

# SMALL BUSINESS HR TOOLKIT





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## Welcome

The East Central Ontario Training Board (ECOTB) prepared this guide for small businesses to support their HR planning and staffing decisions. Each section features an overview of critical points, and provides advice and Tips with links to more detailed information.

We wish to thank our community partners for their support and involvement in this initiative.

This Toolkit is available at no cost both online and as a Jump Drive (Contact ECOTB at 613-969-0720 or [ecotb@focusontraining.com](mailto:ecotb@focusontraining.com)).

*The East Central Ontario Training Board (ECOTB) is part of a Local Board Network, comprised of 25 Local Boards across Ontario. ECOTB is governed by a volunteer board of directors and has a jurisdiction of Hastings, Prince Edward and Lennox & Addington counties.*

Our vision: 'Facilitating solutions to meet workforce needs now and in the future'



The Government of Ontario funds this Employment Ontario project. The views expressed in this document do not necessarily reflect those of Employment Ontario.



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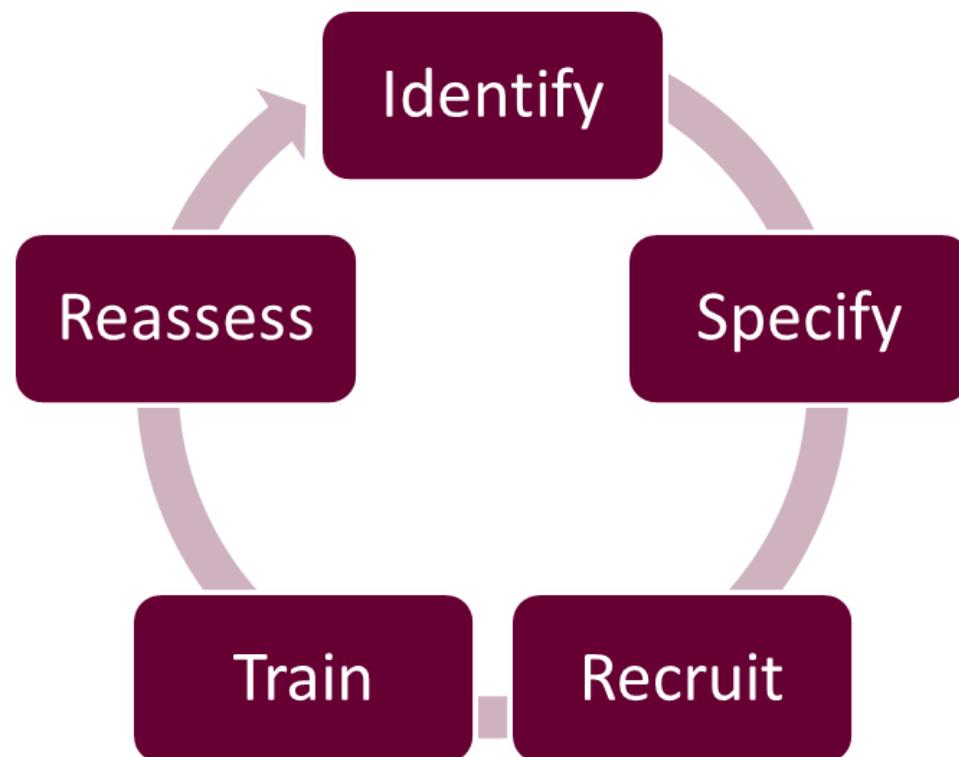
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# RECRUITMENT

## *Human Resource Planning Process*



### *IDENTIFY*

Identify your staffing requirements

### *SPECIFY*

Specify the skills and qualifications

### *RECRUIT*

Evaluate and select candidate(s)

### *TRAIN*

Orient and train new hires  
Set targets and follow-up

### *REASSESS*

Reassess your ongoing HR needs

# RECRUITMENT

## Job Descriptions

Small business owners may not prepare written job descriptions; however, the more accurate and realistic you are about specifications and job requirements, the more likely you are to hire the right person.

Job descriptions identify the skills, knowledge and attitudes necessary for competent performance and make it easier to measure performance and correct gaps. Job descriptions take many forms and should be designed to reflect your needs.

### Ten components of a job description

1. **Job title**
2. **Organization Name**
3. **Job Purpose:** This is a one sentence description of the overall purpose/mission of the job. It provides the rationale for why the job exists and how it contributes to the agency. If well done, it can reinforce for employees the critical role the position plays in the organization's success.
4. **Goals and Objectives:** These should be somewhat general, but indicate what the employee should be accomplishing. This section provides key criteria for setting performance objectives and may include several bullet points.
5. **Reporting Relationships:** Includes the title of the position to which the employee reports, and what authority the employee has.
6. **Duties and Responsibilities:** Lists the duties and responsibilities of the position, written as simply and completely as possible. Usually, includes the caveat "and any other related duties as required" (this means that the list of duties is not meant to be exhaustive, this can minimize challenges from employees who resist performing duties not listed).
7. **Technical Skills and Knowledge Qualifications:** Lists the important technical and professional skills and knowledge required to do the job well. This list may be an important source of information for the selection process and the professional development process.
8. **Key Success Factors:** Although somewhat related to Duties and Responsibilities and Key Technical Skills and Knowledge, these are the few key factors that relate to success on the job. They are the brief descriptions of the key behaviours and abilities that are critical to achieving the position's mission and goals.



# RECRUITMENT

## *Job Descriptions Continued*

9. **Performance Measures:** Lists the measures by which the position incumbents are held accountable, and are indicators of how well the job is being performed. In very general terms, these are how the goals and objectives of the position can be measured.
10. **Career Pathways:** The classifications that might be next career opportunities for employees in this classification.



EVALUATE  
IDENTIFY  
MEASURE  
COMPARE

# RECRUITMENT

## Assistance Writing Your Job Descriptions

You can use the National Occupation Classification (NOC) to help write your job descriptions.

The job descriptions found at <http://www.esdc.gc.ca/eng/jobs/lmi/noc/index.shtml> cover all occupations found in Canada based on research and interviews with workers, employers and field specialists. You can adapt this information to suit your own workplace and combine information from several NOC descriptions to better identify the job performed at your worksite.

Job descriptions may identify specific working conditions that are not listed in the NOC.

**Tip:** Employment Ontario service providers (Career Edge, META and Community Employment Services, etc.) have Employment Counsellors and Job Developers on hand that will prepare your job descriptions at no cost. They will even help you with the recruitment and screening of applicants.



### Six examples of additional conditions worth considering

1. Health or safety hazards (Handling dangerous materials)
2. Shift work or long hours (Seasonal overtime)
3. Working in unusual conditions (Underground, isolated locations, at heights)
4. Physical requirements (Lifting, standing for long periods of time)
5. Location (Downtown or outside the city)
6. Frequent traveling

**TIP:** Create an account on the online Service Canada Job Bank to help find qualified employees:  
[http://www.jobbank.gc.ca/content\\_pieces-eng.do?cid=3264](http://www.jobbank.gc.ca/content_pieces-eng.do?cid=3264)

# RECRUITMENT

## Hiring the Best

In today's economy, hiring the best people is more critical than ever. You can't afford to lose time, money and suffer the results from a bad hiring choice. The cost of finding, interviewing, engaging and training new employees is high. Beyond their salaries, benefits and taxes - employees require resources, desks, computers, phones and related equipment. Good employees are an investment and can provide an excellent return on your investment.

### Seven measures for hiring the best

1. **Competent:** Do they have the necessary skills, experiences and education to successfully complete the tasks?
2. **Capable:** Will this person complete not only the easy tasks but will they be able to deliver on those that require more effort and creativity? This means the candidate has potential for growth and the ability and willingness to take on more responsibility.
3. **Compatible:** Can this person get along with colleagues, existing and potential clients and partners? Do they display a willingness and ability to be harmonious?
4. **Commitment:** Is the candidate serious about working for the long term? Sometimes their history of past jobs and time spent at each provides clear insight on the matter.
5. **Character:** Does the person have values that align with yours?
6. **Culture:** Every business has a culture or expectation of the way people should behave and interact with each other. Culture is based on certain values, expectations, policies and procedures that influence the behaviour of a leader and employees. Your workers must reflect the company's culture.
7. **Compensation:** Ensure the person hired agrees to your compensation package and is satisfied with what is offered.



