot above the chemical line. Pull the spigot halfway out, pausing to let any fluid drip off the spigot.
- Continue to pull the spigot out; as the bottom nears the top wipe the bottom of the spigot against the inside of the bung and immediately place inside the new drum.
- Put the bung on top of the empty container and store the container in a designated area.

c) Chemical line break:

The chemical supplier checks laundry chemical lines regularly. If a leak is noticed, **Do Not** attempt to fix or touch the machine. **Stop** using the machine and put an "Out of Order" sign on the machine immediately.

Contact a supervisor or a service provider for repairs. If the washer is not receiving cleaning chemicals, towels are grey or yellowed or the smell of chemicals is evident, contact a supervisor or chemical distributor.

23. Maintenance Program

It is very important to ensure that staff use tools and equipment properly, and that tools and equipment are properly inspected, maintained and kept in good repair. An effective maintenance program will reduce the risk of injury and damage.

a) *Equipment Inventory*

Check with a supervisor who is aware of and can access a complete list of equipment that requires monitoring, periodic checks and maintenance. Designated staff will ensure any new tools or equipment are added to the inventory and a maintenance schedule has been established.

b) *Preventative Maintenance Schedules and Work*

Staff must follow the maintenance schedule that has been established. Only designated, trained staff can perform maintenance work or contract maintenance services. For more information, check with a building manager or supervisor.

c) *Records and Monitoring*

Every maintenance program must contain a recording system. Part of this system will be made up of inventories and schedules. In addition, the recording system must document what maintenance was done, when, and by whom.

Designated staff members are responsible for maintaining records and monitoring equipment to ensure that appropriate checks and maintenance are done. For more information, check with a supervisor or building manager.

24. Pool Chemical Use and Handling Safety

Staff must be trained in proper safe work practices before using or handling pool chemicals. The supervisor will ensure training includes the following:

- a. All OSHA chemical safety regulations are to be followed.
- b. Level II Pool Operators training is given for employees in charge of the pool.
- c. WHMIS training and MSDS training is provided.
- d. All pool chemical additions take place at night.
- e. There are two clearly marked chemical buckets for every chemical used.
- f. Chemical containers are rinsed out twice, immediately after use.
- g. Additions of pool chemicals are staggered i.e. a different chemical every night.
- h. Chemicals are stored in a cool, dark room vented to the outside.
- i. Chemicals are stored in the chemical storage room, in clearly marked covered containers, placed in locations off the floor. When staff members are not in the chemical storage room, the door must be kept closed and the lights out at all times.
- j. An area for each chemical is clearly identified.
- k. Rags or towels are forbidden around or in chemicals.
- l. Tubing and fittings are scheduled for yearly replacement.
- m. Only experienced, trained staff should handle chemicals.

- n. When refilling the storage transfer tank, handling chemicals or cleaning area, **trained** staff must:
- **Wear personal protective equipment: splash proof safety goggles in addition to a full head/face shield; long sleeve type acid resistance neoprene gloves; full length acid proof apron and knee-high rubber boots**
 - Ensure exhaust fan is on at all times
 - Ensure general area is free of obstacles or tripping hazards
 - Follow the dilution mix ratio when refilling storage transfer tank, adding chemical to water (not adding water to chemical):
 - Hydrochloric acid ~ 1:15 - 1:10 (chemical to clean water)
 - Sodium hypochlorite ~ 1:3 - 1:2 (chemical to clean water)
- o. A chemical spill must be dealt with immediately by trained staff to lessen the threat to occupants and the building. There are two spill categories:
- **Major spills** that have the potential to harm human health and/or the environment must be immediately reported by the person who discovers or causes the spill. See *Emergency Spill Procedures* in *YMCA Management Practices Manual*.
 - **Minor spills** that trained staff using proper procedures can clean up immediately with low risk to human health and no risk to the environment. See *Emergency Spill Procedures* in *YMCA Management Practices Manual*.
- p. Speak with a supervisor about additional safe work practices for duties involving storage tank refills, pool chemical mixing, broadcasting additions, and chemical drum changes.

25. Pool Fouling Removal

Only staff trained in proper safe work practices can perform pool-fouling removal.

- Employees should speak with the appropriate supervisor for more information on safe work practices when their duties include pool-fouling removal.

