



Chinooks HR Policy and Procedure Handbook

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Policy Overview

This HR Policy & Procedure Handbook summarizes key points of Chinooks FC Human Resources Policy and Procedures, which provides Chinooks FC employees, contractors and members with a central reference for policies and procedures related to employment with Chinooks.

Updates and amendments of the HR Policy that this handbook points to are the responsibility of the Executive Director, with consultation with the Board of Directors, governing body organizations and workplace regulations (local, provincial and national). In practice, the Executive Director will consult with the Board of Directors prior to the approval of any proposed amendments of major significance. Any major changes to the policy may also involve consultation with other staff and members. The Board of Directors are the elected leaders of Chinooks FC. They provide leadership and determine priorities for Chinooks, while the President provides policy leadership and sets overall policy direction.

To all, it is the aim of Chinooks FC to earn and maintain the respect and trust of people we come in contact with and to represent Chinooks FC with pride and dignity.

Policy Details

Employee Rights and Obligations

All Employees are expected to abide by the principles and behaviours outlined in this section and uphold their responsibilities outlined here and other Chinooks FC and Human Resources Policy and Procedure documents. Providing excellence in service and program delivery to members and implementing the policy directions of the Executive Director and the Board are the main functions of Chinooks FC staff.

Our Guiding Philosophy

- We treat all Members fairly and with respect.
- We are confident and prepared. We know our business, but if there is something we don't know, we're not afraid to say so. We then find out and provide the right answer.
- We provide timely responses to Members' questions and concerns.
- We do not tolerate our Employees being treated with disrespect. While we will always listen to and strive to be empathetic to a frustrating situation that a member may experience with Chinooks FC, we will not tolerate obscenities, significant raising of voices, and personal attacks. We will calmly let the client know that we will speak to them at another time when emotions are not so high.
- We manage expectations. We believe that Members will be accepting and patient and more satisfied if they understand what they can expect and when they can expect it. No over-promising; we deliver when we say we are going to deliver.
- Our sincere goal is to provide value and expertise to Chinooks FC Members.



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- We make full and appropriate use of technology so that our Members receive the best service.
- We are accessible. Emails and voicemails will be checked regularly to ensure our Members receive a response.
- Our services are professional, efficient, helpful, and resourceful. We try to exceed our Members' expectation.
- We never just say "no"; we provide our clients with explanations and alternate suggestions or solutions.
- All duties and authorities shall be conducted in the highest principles of integrity, fairness, respect, honesty, responsibility, transparency, and accountability

General Standards of Conduct

Employees are expected to maintain principled and honest relationships in their dealings with each other as well as with the public and Members and contractors of Chinooks FC.

Employees' conduct should instil confidence and trust and must not bring Chinooks FC into disrepute. Employees must not make libellous, slanderous or maliciously false statements towards or concerning the organization, any of its Employees or workers, services, or products. They also must not intentionally put at risk any assets or property of Chinooks FC.

External Communications

Employees are required to obtain written or electronic permission from the Executive Director, the Communications/Community Liasion Committee, or the Board of Directors prior to the release of any substantive communications. Examples of communications requiring approval may include:

- comments to the media
- press releases
- speeches
- letters to Members / membership-wide messaging
- Governance body formal correspondence

Social Media

Chinooks FC understands that there are legitimate uses of social media for work-related purposes, but that social media use can have negative effects on mental health, work-life balance and the reputation of Chinooks FC and its Employees. Chinooks email is also to be used for Chinooks FC business only. Chinooks FC's confidential information must not be shared outside of Chinooks FC, without authorization, at any time. Chinooks FC owns any communication sent via email and text on a Chinooks FC-owned device or that is stored on Chinooks FC equipment or online/cloud-based assets.

Conflict of Interest

If a secondary job or voluntary position places an employee in a position of conflict of interest, written approval from the Executive Director is required to continue while employed with Chinooks FC. Chinooks FC Members, Executive Director and Board of Directors place high expectations on honesty and integrity. Employees are required to disclose of a real or perceived conflict regarding themselves or other Chinooks FC employees to the Executive Director and are encouraged to raise any issue where they are uncertain as to the nature of the conflict.