**Tip:** Always do reference checks to obtain a full and accurate view of the candidate. Ask the candidate for the names of former bosses, peers and subordinates. With these names in hand, call and ask them if the job applicant fits the above characteristics.

# RECRUITMENT

## Eight Interview Tips

### 1. Always ask open ended questions when interviewing.

Open-ended questions cannot be answered by "yes" or "no." It is a good way to allow them to sell themselves for the job. But more importantly it helps you determine their communications skills, and how well they organize their thoughts. These questions can start "Tell me about a time when....." or "Describe how you....."

### 2. Validate the candidate's claims.

This is extremely important when interviewing. Does the candidate really know what they are talking about? Make sure that your question is phrased very clearly so the candidate must provide details.

### 3. Obtain basic qualifications.

You can do this by asking them to define a specific term, a specific process, a technique, etc. The purpose is to find out if your candidate has the basic skill to perform the job duties. Make sure that it is not too basic or too advanced of a concept, and that around 80% of the people should know about this if they have really done it for a while.

### 4. Differentiate your candidates.

This next question should either be an advanced version of the last question or a problem they have experienced that was difficult to solve. Or, it can be a problem that you want your candidate to solve. This question helps to reveal their resourcefulness and problem solving skills. If they do not know the answer, what do they do? Do they simply give up? Do they try to get help?

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### 5. Test their soft skills.

These can be difficult to assess in a brief interview.

One way is to present the candidate with a scenario and ask them what they would do. Keep it short, leave some areas vague and allow the candidate to fill in the details, as this can be quite revealing.

### 6. Qualify the fit of the candidate with your organization.

A candidate may be focused on "stability", or "growth" or "high pay". Use questions like.. "So what are you looking to achieve with your career?" "What is the most important thing about your job?" "Where do you see yourself in this area in 5 years?" "What are some of the things in your job that you don't particularly care for?"

### 7. Allow them to ask some questions.

The questions they ask can reveal a number of things about them, including how well they have researched your organization.

# RECRUITMENT

## Eight Interview Tips Continued

8. **Thank the candidate for making the time to come to the interview.** DO NOT HIRE THEM ON THE SPOT. Always check references first!! But you should give them an idea of when you will be getting back to them with your decision.

For more valuable information visit [www.wikihow.com/Write-Interview-Questions](http://www.wikihow.com/Write-Interview-Questions)

**Tip:** Probationary Period. Although often taken for granted, probationary period is not an automatic condition of employment. If you want a new employee to be on probation make it clear and specify the timeframe in writing before the employee accepts the job, otherwise there may be legal repercussions should the employee be terminated during probation.

OPEN-END QUESTIONS

VALIDATE

QUALIFICATIONS

DIFFERENTIATE

TEST

QUALIFY

FEEDBACK

THANK

# RECRUITMENT

## Behavioural Interview Questions

Asking these types of questions is a great way to learn about your candidate and the competencies they possess. The questions you ask should be designed to gain as much understanding of the candidate's skills, abilities and character in a very short time. Behavioural dimensions include such qualities as: *analytical* skills, being a *self starter*, *communication* skills, *organization* skills, *ability to learn*, being *adaptable*, *reliable*, and *quality oriented*.

### Ten aptitudes to consider when developing your questions

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#### 1. *Adaptability*

- ◆ Describe a time when you had to adjust quickly to a change in team priorities.
- ◆ Describe the supervisor that was the most difficult to work with. How did you handle this relationship?

#### 2. *Communication*

- ◆ Can you recall a time when active listening skills really paid off for you?
- ◆ Describe a time that you were able to draw out and solicit information from another person.

#### 3. *Customer Service*

- ◆ What is the most you have ever done to try and satisfy a particular customer or client?
- ◆ Identify a time when you had to handle an unreasonable request. What did you do?

#### 4. *Initiative*

- ◆ What is your biggest achievement, and what steps did you take to achieve it?
- ◆ Describe a recommendation that you have made to your boss.

#### 5. *Innovation*

- ◆ Describe how you improved profitability/productivity of your work unit.
- ◆ Give an example of a creative idea you implemented.

#### 6. *Judgement*

- ◆ Give an example about making a recent decision that backfired.

#### 7. *Problem Solving*

- ◆ Describe the most difficult troubleshooting challenge you have faced.
- ◆ Have you ever experienced conflict in the workplace and how did you deal with it?

#### 8. *Leadership*

- ◆ Describe a situation where you had to influence a co-worker to cooperate.
- ◆ Describe a leadership role that you've held.

# RECRUITMENT

## *Behavioural Interview Questions Continued*

### **9. Resilience**

- ◆ Give an example of a time you were competing, and you lost.
- ◆ Describe an instance where you were criticized for a job you did.

### **10. Other**

- ◆ Describe something that you have done to contribute to a teamwork environment.
- ◆ Do you have a preference for working with others or on your own? Explain.
- ◆ What do you do when your schedule is suddenly interrupted?

**Tip:** Remember that your candidate may have not been previously employed, you may have to relate your questions to school, community volunteering or sports. Participation in any of these activities can also reveal a great deal about the candidate.

*ADAPTABILITY*

*COMMUNICATION*

*CUSTOMER SERVICE*

*INITIATIVE*

*INNOVATION*

*JUDGEMENT*

*PROBLEM SOLVING*

*LEADERSHIP*

*RESILIENCE*

# RECRUITMENT

## ***Benefits of a Ranking System***

Structured interviewing offers a planned scoring system for each question in the interview. At the time questions are being developed work out a rating scale for a range of possible answers, varying from a great answer to a poor one. An excellent answer is one that reflects probable success in performing the related job task, while a marginal answer is one that reflects possible difficulty and a poor answer is one that reflects probable failure. Excellent, marginal, and poor responses are specified as "anchors" on a five-point scale. Even though applicants may not hit any of these predicted answers on the nose, their responses can nonetheless be placed meaningfully at some point on the scale.

Candidates are not expected to say the precise words suggested in the anchor responses, you simply use these benchmarks to determine the appropriate numeric score of the applicant's actual answer. Mark scores for each question and also take notes on the content of the applicant's answer. With multiple interviewers the ratings are then averaged for each question and totaled as a record of the applicant's performance.

This scoring system makes it relatively easy to compare several candidates on the merit of their responses. It goes a long way toward eliminating distortions caused by interviewer bias, differences in questions, and interpersonal factors such as physical attractiveness, age factors, style of dress, and so forth.

## **Four reasons to take notes and to use a scoring system**



1. Helps the interviewer to be more objective and fair
2. Gives the interviewer a level of security and confidence in their decisions
3. Prevents snap decisions and stereotyping
4. Helps to ensure all candidates are assessed equally

**Remember:** The candidate must be scored for each part of the interview. This makes it easy to see why the candidate should or should not be hired. It is important that all the interviewers understand the rating system, to ensure that they reach an agreed score.

For more information visit [www.staffing-and-recruiting-essentials.com/Interview-Evaluation-Form.html#axzz2tt5PSwrl](http://www.staffing-and-recruiting-essentials.com/Interview-Evaluation-Form.html#axzz2tt5PSwrl)

# RECRUITMENT

## Recruiting Volunteers

Recruiting volunteers is very important for the sustainability of a non-profit organization (NPO). New volunteers not only help keep the NPO sustainable and get the work done, they can also generate new ideas to your organization. Successful recruiting is getting the right people for the right position. You should approach your volunteer recruitment the same way you would hire a new employee.