26. Scaffolds - Working at heights

The misuse of scaffolding may cause serious injury. Only staff members trained on the safe work practices are allowed to work at heights, using or constructing a scaffold. The supervisor will ensure training includes the following:

- *The scaffold type, which will be suitable for the job and capable of withstanding the loads to be imposed on it, must be determined before the job begins.*
- *The location in which the scaffold is to be constructed must be level or capable of providing secure footing by use of mudsills or some other device.*
- *A competent employee must erect the scaffold in accordance with the manufacturer specifications and legislated requirements.*
- *Safe access and egress to both the scaffold and the general work area must be provided.*

27. Skill Saws

The misuse of saws may cause serious injury. Staff shall be trained in proper safe work practices before using a saw. The supervisor will ensure training includes the following:

- Approved safety equipment such as safety glasses or a face shield is to be worn.
- Where harmful vapours or dusts are created, approved breathing protection is to be used.
- The proper sharp blade designed for the work to be done must be selected and used.
- The power supply must be disconnected before making any adjustments to the saw or changing the blade.
- Before the saw is set down, the retracting guard must have fully returned to its down position.
- Both hands must be used when operating a skill saw.

28. Welding, cutting and burning

This type of work can increase fire and breathing hazards at the workplace. Staff shall be trained in proper safe work practices before performing any welding, cutting or burning work. The supervisor will ensure training includes the following:

- Proper authorization has been obtained before doing this work.
- Adequate ventilation is supplied, since hazardous fumes can be created during welding, cutting or burning.
- Where others may be exposed to the hazards created by welding, cutting and burning, all staff in the area must be alerted to these hazards or protected from them by the use of screens.
- Fire fighting or prevention equipment must be kept on hand before starting.
- The work area must be checked for combustible material and possible flammable vapours before starting work.
- A fire or spark watch should be maintained; a welder should never work alone.
- Check cables and hoses to protect against slag or sparks.
- Do not enter, weld or cut in a confined space without proper gas tests and required safety lookout.
- Wear personal protective equipment including appropriate eye/face guard.
- Cutting and welding must not be performed where sparks and cutting slag will fall on cylinders (move all cylinders away to one side).
- Open cylinder valves slowly. The wrench used for opening the cylinder valves should always be kept on the valve spindle when the cylinder is in use.
- When working overhead, use fire resistant materials (blankets, tarps) to control or contain slag and sparks.

Safe Work Practices for Children's Services Staff:

29. Chemical exposure,

For example, contact with industrial strength dishwashing liquid, or arts and crafts materials can result in injury if safe work practices are not followed. See *Chemical Use and Handling*, number 2 in this procedure.

To reduce or eliminate potential harm through exposure to chemicals, ensure a WHMIS label is available for each chemical used in the childcare centre. Check the Material Safety Data Sheets which detail the chemical component of the substances, information about the toxic effect they can cause, and follow the control measures indicated and any first aid information.

The following arts and crafts materials are commonly used: clay, dyes, paint, markers and glues. When choosing these materials:

- Choose wet clay. Dry clay contains silica that can be harmful when inhaled.
- Use natural dyes such as vegetable food colouring. Powdered dyes contain chemical additives.
- Use paints that are water-based, non-toxic and liquid. Powdered tempera paints, when inhaled, may irritate the breathing passages of the lungs.
- Use water based white glue and markers to avoid contact with toxic solvents.
- **For papier maché, use newspaper and library paste or liquid starch. Instant papier maché may contain lead or asbestos**

30. Burns, cuts, food preparation

*See **Safe Work Practices for Food Preparation**, numbers 32 to 35 in this procedure.*

31. Outdoor exposures

Exposures may be reduced or eliminated with the following safe work practices.

- **Frost bite:** Ensure exposed skin is adequately covered; wear appropriate layered protective clothing, and follow an appropriate work/rest schedule.
- **Sun burn or heat stroke:** Limit the time spent outdoors during the hottest period of the day; choose activity spaces that have a shaded area; wear sunscreen with a sun protection factor of 15 or higher on exposed skin; wear a sun hat, or visor; wear eyeglasses that effectively filter ultraviolet rays; ensure access to drinking water; and follow appropriate work/rest schedule.
- **Insect stings or animal bites:** Choose activity areas where there are fewer insects and insect stings are less likely to occur; keep garbage away from play areas. Garbage will attract insects; avoid serving sweet foods while outdoors as they attract stinging insects.

Safe Work Practices for Food Preparation:

32. Burns and scalding

Be aware of and use caution when at or near equipment that can cause burns. Follow safe work practices indicated by supervisors including the use of appropriate personal protective equipment. Obtain immediate first aid in case of injury.

33. Cuts

To prevent cuts and injury, follow safe work practices including: proper use of knives or blades, as indicated by supervisors; proper storage in secured areas (drawer or cabinet); use of covers for knives or blades.

34. Mixers

Moving parts on mixers, such as whisks or other blending accessories, can cause serious injury if improperly used. Mixing machines need to be guarded to prevent staff from being exposed to moving parts. Follow the guarding and lockout practices outlined in Machine safety, number 6 in this procedure.