Confidentiality and Records

The consequences of inappropriate handling of personal confidential information can be detrimental and expensive to Members and Chinooks FC. Chinooks FC defines confidential information as:

- The collection, use and disclosure of personal information of or about an individual.
- Board Reports and minutes of Board of Director meetings.
- Any information that can not be communicated due to contractual or legal obligations (i.e. employee personal information).
- Any information that would put the organization at a competitive disadvantage if improperly communicated.

Confidential information that Employees receive through their employment must not be divulged to anyone other than persons authorized to receive the information. Confidential information must also not be used by Employees for the purpose of furthering any private interest, or as a means of achieving personal gain.

Employees who are in doubt as to whether certain information is confidential must ask their supervisor/Executive Director before disclosing it. All Employees are required to sign a confidentiality agreement whereby they acknowledge their responsibilities regarding the handling of confidential information.

Discrimination and Harassment

Chinooks FC promotes a work environment that is free from discrimination and harassment and where all Employees are treated with respect and dignity. Harassment will not be tolerated, and behaviours of this nature will be dealt with expeditiously. In accordance with the Alberta Human Rights Act ([Home | Alberta Human Rights Commission](#)) Employees have the right to employment without discrimination or harassment because of race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex, sexual orientation, gender identity or expression, or age of that person or because that person has been convicted of a criminal or summary conviction offence that is unrelated to the employment or to the intended employment of that person.

Discrimination occurs if a distinction is made based on one of the above grounds that imposes burdens, obligations or disadvantages that are not imposed on others. Harassment is one form of discrimination. It includes any unwelcome conduct or comment based on any of the above grounds which has a negative impact on another individual.

Sexual harassment is any unwelcome comment or conduct of a sexual nature that may detrimentally affect the work environment or lead to adverse job-related consequences for the victim of the harassment.

Sexual harassment includes, but is not limited to:

- a person in authority asking an employee for sexual favours in return for being hired or receiving promotions or other employment benefits
- sexual advances with actual or implied work-related consequences



- sexist comments or sexual invitations verbal abuse, intimidation, or threats of a sexual nature
- leering, staring, or making sexual gestures
- display of pornographic or other sexual materials
- offensive pictures, graffiti, cartoons, or sayings
- unwanted physical contact such as touching, patting, pinching, or hugging
- physical assault of a sexual nature

Sexual harassment will not be tolerated at Chinooks FC and any claims to this affect will be dealt with immediately, with respect paid to the privacy of all individuals involved.

Any email, text or social media content that discriminates against any protected classification is prohibited.

Any employee who sends an email or text or posts or shares social media content that violates this policy will be dealt with according to the Workplace Bullying and Harassment Policy.

Please keep this in mind, also, as you consider forwarding non-business emails to colleagues. Non-business related emails waste Chinooks FC's time and attention. Viewing pornography, or sending pornographic jokes or stories via email or text, is considered sexual harassment and will be addressed according to our sexual harassment policy. Immediate termination with cause is the most likely disciplinary action that Chinooks FC may take in these cases.

An employee who feels they have been subjected to conduct which constitutes discrimination, bullying and/or harassment under this policy (the "Complainant") is encouraged to attempt to resolve the conflict informally by:

- Making it known to the person responsible for the conduct (the "Respondent") that the behaviour is unwelcome, offensive, and contrary to this policy. If confronting the Respondent is not possible, or if after confronting the Respondent the conduct continues, then;
- An employee may seek help from their direct supervisor, the Executive Director, or a member of the Board of Directors, or;
- By contacting the SafeSport Coordinator – an independent member resource which provides advice and support to Chinooks employees and members. Phone (403)xxx-xxxx or email safesport@chinooksoccer.com.