### Seven points to remember

1. **Spread the word.** Publicize your need for volunteers by all means, including radio, flyers, social media and newspapers. Use referrals from your existing volunteers, they are often your best source. Encourage them to share their experience at public meetings and with their personal contacts.
2. **Interview.** Have the candidates complete an application form and use an interview process just as you would for a paid employee. See the Behavioural Questions section for ideas. Remember to ask them why they want to volunteer with your organization.
3. **Orientation.** Offer orientation for ALL volunteers. People like to know what they are getting involved in and want to understand the mechanics of the organization. Introduce them to the other volunteers, explain in detail the programs and services your organization offers. Discuss the different events and fundraising campaigns that the organization may organize.
4. **Screening.** Screening is an ongoing process designed to identify any person – whether paid or unpaid, volunteer or staff - who may cause harm to the organization or its clients. Screening should begin before someone starts and continue throughout their involvement with the organization. The proper management and screening of volunteer resources plays an important part in an organization's ability to carry out its mission.



5. **Selection.** Selecting the right person for the right position is very important. Consider which candidate would be best qualified and investigate support and / or additional training for the individual. All volunteers have different attributes; this should be considered when assigning them tasks. Recruiting a volunteer just for the sake of having another person does not benefit the organization or the volunteer.
6. **Supporting volunteers.** Volunteers should receive support and training to fulfill their role. New volunteers can benefit from being paired with more experienced volunteers. This mentoring relationship will allow volunteers to familiarize themselves with the position, become more comfortable with the tasks, discuss ideas and discover best practices.
7. **Recognizing volunteers.** Recognizing volunteers does not require an elaborate production. It can be as large as a ceremony or as small as a thank you. This is something that each organization can decide on. The important thing is that you recognize your volunteers for the time and energy they give to your organization.

# RECRUITMENT

## ***Government Grants and Programs***

In planning HR requirements, it is prudent to consider possible grants and employment programs for which your company may be eligible. In a unionized workplace you should remember that you may be required to receive the consent of the union before implementing any of the following programs:

### **Visit for specific grant information:**

[http://www.canadiangrantsbusinesscenter.com/?  
gclid=CJSr3cSnwr0CFeY-Mgodh0MABQ](http://www.canadiangrantsbusinesscenter.com/?gclid=CJSr3cSnwr0CFeY-Mgodh0MABQ)

Understand the eligibility requirements of these programs, offered through various governments:

- ◆ **Youth Opportunities** [http://www.tcu.gov.on.ca/eng/  
employmentontario/youthfund/](http://www.tcu.gov.on.ca/eng/employmentontario/youthfund/)
- ◆ **Targeted Wage Subsidy Program** provides employers with a temporary wage subsidy as an incentive to hire eligible participants who may be having difficulty finding work. Participants must be hired in positions that are part of the normal business operations of employers. [http://tcu.gov.on.ca/eng/  
employmentontario/olderworkers.html](http://tcu.gov.on.ca/eng/employmentontario/olderworkers.html)
- ◆ **Job Creation Partnerships** [http://www.tcu.gov.on.ca/eng/  
employers/jobCreation.html](http://www.tcu.gov.on.ca/eng/employers/jobCreation.html)

- ◆ **Opportunities Fund for Persons with Disabilities** [http://  
www.servicecanada.gc.ca/eng/of/](http://www.servicecanada.gc.ca/eng/of/)
- ◆ **Youth Employment Strategy** [http://  
www.servicecanada.gc.ca/eng/epb/yi/  
yep/newprog/yesprograms.shtml](http://www.servicecanada.gc.ca/eng/epb/yi/yep/newprog/yesprograms.shtml)
- ◆ **Meta Employment Services** [http://  
metaemploymentservices.com/](http://metaemploymentservices.com/)
- ◆ **Career Edge** <http://careeredge.on.ca/>
- ◆ **Community Employment Services** [http://  
www.communityemploymentservices.ca/](http://www.communityemploymentservices.ca/)
- ◆ **Ontario Disability Employment Network** <http://odenetwork.com/>
- ◆ **Quinte Manufacturers Resource Centre** <http://www.quintemanufacturing.com/>

# TRAINING

*Orientation*

*Before You Train*

*Health and Safety Training*

*Investing In Your Staff*

*The Training Process*

*Volunteer Training*

*Reasons for Training*





# TRAINING

## **Orientation\***

The first several days on the job are crucial in the success of new employees – consider the time spent for orientation as an investment for both you and the employee.



### **Seven key steps to a good orientation:**

1. Provide the "big picture" of the business/organization to the new employee
2. Outline personnel policies including probationary period, disciplinary actions, work schedules/hours, health and safety protocols, and proper use of equipment
3. State pay rates, paydays, vacation, sick leave, and other benefits
4. Answer all the questions that the new employee might have
5. Explain specific job responsibilities and expectations of the new employee, how their job relates to other work performed in the business
6. Introduce the new employee to the rest of the staff
7. Provide the new employee with an employee handbook (if possible)

An Orientation Checklist helps to ensure you cover all relevant information and material with new employees.

Having the employee sign a Training Confirmation sheet immediately after their orientation is a good practice to follow. It allows for any unanswered questions to be addressed and reaffirms the employee understood the information covered.

The Canadian Centre for Occupational Health and Safety website has a good sample checklist for orientation and training, which you can customize to suit your workplace. <http://www.ccohs.ca/oshanswers/hsprograms/orientation.html>

*\* Orientation is sometimes referred to as 'Onboarding'*

# TRAINING

## Before You Train

Staff training is often viewed as a cost – it is really an **investment** in your organization. Studies have shown that the increase in productivity by training staff far outweighs investment in technology.

Invest your time and money wisely; before you start training consider your products or services and how your organization could be more productive.



### Six things to consider before you start training

1. What abilities and skills do your staff have and where are the gaps or weaknesses
2. Clearly identify the training and/or resources necessary for staff to optimize their efforts
3. Is there high-quality training available
  - Within the organization (i.e. a staff person)
  - Locally
  - Electronically (distance learning, webinars)
  - In a variety of formats to suit different staff learning styles and abilities
4. Develop a Training Plan (who, how, when, and costs)
5. Determine how you will evaluate the effectiveness of the training and maintain it (upgrades)
6. Is the organization financially able to support the Training Plan

# TRAINING

## ***Health and Safety***

Building health and safety into your business can save you time and money. Everyone in the workplace, from the employer to the newest worker, has different but important duties to keep the workplace safe. However you, as the employer, have the most authority in the workplace and thus the greatest responsibility for health and safety.

With ongoing legislative and organizational updates, it is advisable to directly contact the Workplace Safety and Prevention Services, as they will direct you to the most appropriate resources for your particular business sector: 1-877-494-9777 / [www.wsps.ca](http://www.wsps.ca)

accidents  
prevention  
procedures  
**HEALTHandSAFETY**  
protection  
risks regulation

**Office of the Employer Advisor:**  
1-800-387-0774

**Office of the Worker Advisor:**  
1-800-435-8980

Federal Government Book Store:  
1-416-860-1611

Provincial Government Book Store:  
1-416-326-5320

Ministry of Labour inquiries:  
1-800-202-0008

Supervisor Health and Safety Awareness  
(5 Steps):  
<http://www.labour.gov.on.ca/english/hs/training/supervisors.php>

Worker Health and Safety Awareness  
(4 Steps):  
<http://www.labour.gov.on.ca/english/hs/elearn/worker/index.php>

# TRAINING

## *Investing In Your Staff*

Investing in your staff – their training and skills development – is key to your organization's success. Training is necessary to keep skills current and your organization productive.



### **Consider your training and development needs from two angles: the organization and the employee**

1. What skills and knowledge does your organization require to keep it up to date and competitive?
2. What are the skills and knowledge that the individual employee requires to develop and perform the job at the highest possible level?

#### **The Organization**

When thinking about your organization's training and development needs, consider how you can stay on the leading edge of the skills and knowledge required by your customers and the business environment. Think ahead and be prepared for the ever-changing demands of the marketplace in the next few years. Define the skills required to meet current business needs and look ahead to your future goals.