35. Food preparation

To protect staff and the public from illness, these food handling and preparation practices must be followed:

- a) **Food temperature controls** Keep cold food below 5°C; Keep hot food above 60°C; Keep frozen food below -18°C. Do not hold hazardous food at room temperature for more than two hours.
- b) **Protect food from contamination** 1) Store cooked and ready-to-eat food items on shelves above raw food; 2) Cover food with lids or plastic wrap; 3) Use proper utensils to reduce direct hand contact with prepared food; 4) Use water that is safe to drink for food preparation; 5) Keep food items at least 6 inches off the floor on shelves or racks; 6) Keep labelled chemicals and pesticides in designated storage area away from food and food preparation area.
- c) **Hygiene and hand washing** 1) Using hand washing basins only for hand washing and not for food preparation. Hand wash basins should always have hot and cold running water, soap in a dispenser and clean single service towels or a cloth roller towel. 2) Wash hands thoroughly before and after handling food - see *Universal Precautions/Infection Control Policy and Procedure 1.VS.3* in *YMCA Operating Policies Manual*. 3) Confine hair and wear clean outer clothing.
- d) **Maintain food contact surfaces and equipment clean** 1) Use detergent and water followed by a sanitizing solution of 2ml of household bleach per 1L of water. 2) Follow manufacturer's directions for all other types of equipment cleaning. 3) Keep all food contact surfaces clean and in good condition. 4) Discard and replace cracked utensils or deeply grooved food contact surfaces. 5) Wash all utensils, dishes and equipment either by or in a mechanical dishwasher.
- e) **Maintain all non-food contact surfaces and equipment clean** 1) Keep all surfaces clean, including floors, walls and ceilings clean and in good repair. 2) Ensure adequate ventilation is provided and proper operation and maintenance of mechanical dishwasher and other equipment.
- f) **Proper storage or removal of waste** Remove solid and liquid waste from the food preparation area daily or more often if necessary. Store waste in a sanitary manner in waste receptacles that are leak-proof, pest-proof and non-absorbent with tight-fitting lids.

- g) **Control pests** Cover any openings in order to prevent pests from entering the food preparation area or premises. Eliminate any possible food or water sources for pests. Report to a supervisor the existence of any pests immediately to ensure appropriate follow-up or if pest control service are to be contacted.

For more information on identified hazards and safe work practices in the workplace, please speak with a supervisor, General Manager, Vice President or Senior Vice President.

Protection of Personal Employee Information

Original issue date: February 11, 2004

Last revised:

Objective / Introduction

The following procedure provides clarification regarding our Privacy Protection Policy 3.VS.2 outlined in our Operating Policy Manual. The policy states that “all staff and volunteers must...protect personal information following responsible information handling practices in keeping with privacy laws”. All employees at one time may receive personal, privileged and/or confidential information, which may concern other employees.

The following procedures outline specific requirements regarding the collection, distribution and storage of employee information. It applies to all employees, supervisors or others who are granted access to personal, privileged and or confidential information.

Principle

The YMCA of Greater Toronto is committed to preserving the privacy of employee information consistent with applicable legislation.

Procedures regarding Employee Records

1. The official employee record or personnel file is kept in the Human Resources Department.
2. Personal information will not be disclosed to outside organizations without the knowledge and approval of the employee. Notwithstanding the foregoing the YMCA will cooperate with law enforcement agencies, government bodies for audits and will comply with any court order or law requiring disclosure of personal information without the employee’s consent.
3. An employee’s supervisor or supervisor once removed, and human resources staff shall have access to the employee’s centralized personnel file containing personal information.
4. Employees may request access to review their centralized file by making arrangements with the Human Resources Department. Employees shall provide at least twenty-four hours notice to the Human Resource Department. Employees may obtain a copy of any document contained in their employee file. No material contained in the file may be removed from the file. A representative of the HR Department will be present during the viewing of the file.