If the matter is not resolved to the complainant's satisfaction, the issue should be brought to the attention of the Executive Director. Employees may issue a written complaint by submitting the an email detailing the complaint directly to the SafeSport Coordinator for actioning. The SafeSport Coordinator, in consultation with the Executive Director, will determine whether an investigation will be conducted either internally or by a third-party and all necessary steps are taken to resolve the situation.



Drugs and Alcohol

Employees have the right to a drug and alcohol free workplace and Chinooks FC is committed to providing this.

Individuals must be free from the effect of alcohol and controlled substances that impair job performance or endanger other Employees or Members. Employees that have addictions to drugs or alcohol may be eligible for a medical leave of absence in order to obtain treatment. Chinooks FC retains the right to require an individual to obtain treatment from a rehabilitation program as a condition of continued employment. If rehabilitation treatment is not obtained by the Employee or, if the Employee continues to be found under the influence of alcohol or drugs, Chinooks FC reserves the right to take disciplinary action up to and including dismissal with cause. Drug and alcohol testing may be required for the safety of every Chinooks FC Employee and the people they come into contact with during working hours.

Recruitment, Selection and Appointments

Chinooks FC commits to following a fair and consistent process for hiring Employees and contractors in line with the following principles:

- Consistent selection criteria and evaluation of candidates for similar positions
- Selection criteria must be properly related to established bona fide job requirements
- Consistent treatment of applicants in selection process
- Interview, rating process, reference checks, supplementary tests, and assessment techniques must be fair and impartial
- Determination of successful candidate based upon merit having regard to established job requirements
- Absence of an actual, potential, or perceived conflict of interest

Any individual who feels that they have, or another individual has been, the subject of discriminatory treatment they should report it immediately to the Executive Director. The Executive Director will investigate the complaint or refer it to a complaint resolution process.

Attendance and Hours of Work

The average regular full time working week for Employees consists of 40 paid hours with the regular working day consisting of 8 paid hours. A working week, due to program operating and delivery requirements is typically a combination of weekdays, weekday evenings and weekend days.

The Executive Director, Technical Director and Administrative Lead (“Managers”) are responsible for ensuring adherence to the regular workday start and end times.

Managers may facilitate alternate work schedule arrangements that work for the Employee and Chinooks FC, provided member program operational expectations are met.

Managers are responsible for addressing chronic attendance issues of Employees under their supervision.



Individuals that have difficulty adhering to regular work hours or who are unable to observe appropriate attendance standards may be subject to disciplinary action up to and including termination with cause.

Employees who are not classified as Managers that work more than 40 paid hours in a given payroll week or over 8 paid hours in a day (Sunday through Saturday) are entitled to overtime pay, which may be banked, at the written request of the employee, as time in lieu. Sick time or authorized paid leave taken in that week is not included in the regular 40 hours for the purposes of overtime calculation. Managers are not eligible for overtime. Overtime requires prior approval from the Executive Director in order for the extra hours to be recognized by the organization. Employees that are required to work on a paid holiday will receive appropriate overtime pay as provided by the relevant provincial or federal statute.

Chinooks FC Remote Work Program

Chinooks FC supports and encourages flexibility in Employee work arrangements whenever possible and practical without compromising operational effectiveness or efficiency, or employee health and safety. For Chinooks FC technical staff involved in program delivery remote work is typically not a feasible option, however for support and administrative staff remote work is a feasible alternative.

Remote work options can be beneficial to Chinooks FC as well as to Employees. Employee participation in the Remote Work Program is voluntary, unless specifically outlined in the terms of an employment offer letter, contract or compulsory directives specific to a scenario, such as a pandemic. Before entering into a remote work arrangement, the Executive Director and Employee should review the guiding principles as well as the employee and work area checklists to ensure remote work is appropriate and operationally feasible.