#### **The Individual**

Assessing the training and development requirements of the employee should be ongoing and a component of your formal performance review process.

At the review, discuss with your employee:

- ◆ The level required for the job and whether they have reached that level
- ◆ What the employee wants to accomplish in the coming months/years
- ◆ What the employee hopes to accomplish in terms of business results

Next, develop a Training Plan to meet these needs.

# TRAINING

## *The Training Process*

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Quite simply, the teaching process can be broken down into these five steps

1. **Prepare** – proper preparation puts the learner at ease, validates the learning and establishes expectations
2. **Tell** – explain the process thoroughly, break it down into its components – it will be less daunting
3. **Show** – demonstrate the new skill and how it will be used in the workplace
4. **Do** – the learner has the opportunity to perform the task to develop their confidence, and competency in addition to improving their retention
5. **Review** – provide honest feedback and encourage the employee to do so – you may want to develop a short checklist

PREPARE

TELL

SHOW

DO

REVIEW

# TRAINING

## Volunteer Training

Everyone benefits from training - your volunteers are no exception. They are representing your organization – whether they are performing reception duties or fund-raising. If they are to support your goals they must receive a comprehensive training and orientation program similar to a paid employee.



### **Seven things that all your volunteers should know:**

1. The full name of the organization, mailing address, etc.
2. The purpose and mission of the organization
3. The organization's jurisdiction (geographic, demographic, social issues, etc.)
4. Their role and responsibilities in the organization
5. Their time commitment
6. All health and safety procedures and policies
7. Your funders and community partners

And some may require specific training to perform their role.

**Tip:** All volunteers and employees can benefit from Customer Service training!

Keep your volunteers engaged and motivated by offering them

- ◆ Support
- ◆ Opportunities to express their ideas and concerns
- ◆ Appreciation for their contribution – recognition and positive reinforcement
- ◆ Training and growth opportunities

Volunteer & Information Quinte: <http://vinq.ca/website/>

# TRAINING

## Reasons for Training

Training or *investing in* your staff not only builds their skills but it can improve their loyalty. If you want to keep them train them!

***Old argument against training ..... "What if I train them and they leave?"***

***Consider this .... "What if you don't train them and they stay!!"***

### A good training program can

1. Create a foundation for knowledge, and personal development and an opportunity for advancement.
2. Optimize your employees' strengths – allow them to quickly grow into more specialized roles.
3. Use technology – webinars, distance learning can range from general to role-specific knowledge and general industry insights. It provides access to training not available locally.
4. Be reinforced by having employees perform the tasks as they learn them – repetition of the training is an important factor in the retention of the training.
5. Encouraging personal development helps the individual grow into a position.



6. Provide opportunities for regular communication and feedback to ensure that the employees understand the reasons for the training and the desired outcomes.
7. Increase productivity and employee loyalty.

### Training and employee loyalty

Research indicates that the most productive employees are the ones who feel valued and have opportunities to improve their skills and their positions within the company. As a result, training should be one of your staff development offerings.

It's a balancing act - your employees' career needs and goals and your company's. You can help fulfill both, their personal and professional lives and meet the company goals by providing solid employee development opportunities. How well you fulfill this goal can define the quality of employees you attract, how long you retain them and ultimately your company's success.

# TRAINING

## *Reasons for Training continued*

An employee evaluation form can help you both develop a plan.

Training and developing your employees can help them realize their personal goals and increase their satisfaction by honing and developing their skills.

Identify potential leaders within your organization that can act as mentors in your training strategy. When you're considering training and development opportunities, remember those who are among the lower levels of your company too. Be on the lookout for talented workers who might be able to become effective supervisors and managers.

### Develop a training plan for each employee

- ◆ Hold such discussions in a private, comfortable place
- ◆ Don't rush an employee during these talks
- ◆ Listen and make sure it's a two-way conversation
- ◆ Any goals you set must be clear and attainable

Make a plan that outlines next steps and responsibilities for each.

# RETENTION

*Professional HR Advice can be Helpful*

*Being a Good Leader*

*Keeping the Good Ones*

*Retaining Volunteers*

*Rewarding Employees without MONEY*





# RETENTION

## *Professional HR Advice can be Helpful*

If you are faced with issues that you cannot handle, contact a Human Resource Professional for advice and direction. (<http://www.hrpa.ca/HRPAChapterSites/Quinte/Pages/Default.aspx>)

Early intervention and advice from a professional can save you many dollars in the long run. As a small business owner or a not for profit manager you can't be expected to know all the legislation that is in place.

**Ask for help!**



HR professional |

seek help  
assistance  
direction  
advice

# RETENTION

## ***Being a Good Leader instead of a 'Boss'***

Rather than thinking of yourself as a 'manager' of people think of yourself as a 'leader' of people.

### **Thirteen ways to be a good leader**

#### 1. Set a good example of productivity and cheerfulness.

Don't let your own moods distract other employees from their work. You set the tone for the organization – make it a positive and productive one.



#### 2. Develop good listening skills. This means using active listening to its fullest potential, not just pretending interest. Remember to follow up with actions when necessary.

#### 3. Challenge them to do their best. Be clear about the purpose of the job, and the big picture of the company's mission and goals. This can foster pride in working at your company, whether it is making the best sandwiches or building the best kitchen cabinets. Make sure everyone knows the big picture and where their department and individual job fit in.

#### 4. Acknowledge good work by praising people publicly for their accomplishments.

#### 5. Implement their ideas. Saying no over and over will shut people down. To keep employees engaged, implement their ideas from time to time – even if they are small ones.

6. Be fair. Don't let your personal likes and dislikes blind you. Whether it's praise or discipline – don't be vague or arbitrary - be consistent.

7. Return their calls and emails - don't be indifferent- they need to feel that they count.

8. Set goals and reward staff when these goals are achieved. Rewards don't always have to be monetary. Recognition of a job well done can take many forms – ask your employees for ideas.

9. Mentor. Great managers take the approach that all employees want to succeed and then mentor them to success. Be an inspiration while at the same time a confidant. The organization will thrive when you take an interest in everyone.

10. Delegate. Trust them and let them do their jobs. This builds a stronger team, by empowering them to grow in their positions.

# RETENTION

## *Being a Good Leader Continued*

11. Communicate. Information needs to be shared. Let them know what is going on in the company and in the industry. Be open, friendly, and professional with the staff, they deserve to be treated with respect.
12. Train them. Develop your talent - even when budgets are tight do something internally. Each member of your team probably has something they can teach everyone else. Learn a new software shortcut or a short teambuilding activity. When budgets are not tight enlist the help of outside resources who can share new perspectives and successes of other organizations.
13. Get rid of the *dead wood*. If you have a problem employee, do not avoid the problem. Talk to that person and make sure they know what they're doing wrong, as well as what they're doing right. Make a plan to correct problem behaviours. If the employee will not, or cannot improve, get rid of them before they demoralize the rest. See Terminations in the Legal Section

POSITIVE

LISTEN

CHALLENGE

ACKNOWLEDGE

IMPLEMENT

FAIR

FEEDBACK

GOALS

MENTOR

DELEGATE

# RETENTION

## *Keeping the Good Ones*

Attracting talent can be easy; it's retaining talent that's difficult, but it can be the most rewarding. Considering the cost of replacing an employee (estimated at 1.5 times the employee's annual pay), the retention of your employees becomes a key issue. In a competitive environment, it is important that you take full advantage of the considerable potential in your employees.



### **Seven tips to keep staff working for you instead of the competition!**

- 1. Conduct "stay" interviews.** In addition to performing **exit interviews** to learn why employees are leaving, consider asking longer-tenured employees why they stay. Ask questions such as: Why did you come to work here? Why have you stayed?
- 2. Promote from within whenever possible.** It provides employees with a clear path of advancement. Employees will become frustrated and may stop trying if they see no clear future for themselves at your company.
- 3. Encourage employee development.** This could be training to learn a new job skill or tuition reimbursement to help further their education.