5. An employee may provide a written request to the Human Resources Department challenging the accuracy of data contained in their file. Where a requested change cannot be made, HR will provide the employee a statement of disagreement and attach the statement to the employee's record.
6. Employee requests for disclosure of their own personal information to Third Parties must be accompanied by a completed, signed and dated *Authorization to Release Information* form (see form following this procedure).
7. The following information should not be contained in employee files:
 - Medical information;
 - Psychometric or other psychological or testing;
 - Police Records file details when results indicate a record on file with the police. They are kept in separate file accessible to the supervisor, the Senior Vice President of Human Resources & Organizational Development and the General Manager Human Resources;
 - Investigative reports or documents prepared in anticipation of litigation;
 - Anecdotal information about employees.
8. The HR Department will:
 - Maintain systems and procedures to ensure employee records are kept private and secure:
 - that file cabinets are locked and only authorized staff will have access to records;
 - ensure that security of passwords and access to electronic records by authorized staff;
 - ensure off site storage or secure destruction of files or information no longer of use to the YMCA;
 - ensure that appropriate consents have been obtained from employees with respect to the collection and use of personal information;
 - obtain the proper consents and authorizations prior to disclosure of information contained in employee records.
9. The Payroll Department will:
 - maintain the safety, security and storage of information contained in the payroll system and payroll registers;
 - ensure that security of passwords and access to electronic records by only authorized staff;
 - keep separate information under locked cabinets containing TD1 tax information; bank deposit and T4 information;
 - maintain any garnishee records locked up and accessible by authorized staff within the payroll department.

Responsibilities

Employees are responsible for:

1. Keeping their own employee files correct regarding name, address, phone number, emergency contact dependents by notifying their supervisor;

2. Notifying the Payroll Department of any changes to their bank account for direct deposit of their pay; completing a revised TD1 Federal and Provincial Tax form regarding any changes to their tax deductions (i.e. dependents);
3. Being familiar with and following procedures and practices for protecting personal information (Operating Policy Manual - Privacy Protection Policy 3.VS.2);
4. Obtaining proper consents and authorizations prior to disclosure of personal, privileged or confidential information;
5. Relinquishing any personal, privileged, confidential information in their possession before or immediately upon termination of employment.

Supervisors are responsible for:

6. Ensuring that procedures regarding collection, use and disclosure of information of personal information are consistently adhered to within their department;
7. Ensuring that disclosure of employee personal information to a Third Party is referred through the Human Resources Department in order to minimize the risk of non-compliance with applicable legislative requirements (i.e. confirmation of employment and salary etc);
8. Ensuring that original copies of all information pertaining to employees i.e. discipline notes, performance appraisals are sent to the HR Department to be placed in centralized files;
9. Ensuring that confidential employee information:
 - is kept in locked cabinets;
 - is not left exposed on desks;
 - is not easily visible on computer screens for onlookers;
 - is shredded instead of discarded in waste baskets;
 - if sent in interoffice mail is enclosed in sealed envelopes marked “personal and confidential”.

Authorization to Release Information

I _____ (*print employee name*) hereby authorize the YMCA of Greater Toronto to release the information listed below to _____ (*print third party name*).

Choose whichever apply:

- Confirmation of employment and salary information
(usually used for banking/lending purposes).
- All employment information in company's possession, including dates of hire, positions held, information relating to performance and attendance (both objective and subjective), salary information and all related matters (usually used for reference checking purposes).
- Any medical information in the company's possession (including absences, medical notes or reports, (usually used for sick leave, disability benefits or health insurance).
- Other (specify information to be released).

I hereby release and discharge the YMCA of Greater Toronto from any claim whatsoever relating to the YMCA acting in accordance with this Authorization.

Employee Signature

Date

Employee Name (please print)

Please forward completed authorization form to the HR Department.



Section 5

Resources

- YMCA Contact List
- Other Resources

YMCA Contact List

For more information on procedures and practices contained in this manual, please contact:

416-928-3362

Communications ext. 22476
Finance ext. 22424
Human Resources ext. 22404
Information Technology ext. 22402
Property Management ext. 22415
Risk Management ext. 22581

*For more information about our **Employee Assistance Program** and counseling services (available 24/7) or to make an appointment, please contact:*

EAP (WorkPlace Options)

Call: **1-877-847-4525**

Text: **647-624-2840**

Email: Support@worldwideassist.co.uk

Website: <http://wpoglobal.powerflexweb.com/>

Company Code: **YMCAGTA**

Other Resources

The following government and agency web sites provide useful information for supervisors wishing to learn more about their legal obligations under Canadian laws:

- Most Canadian laws and regulations are available online:

Provincial laws, regulations at www.e-laws.gov.on.ca

Federal laws, regulations at <http://laws.justice.gc.ca>

- Workplace **health and safety** information is available on the *Ministry of Labour* web site at www.labour.gov.on.ca/english/hs

Another helpful resource with information on workplace hazards and safe work practices is *Canadian Centre for Occupational Health and Safety* at www.ccohs.ca

- *Toronto Children's Aid Society* has **child protection** including duty to report information at www.torontocas.ca/

- **Human Rights Code** information is available on the *Ontario Human Rights Commission* web site at www.ohrc.on.ca

- **Privacy** law and resources are available on the *Privacy Commissioner of Canada* web site at www.privcom.gc.ca