Guiding Principles

- Voluntary, unless specifically outlined in the terms of an employment offer letter or contract
- Reviewed on a periodic basis
- Based on operational requirements
- Supportive of and responsive to the needs of Chinooks FC operations
- Supportive of efforts to minimize office space footprint
- Supportive of shared or common workspaces when working at Chinooks FC facilities (e.g. sharing workstations on alternate days or hot desk stations)
- Consistent with the policies governing terms of employment

Compensation and Benefits

All Employees are paid monthly. Pay is currently performed via cheques that may be picked up or delivered to an employee specified home address. Chinooks FC tracks Employee hours and absences to monitor efficiency and costs. All eligible overtime, absences, personal leave days, vacation time, etc. must be recorded on an electronic time sheet.

For the purposes of this section regarding benefits, a “qualifying Employee” means an Employee who works a minimum of 22.5 hours per week. Comprehensive benefits are an important component of the employment package provided to Employees. The purpose of this policy is to outline Chinooks FC’s commitment to provide benefits to its Employees and describe the processes and entitlements associated with those benefits.



After successfully completing the probationary period (or starting immediately at the discretion of employment contract offer), qualifying Employees are entitled to the Group Insurance Benefit Package. The Group Insurance Benefit Package includes Long-term disability (LTD), Life insurance, Extended health coverage, Dental, and Vision.

All employees are responsible for 50% of the Health, Dental and Vision portions of the package. Chinooks FC will pay the other 50% of the costs associated with the benefits package.

Paid Holidays and Paid Leave

Employees on fixed-term contracts or on-call/casual basis receive vacation pay on each paycheque. No paid time off is accumulated.

Vacation accrual (accumulation) begins on a Regular Employee's first day of paid employment with Chinooks FC. Time off for vacation is scheduled upon request and is at the discretion of the Executive Director.

All regular full time and part time Employees are entitled to 3 weeks paid vacation on initial term of hiring. The Chinooks FC supports an 'unlimited vacation' policy providing that suitable arrangements are made to continue to deliver on Chinooks programming. Vacation requests must be made with a formal request and with the prior approval of the Executive Director.

Paid Holidays

Regular Full-Time and Part-Time Employees are entitled to paid time off for statutory holidays. If a holiday falls on a weekend, the holiday is taken on the following Monday.

The following days are paid holidays for all eligible Employees:

- New Year's Day
- Family Day
- Good Friday
- Easter Monday
- Victoria Day
- Canada Day
- Alberta Heritage Day
- Labour Day
- Thanksgiving Day
- Remembrance Day
- Christmas Day
- Boxing Day

Every reasonable effort will be made to grant unpaid time off for attending worship services or celebrating holidays consistent with an individual's expressed faith or tradition, at the discretion of the Executive Director.



Sick or Personal Leave

Eligible Employees are entitled to a limited number of paid absences to account for sick days and other personal circumstances such as:

- Personal, family related illness, mental health and wellness (absences due to
- personal illness or mental health that exceed 3 days require a doctor's note)
- Medical or dental appointments
- Parent/teacher school meetings
- Children's school activities
- Personal business appointments that cannot be handled outside of normal working hours

If you are going to use personal leave for any reason, please advise the Executive Director, Technical Director, or Administrative Coordinator as soon as possible so that they can plan accordingly.

Paid Sick or Personal Leave is accumulated to a maximum of 15 days per year per employee. Up to a maximum of 45 sick or personal days in total can be accumulated and no more than 30 days can be carried over from a previous year.

Marital Leave

Eligible Employees are entitled to an additional two days of paid leave to attend their wedding.

Bereavement Leave

In the event of a death in the family, Employees will be granted three days paid leave of absence. Two additional leave days may be granted (for a total of 5) if circumstances of the bereavement require the individual to travel more than 800 kilometers round trip. Additional support may be provided to those Members with consultation of the Executive Director.

Time Off to Vote

Employees are entitled to up to three consecutive hours off work prior to the close of the polls in order to vote. These three consecutive hours are calculated from the close of the voting stations on the day of the election, meaning that if the polls were to close at 7pm, Employees would be entitled to leave work at 4pm if needed.

Unpaid Leave

Unpaid Leave for various reasons – medical, adoption/maternity/paternity, family responsibility, compassionate care or general leaves of absence – are evaluated on a case-by-case basis and should be discussed directly with the Executive Director to evaluate, approve and to plan within Chinooks FC operational requirements. Each scenario will be evaluated on its' individual merits and will have differing circumstances and return to work criteria, as well as accommodations.