- 4. Create open communication between employees and management.** Hold regular meetings in which employees can offer ideas and ask questions. Have an open-door policy that encourages employees to speak frankly.
- 5. Get managers involved.** Require your managers to spend time **coaching** employees, helping good performers move to new positions.
- 6. Communicate your business's mission.** Feeling connected to the organization's goals is one way to keep employees mentally and emotionally tied to your company.
- 7. Make sure employees know what you expect of them.** It may seem basic, but often in small companies, employees have a wide breadth of responsibilities. If they don't know exactly what their jobs entail and what you need from them, they can't perform up to standard, and morale can begin to dip.

## *Retaining Volunteers*

### **Eight tips to keep your volunteers**

1. Keep them involved and engaged in the organization's activities
2. Show interest in them not only as volunteers but as individuals
3. Include them in decision making – whenever possible
4. Give them a purpose
5. Assign tasks that reflect their individual skills and abilities – challenge them
6. Review their performance on a routine basis, similar to your staff and ask for feedback
7. Recognize their contribution
8. Train them. Offer them the support and training they need to succeed

8

**TIP:** Volunteers often feel that they are not included in the organization. You will be successful in keeping your volunteers if you treat them as you would a paid employee. Keep them in the loop with what is happening and give them the same respect. Volunteers are invaluable to your organization. Retaining volunteers is often more difficult than recruiting them.

## *Rewarding Employees without Money*

### **Seven non-monetary rewards**

1. Implement their ideas. Allow the employee's ideas to be incorporated into the organization. Ask for their advice or opinion; respect their advice.
2. Involve them in meetings. Inviting them to meetings confirms that they are valued and a part of the organization.
3. A written thank you letter. A handwritten letter can go a long way! It shows that you appreciate them.
4. Allow them some flexibility with their hours. Permit high performing employees an opportunity for more flexibility with their time in order to meet family / life demands.
5. Let them ditch one duty. Give them the opportunity to let go of one part of their job that they like the least. You may have to do it yourself.
6. Ask them to teach others. Have them teach or share their accomplishments with others as a way of recognizing their abilities.
7. Give acknowledgement. Recognize their accomplishments in front of peers, yours or theirs.



Rewarding an employee financially can be tough on a tight budget. There are many ways to reward an employee without money. Making them feel valued will go a long way. Ask them what will work for them.

*AODA*

*Disability & CPP*

*Employment Standards*

*Health & Safety*

*Scented Products in the Workplace*

*Terminations*

*The Duty to Accommodate*

*Workplace Bullying*

*Criminal Checks*

*Employment Status*

*Resources*

11



# LEGAL

## **Accessibility for Ontarians with Disabilities Act (AODA)**

The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) is aimed at achieving an accessible Ontario by 2025 through the development, implementation and enforcement of accessibility standards. Under the **AODA**, accessibility standards identify, remove and prevent barriers in key areas of daily living: customer service; employment; information and communications; transportation; and the design of public spaces.

All organizations with one or more employees in Ontario are required by law to comply with the AODA and its accessibility standards. Find out more at:

<https://www.ontario.ca/page/accessibility-laws>

### **Customer Service**

**Effective January 1, 2012, accessible customer service** came into effect for all Ontario businesses and organizations with **one or more employee**.

The Accessibility Standard for Customer Service applies to all organizations in Ontario that:

- ◆ Provide goods or services, and
- ◆ Have one or more employees.

Accessible customer service is not just about ramps or automatic door openers. It's about understanding that people with disabilities may have different needs. Find out the details at <https://www.ontario.ca/page/how-make-customer-service-accessible> to understand the standard and what you need to do.

**There are two things you must do:**



#### **1. Create and post your plan –**

##### **your plan should**

- ◆ Consider a person's disability when communicating with them
- ◆ Allow assistive devices such as wheelchairs, walkers and oxygen tanks
- ◆ Allow service animals
- ◆ Welcome support persons
- ◆ Let customers know when accessible services aren't available
- ◆ Invite customers to provide feedback

#### **2. Train your staff**

Once you have your plan in place, you need to train your staff. The AODA Contact Centre offers training resources to assist in the training process: <http://www.aoda.ca/training-resource/>

# LEGAL

## AODA Continued

The following areas will be brought into Law on different dates.

- ◆ Employment
- ◆ Build Environment
- ◆ Transportation
- ◆ Information and Communication

Please refer to Online Support [https://www.ontario.ca/page/  
accessibility-laws](https://www.ontario.ca/page/accessibility-laws) for additional information on this program.

If your organization has less than **20 employees** please refer to:

<https://www.ontario.ca/page/accessibility-rules-businesses-and-non-profits#section-0>

CREATE PLAN

POSTPLAN

TRAIN STAFF

## ***Disability and CPP***

You should be aware of the Canada Disability Program for your employees in the event that they become seriously ill. Canada Pension requires the employee to complete an application form and their Doctor to complete a section. Often the first application for Canada Pension is declined - if this occurs the employee should appeal the application.

The Canada Pension Plan (CPP) disability benefit is a taxable monthly payment that is available to people who have contributed to the CPP and who are not able to work regularly because of a disability. The CPP disability benefit is not designed to pay for such things as medications and assistive devices. Their website will answer any of your questions and your employee should also review the website.

<http://www.esdc.gc.ca/en/cpp/index.page>

**To qualify for a CPP disability benefit, your employee must:**

- ◆ **Apply** as soon as they develop a severe and prolonged or terminal medical condition that prevents them from working regularly.
- ◆ Not delay in sending their completed application forms. They must apply for the CPP disability benefit in writing. The date their application is received affects the date their benefit begins.

**If they are aged 60 to 64**

They may also apply for a CPP retirement pension. While they cannot receive both (disability and CPP) at the same time, they may qualify to begin receiving a retirement pension while they await the assessment of your CPP disability benefit application, which usually takes longer.

## ***Disability and CPP Continued***

If they are already receiving a CPP retirement pension when their application for a disability benefit is approved, they should switch their retirement pension to a disability benefit if they:

- ◆ are still under the age of 65
- ◆ were deemed to be disabled, as defined by the CPP legislation, before the effective date of their retirement
- ◆ have been receiving their CPP retirement pension for less than 15 months at the time you applied for their disability benefit
- ◆ meet the minimum contributory requirements

### **How they apply**

They must apply in writing. Print out the main application form (ISP 1151), the consent forms, and any other necessary forms from the application kit for CPP disability benefits, and mail it to the address provided.

### **Three things to consider when applying:**

1. Read the General Information and Guide, (part of the application kit) it outlines the steps for completing the application, changes that may affect benefits, a mailing checklist, and other useful information about disability benefits.



2. If they are a parent or guardian, they could request the child-rearing provision (form is in the application kit) and the children's benefit (a section of the main application form).
3. If they are unable to fill out the forms, a family member or friend can help them. Make sure that they sign where necessary.

### **Common questions**

*Will my doctor charge for completing the medical report that is part of the application?*

The physician will be paid up to a certain amount for completing the applicant's medical report. The physician is responsible for sending in the invoices for payment. Should the physician charge more than the set amount, the applicant is responsible for covering any extra costs above the amount paid.

# LEGAL

## ***Disability and CPP Cont'd***

*What is the compensation?*

For current information:

<https://www.canada.ca/en/services/benefits/disability.html>

<http://www.esdc.gc.ca/en/cpp/eligibility.page>

*What if it is a terminal illness?*

If they have a terminal illness, their disability application will be reviewed within 48 hours of its receipt. Their application will be given priority, so that benefit payments can start as soon as possible if approved. Be sure to include all medical information with the application.

**READ GUIDE**

**COMPLETE FORMS**

**SIGNATURES**

# LEGAL

## ***Employment Standards Act (ESA)***

The Employment Standards Act, 2000 (ESA) provides the minimum standards for working in Ontario. It sets out the rights and responsibilities of employees and employers in Ontario workplaces.