Performance, Discipline and Termination

Chinooks FC is committed to helping individuals improve their performance on the job. It is the responsibility of the Executive Director and Technical Director to ensure that expectations are clearly communicated to Employees and to provide constructive feedback on performance. In cases where performance is consistently substandard, Chinooks FC reserves the right to take disciplinary actions and terminate the employment relationship.

The purpose of this section is to outline the mechanisms and processes used to monitor and improve employee performance, and if necessary, terminate the Employee relationship. These processes apply to all eligible Employees.

Performance Expectations and Monitoring

It is the responsibility of Managers to relay the job expectations to the Employees under their supervision, monitor their performance and discuss with them performance that is below what is expected. Managers are directed to conduct a performance review prior to the end of probation periods as well as on an annual basis with each of the Employees they supervise.

Performance Reviews

The purposes of a performance review are to:

- Solicit feedback from the employee about their level of job satisfaction, issues, and concern
- Evaluate employee performance in relation to standard job duties, outcomes, job accountabilities and behavioural competencies
- Acknowledge good performance
- Identify relevant training needs
- Outline a set of goals for the coming year
- Identify areas for potential improvement and determine a set of actions and a timeline for addressing them

It is the responsibility of the manager conducting the review to share and discuss the results of the evaluation with the Employee. The findings and any ensuing actions associated with Performance Plans should also be documented on a Performance Review Form and stored in the Employee's personnel file.

If the actions outlined in a Performance Review to address unsatisfactory performance are not followed, the Manager may develop a Performance Management Plan.

Performance Management Plans

Performance management plans involve three progressive levels of disciplinary action:

- Verbal Warning - A formal discussion in a private area with the manager who outlines what the problems are, what must be done to correct them and what assistance is available for the employee.



- Written Warning - If performance does not improve after a verbal warning, the manager may issue a formal written warning which includes specific reasonable goals, deadlines for improvement and available assistance for immediate improvement. A copy of this warning should be placed in the Employee's personnel file.
- Dismissal - If performance continues to fall short of expectations by the time of the specified deadline, the Employee may be dismissed.

At the discretion of the manager, an additional step prior to dismissal may be used if performance has not improved after a written warning. A suspension without pay may be imposed.

Discipline and Terminations

In cases where lesser levels of disciplinary action are not effective or where the type of misconduct warrants serious action, Chinooks FC may terminate the employee relationship. Behaviours not tolerated at Chinooks FC that could lead to termination with cause include but are not limited to physical or sexual assault, theft, or other serious misconduct.

In such cases, the employee will be given written documentation regarding their termination and the unacceptable behaviour or action leading to and justifying the termination with cause.

The Alberta Employee Standards Code also applies in the case where an Employee is dismissed from Chinooks.

Resignations

Employees are required to provide written notice of resignation. This notice should be submitted to the Executive Director, a minimum of two weeks prior to the last day of work. All outstanding wages, including any outstanding vacation pay, statutory holiday pay and overtime will be paid within the timeframe required by law, provided all assets of Chinooks FC are returned.

Exit Interviews

Upon resignation and prior to leaving Chinooks FC, the departing Employee, the Executive Director or the Board of Directors may request an exit interview.

The purpose of any exit interview is to allow an outgoing Employee the opportunity to provide feedback to Chinooks FC; particularly in respect of both positive and negative aspects of their time working for Chinooks FC.



Employee Training and Development

Chinooks FC encourages personal development and growth through education and training, based on the individual needs of its Employees and Chinooks FC's requirements. The organization will also support Employees to acquire new skills, education, and experience where the added knowledge will enhance an Employee's performance and experience on the job and / or contribute to greater organizational capacity and stability. It applies to all Employees eligible for standard benefits.

Professional Development

Chnooks FC supports Employee training and development needed by an Employee to achieve or retain professional qualifications or accreditation required by the employer.