### **ESA Guide**

This guide is a convenient source of information about the ESA. See <http://www.labour.gov.on.ca/english/es/pubs/guide/index.php>

It is for your information and assistance only. It is not a legal document. If you need details or exact language, please refer to the ESA itself and the regulations.

Federal laws affecting workplaces include statutes on income tax, employment insurance and the Canada Pension Plan. For more information about federal laws, call the Government of Canada information line at 1-800-622-6232 or visit [www.serviceontario.ca](http://www.serviceontario.ca).

Employer  
Responsibilities  
Employee  
Rights  
ESA Regulations  
Employment Standards

## ***Employment Standards Act (ESA) Continued***

### **What Is Covered by the ESA?**

The ESA covers a wide range of employment standards including:

- Posting Requirements
- Hours of Work
- Eating Periods
- Rest Periods
- Wages and Overtime
- Minimum Wage
- Family Medical Leave
- Vacation
- Public Holidays
- Temporary Layoffs
- Equal Pay for Equal Work
- Temporary Help Agencies
- Personal Emergency Leave
- Enforcement and Compliance
- Pregnancy and Parental Leave
- Termination and Severance of Employment
- Minimum requirements for workplaces
- Provisions to assist employees with family responsibilities
- Increased flexibility in work arrangements
- Mechanisms for compliance and enforcement

### **Who is Not Covered by the ESA?**

Most employees and employers in Ontario are covered by the ESA. However, the ESA does not apply to certain employees and the employers of such employees, including:

- Airlines, banks, the federal civil service, post offices, radio and television stations and inter-provincial railways
- Individuals performing work under a program approved by a college of applied arts and technology or university
- A secondary school student who performs work under a work experience program authorized by the school board in which the student is enrolled
- People who do community participation under the Ontario Works Act, 1997
- Police officers (except for the Lie Detectors provisions of the ESA, which do apply)
- Inmates taking part in work or rehabilitation programs, or young offenders who perform work as part of a sentence or order of a court
- People who hold political, judicial, religious or elected trade union offices
- Employees of the Crown are excluded from some (but not all) provisions of the ESA

For a complete listing of other individuals not governed by the ESA, please check the ESA and its regulations.

## ***Health & Safety in Ontario***

### **Know your health and safety rights and responsibilities!**

The laws that govern Health and Safety in Ontario vary from workplace to workplace. Listed below are some sources of basic information and websites that can help your organization.

To protect yourself and your organization from legal fines etc., take a few minutes to refer to the Ministry of Labour Website to ensure you are meeting your legal obligations.

<http://www.labour.gov.on.ca/english/hs/pubs/jhsc/index.php>

### **What are Joint Health and Safety Committees?**

A Joint Health and Safety Committee (JHSC) is a committee of at least two persons, that represents the workers and the employer at a workplace. Their primary role is to identify workplace health and safety problems and bring them to the attention of the employer.

### **Section 9 of OHSA requires a JHSC at:**

- ◆ Any workplace that regularly employs **20 or more workers**
- ◆ Construction projects expected to last three months or longer with 20 or more workers
- ◆ Any workplace (other than a construction project) to which a designated substance regulation applies

- ◆ Any workplace where an order has been issued under OHSA Section 33, dealing with toxic substances
- ◆ Any workplace where the Ministry of Labour orders one to be established

Workplaces with more than five but less than 20 workers are not usually required to have a JHSC. Instead, workers must select a person from among themselves to be a health and safety representative. The Ministry of Labour has published A Guide for Joint Health and Safety Committees and Representatives in the Workplace. <http://www.labour.gov.on.ca/english/hs/pubs/jhsc/index.php>

### **As an Employer you have the responsibility to:**

- ◆ Appoint a Health & Safety Representative if you have less than 20 regular employees. If you have more than 20 employees you are required to have a Health and Safety Committee.

# LEGAL

## ***Health & Safety in Ontario Continued***

- ◆ To appoint competent persons as Supervisors. (See Bill C45)  
<http://www.ccohs.ca/oshanswers/legisl/billc45.html>
- ◆ Provide Material Safety Data Sheets for all controlled substances within your work environment. These documents must be updated at least every three years.  
<http://www.ccohs.ca/oshanswers/legisl/msdss.html>

**The Workplace Safety and Insurance Act** protects workers in Ontario that are injured on the job. It is a complex program and changes frequently, ensure that you visit this site regularly.

<http://www.wsib.on.ca/en/community/WSIB>

The Act requires that you provide specific first aid equipment and training for your workers.

- ◆ Post the WSIB "In Case of Injury at Work" Poster (Form 82) Put this poster in a prominent place. It is available in several languages. Order one by calling 1-800-387-0750 or 416-344-1000, Monday to Friday from 7:30am to 5pm.

- ◆ Post the *Occupational Health and Safety Act*—The Act is conveniently printed as a small green book. It should be posted in a prominent place. You can view it online at [www.ontario.ca/laws/statute/90o01](http://www.ontario.ca/laws/statute/90o01)
- ◆ Have worker representation for health and safety. You can get info about worker representation from: <http://www.labour.gov.on.ca/english/hs/prevention/index.php>

### **Penalties for non-compliance**

Failing to comply with the *Occupational Health and Safety Act* can result in fines of up to \$25,000 and/or up to a year's imprisonment. Corporations can be fined up to \$500,000. Employers are also subject to penalties for failing to report to the WSIB within three days of learning of a workplace injury or illness and other violations of the *Workplace Safety and Insurance Act*.

## ***Health & Safety in Ontario Cont'd***

### **If you have a Construction company**

As of January 1, 2013, the Ontario Government made WSIB coverage mandatory for most people in the construction industry. It is imperative that you review the WSIB website and register your employees if you are in this industry.

Further to the above information, starting January 1, 2014, contractors who have not yet registered with the WSIB, and do construction work without a valid clearance number will face fines of up to \$100,000 upon conviction. Those who hire contractors without confirming they have a valid clearance number also face serious fines and penalties.

If you are not in the construction industry it may depend on how many employees you have and what type of work they are doing. It is impossible to cover all areas of this complicated program. In order to prevent unnecessary fines contact the Workplace Insurance Board at:  
Toll Free 1-800-387-0750

### **In Case of Injury:**

- ◆ Give first aid immediately.
- ◆ Get the person to a doctor or hospital if necessary.
- ◆ Investigate the incident and report the injury without delay to the WSIB, use Form 7 to report the incident online.
- ◆ If possible, have the worker sign your Form 7. This signature permits the worker's doctor to send you a report identifying the tasks your worker can take on during recovery.
- ◆ Pay a full day's wages for the day of the injury. WSIB benefits begin the next working day after the injury occurs. If there is a lost time claim the employee will be paid by WSIB once their claim is processed.

# LEGAL

## ***Health & Safety in Ontario Cont'd***

## Valuable links:

## **Occupational Health and Safety Act:**

<https://www.ontario.ca/laws/statute/90o01>

**Health and Safety Ontario**

<http://www.healthandsafetyontario.ca/HSO/Home.aspx>

**Workplace Safety Insurance Board** [http://www.wsib.on.ca/en/  
community/WSIB](http://www.wsib.on.ca/en/community/WSIB)

**Workplace posters** <http://www.labour.gov.on.ca/english/hs/pubs/publications.php#posters>

**TIP:** Due to ongoing legislative updates, it is advisable to directly contact the Workplace Safety and Prevention Services, who will direct you to the most recent and appropriate resources for your business sector: 1-877-494-9777



## ***Scented Products in the Workplace***

Over the past few years scented products within the workplace have become a concern. Unfortunately the laws around this area and the ability to monitor this type of issue are not clear. Remember that under the Occupational Health and Safety Act you are required to provide a safe work environment for your employees.

In your organization it is a good idea to post a sign that indicates you support a “Scent Free Work Environment”. This shows consideration for both your customers and any staff who may have significant breathing problems or allergies.

**Two classes of scented products are recognized**

2

**1. Personal products**

Perfumes, colognes, after-shave and scented shaving creams, deodorant, shampoo/conditioners, hair spray

**2. Non-personal products**

Household and industrial cleaning products, air fresheners, marker pens or other products with a distinct scent or fragrance

**Be sensitive to employees concerns related to scented products**

- ♦ Some employees have adverse reactions to scented products which make this a potential health issue.
- ♦ Scented product use is not controlled by regulations.



## Terminations

### ***When they just have to go!!***

#### **Five Reasons to Terminate**

1. Deliberate damage of company property
2. Drug or Alcohol possession at work
3. Falsifying company records
4. Misconduct
  - ◆ Poor job performance
  - ◆ Stealing
  - ◆ Using company property for personal use
  - ◆ Taking too much time off
  - ◆ Violating company policy
- ..... *Sometimes it's not them ....*
5. Budget cutbacks

Learn more by visiting <http://www.labour.gov.on.ca/english/es/pubs/guide/termination.php>

**Tip:** Terminating an employee can be difficult; it can take an emotional as well as a financial toll if not done properly. Before you act ... speak with a Human Resources Professional – they can outline the proper process to follow. In some cases, they may counsel you to contact a lawyer.



Prepare to terminate. Choose a time toward the end of the employee's shift and a location that is private but secure. Never terminate alone - have management or a trusted employee present, if unionized, a Shop Steward. Termination information: <http://www.labour.gov.on.ca/english/es/pubs/guide/termination.php>

#### **The Termination Process**

##### **1. Have a Plan**

- ◆ Ensure that your team will function without this employee. Think about that job's responsibilities and be ready to assign them to someone else, or hire a qualified replacement.

##### **2. Plan what you will say**

- ◆ Be direct - Tell the employee the purpose of the meeting within 30 seconds of them entering the room.

# LEGAL

## ***Terminations Continued***

### **3. Keep it short and to the point**

- ◆ Don't allow it to drag on. You don't need to explain your reasons.  
Your reasons can be stated in a letter, and frankly, the less you say, the better.

### **4. Have a termination letter**

- ◆ Give the termination letter to the employee and briefly outline the details of the letter.

### **5. At the time of the termination**

- ◆ Ask for any keys or property belonging to the organization
- ◆ Assist with the removal of personal items
- ◆ Escort them from the premises/worksit
- ◆ If you have security, inform them of the termination

### **6. Keep it professional**

- ◆ Do not engage in additional conversation. Stick to the business aspects of the situation.

### **7. Be Fair and Respectful**

- ◆ How you handle this termination will define how other employees regard you.

PLAN

BE DIRECT

TERMINATION LETTER

RETRIEVE COMPANY  
PROPERTY

PROFESSIONAL

FAIR

RESPECTFUL

## The Duty to Accommodate

Remember, the Duty to Accommodate includes both Mental and Physical needs. First, familiarize yourself with the legal definition under the Human Rights Legislation:

<http://www.ohrc.on.ca/en/how-far-does-duty-accommodate-go-fact-sheet>

**Five things you will need from your Employee to create a return to work program:**

1. Nature of their illness/disability
2. Length of time accommodation will be required
3. Detailed restrictions based on the illness/disability
4. Effects of treatment and medications, if any
5. Any issues that could affect the person performing their duties

It is important that clear direction comes to you from the employee's Doctor in relation to the "restrictions" that the worker has.



**You're responsibilities include:**

- ◆ Respect the dignity of the employee returning to work
- ◆ Ensure integration and full participation in return to work program by the employee and their Supervisor
- ◆ Be prepared to accommodate other needs if required (i.e. equipment, reduced hours, etc.)

**Legislation to familiarize yourself with:**

1. Human Rights Act (All Workplaces)
2. Canada Labour Code
3. Occupational Health and Safety Act (Provincial)
4. Return to Work Legislation (Duty to Accommodate)
5. Workplace Safety and Insurance Board (WSIB)
6. Employment Standards Act

# LEGAL

## ***The Duty to Accommodate Continued***

**Tip:** If you're running into difficulties with a return to work program or are not able to get the information you need to put a program in place – seek advice from a Human Resource Professional.

**Tip:** The Doctor does not have the right to tell you what the person can and cannot do within your work place. (*This usually indicates that the employee has told the Doctor what they could do*). The doctor is responsible for informing you of the restrictions the person has. You must then review the worker's job duties and modify if necessary based on the restrictions.

**Tip:** In the instance where an employee has a serious illness that will not allow them to return to full duties for a very long period of time - ***GET LEGAL ADVICE.*** If you are a small employer you may not have to accommodate based on *Undue Hardship*.

**RESPECT**

**PARTICIPATE**

**PREPARE**

## Workplace Bullying

Bullying is a form of aggression; the actions can be both obvious and subtle. Remember that bullying is usually considered to be a pattern of behaviour where one or more incidents are intended to intimidate, offend, degrade or humiliate a particular person or group of people. It has also been described as the assertion of power through aggression.

Sometimes there is a "fine line" between strong management and bullying. Comments that are objective and are intended to provide constructive feedback are not usually considered bullying, but rather are intended to assist the employee with their work. Not sure an action or statement could be considered bullying; you can use the "reasonable person" test. Would most people consider the action unacceptable?

Currently there is little in the occupational health and safety legislation in Canada that specifically deals with bullying in the workplace. Some jurisdictions have legislation on workplace violence in which bullying is included. In addition, employers have a general duty to protect employees from risks at work. Find out more at [http://www.labour.gov.on.ca/english/hs/sawo/pubs/fs\\_workplaceviolence.php](http://www.labour.gov.on.ca/english/hs/sawo/pubs/fs_workplaceviolence.php) <http://www.ccohs.ca/oshanswers/psychosocial/bullying.html>

**Tip:** Bullying can result in individuals taking their own life and can occur within any age group. If you have a complaint about bullying **do not** let it go - have it investigated. The consequences for mishandling these situations can be very costly on a number of levels.

## Thirteen signs of bullying

1. Spreading malicious rumours, gossip, or innuendo
2. Excluding or isolating someone socially
3. Intimidation and intruding on a person's privacy by pestering, spying or stalking
4. Undermining or deliberately impeding a person's work
5. Physical abuse or threatening abuse
6. Removing areas of responsibilities without cause
7. Constantly changing work guidelines or establishing impossible deadlines that will set up the individual to fail
8. Withholding necessary information or purposefully giving the wrong information
9. Making jokes that are 'obviously offensive' by spoken word or e-mail
10. Yelling or use of profanity
11. Criticizing a person persistently or constantly and belittling their opinions
12. Blocking applications for training, leave or promotion
13. Tampering with a person's personal belongings or work equipment

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## Criminal Reference Checks

This check is intended for employees who are currently or will potentially be involved as a volunteer, employee or in any situation where a basic Criminal Record Check is requested. This search is **not** intended for applicants who are seeking volunteer and/or employment with vulnerable persons. This is a query based on name and date-of-birth, of active criminal files in the RCMP National Repository of Criminal Records. Visit <http://www.rcmp-grc.gc.ca/en/criminal-record-and-vulnerable-sector-checks> for the online criminal reference check form.

The Criminal Record Check **will include** the following information as it exists on the date of the search:

1. Criminal convictions from the Canadian Police Information Centre, RCMP National Repository of Criminal Records and/or local police databases
2. Outstanding entries, such as charges, warrants, judicial orders, Peace Bonds, Probation and Prohibition orders
3. Absolute and Conditional Discharges (1-3 years), as set out in Section 730 of the Criminal Code of Canada (OPP Niche RMS Database only)

### Pardoned Sex Offender Database Hits

A Pardoned Sex Offender Database (PSOD) search is conducted two ways.

1. It is queried against a potential name hit.
2. It is checked against a date of birth and gender match only, regardless of the name.