Chinooks FC generally supports Employee training and development where it stands to:

- Improve work performance
- Increase the personal enrichment that an employee receives from their work
- Enable an individual to be better equipped to meet future organizational needs
- Help the organization to remain current and achieve better managerial continuity

Support may involve:

- Provision of job security while pursuing education/training
- Full or partial reimbursement of tuition costs associated with job-related training
- Paid time off work to pursue training/education
- Additional financial supports specifically for Volunteer coaches/assistant coaches

The annual performance review process is an alternate or additional opportunity to establish and follow up on professional development plan goals and objectives. Requests for support should be made in writing to the Executive Director.



Safety and Security

Chinooks FC is committed to providing a safe, healthy, and secure work environment for its Employees. The Safety Manual for the Chinooks FC outlines the Health and Safety program which all Chinooks FC Employees must adhere to when performing work on behalf of Chinooks FC. Chinooks FC has established and maintains a Health and Safety Committee (HSC) to oversee the Health and Safety Program.

Emergency and Disaster Planning

Chinooks FC will ensure that Emergency Response Plans and plans and procedures are in place in case of an emergency or disaster. In addition:

- A delegate (usually the lead coach or supervising employee) will be assigned to be responsible for establishing escape routing for Employees and Members, under the direction of the Fire Marshall and for authorizing re-entry post evacuation
- The HSC is responsible for developing and maintaining written procedures and guidelines to be followed in the event of an emergency or natural disaster (e.g. fire, earthquake)
- Together with the Executive Director, the HSC is also responsible for communicating the rules and procedures to all Employees

Work-Related Injuries and Illness

Chinooks FC adheres to Alberta OHS's definitions of workplace injuries and illnesses, as an injury, illness (or disease) that arises out of and in the course of employment or is a recognized industrial disease arising out of and due to the nature of employment.

Where an Employee is injured or becomes ill on the job, it is the individual's responsibility and the

responsibility of their colleagues to report the situation to the Executive Director or Technical Director. It is then the Manager's responsibility to ensure that the Employee receives medical attention as required and that all necessary reporting of the incident is carried out.

Employees that lose time from work as a result of a work-related injury or illness are required to submit a claim to Workers Compensation Benefit claim in order to be compensated for time lost on the job. Compensation will be provided according to the current OHS Alberta guidelines.

Workplace Bullying and Harassment

Bullying and harassment is not acceptable or tolerated in this workplace. All workers will be treated in a fair and respectful manner. Further to section 1.8 on Discrimination and Harassment, bullying and harassment includes any inappropriate conduct or comment by a person towards a worker that the person knew or reasonably ought to have known would cause that worker to be humiliated or intimidated, but excludes any reasonable action taken by an employer or Manager relating to the management and direction of workers or the place of employment.

Examples of conduct or comments that might constitute bullying and harassment include verbal aggression or insults, calling someone derogatory names, harmful hazing, or initiation practices, vandalizing personal belongings, and spreading malicious rumours.



Workers must:

- not engage in the bullying and harassment of other workers
- report if bullying and harassment is observed or experienced
- apply and comply with the employer's policies and procedures on bullying and harassment

If you are an Employee and you have witnessed or experienced bullying and harassment in your workplace, you must report it to Chinooks FC

Workplace Violence

Chinooks FC is committed to maintaining a work environment free from violence, threats of violence, intimidation, and other disruptive behavior. Employees should never feel threatened or unsafe while on Chinooks FC premises. Violence includes physical or verbal assault toward another person, rape, stabbing, shoving, pushing, harassing, intimidation, verbal abuse, coercion, callous or intentional disregard for the physical safety or well being of others, brandishing weapons, obscene communications, including those by email or phone, serious threats, or threatening any of those activities.

All Employees have an obligation to report to Chinooks FC if they witness violent behaviour on Chinooks FC premises or at Chinooks FC events. Employees are also encouraged to notify the Executive Director, the SafeSport Coordinator or a member of the Board of Directors if they feel unsafe or threatened at work or coming to and from work.