The purpose of this change is to capture during a Vulnerable Sector search any pardoned sex offenders who have subsequently obtained a legal name change. Unfortunately, as a result a person who has the same date of birth and gender as a pardoned sex offender will also get a potential hit to the PSOD. Those people will also be required to submit fingerprints for processing, in order to confirm whether or not there is a pardoned sex offence on file.

Persons under the age of 18 years *do not qualify* to have a search of the Pardoned Sex Offender Database so in this case a Vulnerable Sector form is filled out but the section with results for PSOD will be marked to say that a search of the PSOD was not conducted.

### Acceptable Identification:

Two (2) pieces of identification are required to complete any of the checks, one of which must be government-issued and include the Applicant's name, date of birth, signature and photo.

## Criminal Reference Checks Continued

### Acceptable Forms of Photo Identification

- Driver's License
- BYID (Bring Your Identification, issued by the Liquor Control Board of Ontario (LCBO))
- Military Employment Card
- Canadian Citizenship Card
- Indian Status Card
- Passport
- Permanent Resident Card
- PAL (Possession & Acquisition License issued by the Chief Firearms Office)
- CNIB (Canadian National Institute for the Blind) Card
- Ontario Photo ID Card (issued by the MTO)
- NEXUS Card
- FAST Pass

### Acceptable Forms of Non-Photo Identification

- Birth Certificate
- Baptismal Certificate
- Hunting License
- Outdoors Card
- Canadian Blood Donor Card
- Immigration Papers

### Young Person Consent

Individuals under the age of 16 cannot provide consent, and consent must therefore be provided by a parent or legal guardian. The parent or legal guardian of this young person must sign, date and indicate their relationship to the young person on the bottom of applicable consent form. The parent or legal guardian must supply two pieces of identification as well.

**Use of Ontario Health Cards and Social Insurance Number (SIN) Cards as Identification is *not permitted* due to legislative restrictions.**

### Release of Information

The Freedom of Information and Protection of Privacy Act of Ontario, or in the case of a young person, the Youth Criminal Justice Act (YCJA), applies at all OPP locations in the protection of personal information used at any stage in the process of releasing CPIC information to recipients. Individuals requesting a Record check **must accurately complete the applicable consent form**, as required by the circumstance, and provide

## Criminal Reference Checks Cont'd

at least two pieces of identification before a search can be made and police information released. If the consent form is not filled out completely or two pieces of identification not supplied this could result in unnecessary delays in the searches.

### Declaration of Criminal Record (LE229)

<http://www.opp.ca/ecms/files/272998536.2.pdf>

If an applicant has a criminal record and wants to process the check in a quick manner they may fill out the Declaration of a Criminal Record form. Declaration of Criminal Record is a process whereby the applicant must declare all of their adult criminal convictions to the Police Service in accordance with CPIC policy requirements and federal laws.

### Self-Declaration should NOT include:

- Conviction for which a pardon has been received
- Youth Convictions (YCJA)
- Absolute/Conditional Discharges
- Offences where there were no convictions
- Provincial/Municipal Offences
- Charges dealt with outside of Canada

In order to release criminal convictions identified through a name based query, the Police Service must be satisfied that the applicant's declared criminal record information is a match to their registered criminal record held at the RCMP National Repository of Criminal Records. If the declared criminal record is not a match with the applicants criminal record the applicant will be required to submit fingerprints which would result in a delay with the check being completed.

### Fees/times of service:

Please contact your local detachment for the fees/times of service that they are available when a check can be completed.

### For more information, visit:

Royal Canadian Mounted Police (RCMP):  
[www.rcmp-grc.gc.ca/en/criminal-record-and-vulnerable-sector-checks](http://www.rcmp-grc.gc.ca/en/criminal-record-and-vulnerable-sector-checks)

Canadian Police Information Centre (CPIC):  
<http://www.cpic-cipc.ca/index-eng.htm>

## Employment Status

HR planning involves assessing the most appropriate type of employees for your situation. The employment status often relates to the number of hours they work in a given pay period, however there may be other considerations. For more detail visit <https://www.labour.gov.on.ca/english/es/>

### Five Options to consider

1. **Full-time** - when the position is such that continuity, skill level and workload require someone on a daily basis (over 30 hours a week).
2. **Part-time** - for jobs that require less than a normal work-week.
3. **Temporary** - to address seasonal work or high peak loads.
4. **Casual** - for specific projects or to replace staff who may be absent for a period of time.

**Note:** Employers are responsible for deducting and submitting mandatory payroll deductions (EI, CPP and income tax) from all of the above types of employees.

5. **Independent contractors** - for both regular and peak work periods. This type of employment arrangement is on the increase. These workers are not considered employees and the employer is not responsible for payroll deductions. Canada Revenue Agency has guidelines for determining whether an individual is an employee or a self-employed worker. Either an employee or employer can request a ruling to determine the relationship.



Labour Standards legislation applies to employees. It does not apply to independent contractors. The term independent contractor refers to businesses or contractors who provide a service to individuals or other businesses. In many situations, the person doing the work is clearly an independent contractor. In other situations it is not so clear. There are a number of factors to determine if a worker is an employee or independent contractor.

For example:

- ♦ How the worker is compensated for the work.
- ♦ The amount of control the payer (the person or company paying for the work) has over how the work is done.
- ♦ Who owns the tools and equipment used to do the work.
- ♦ Whether the worker can hire another individual or subcontract with another company to perform the services she/he was contracted to perform.
- ♦ Whether the worker works only for the payer or also works for other clients.

## **Employment Status Continued**

- ♦ Whether the worker has a financial investment in the business over and above providing the labour.

Treating a worker as an independent contractor when the worker should be treated as an employee under Labour Standards legislation could be quite costly to the business owner. If you are uncertain about the employee's status visit <https://www.labour.gov.on.ca/english/es/> before you hire.

### **Temporary Foreign Workers**

Employing foreign workers can be an important part of your business strategy. These workers can fill labour shortages and bring new skills and knowledge to your business. In almost all cases, foreign workers must have a valid work permit to work in Canada, and you may need the approval of HRSDC to bring them into Canada. HRSDC works in conjunction with Citizenship and Immigration Canada in this area. There are special processes for specific occupations such as Seasonal Agricultural Workers (SAWP), Information Technology, and Live-in Caregivers. Visit <http://www.cic.gc.ca/english/resources/publications/tfw-guide.asp> for complete information.

### **Apprentices**

If you are considering hiring an apprentice there is a specific process required, visit <http://www.tcu.gov.on.ca/eng/employmentontario/training/> for the complete details.

Temporary Foreign Workers  
Part-Time  
Apprentices  
Temporary  
Contract Casual  
Full-Time

# LEGAL

## Resources

**Ministry of Labour:** 1-877-202-0008

*To advance safe, fair and harmonious workplace practices that are essential to the social and economic well-being of the people of Ontario.*

**WSIB:** 1-800-387-0750

*Committed to delivering what matters to the workers and employers of Ontario: fast, accessible service and fair benefits at a fair price.*

**Occupational Health Clinics for Ontario Workers:** 1-877-817-0336

*The protection of all workers and their communities from occupational disease, injuries and illnesses, support their capacity to address occupational hazards and to promote the social, mental and physical well-being of workers and their families.*

**Worker's Health & Safety Centre:** 1-888-869-7950

*Provide the highest quality occupational health and safety training for workers, their representatives and employers in every workplace, regardless of sector, size, location or union status.*

**Institute for Work & Health:** 1-416-927-2027

*Protects and improves the safety and health of working people by conducting actionable research that is valued by employers, workers and policy-makers.*

**Centre of Research Expertise for the Prevention of Musculoskeletal Disorders:** 1-519-888-4567

*Conducts research to improve the understanding of and prevention of work-related musculoskeletal disorders (MSDs).*

**Health & Safety Ontario:** 1-800-531-5551

*HSO is the result of a bold move to reorganize the independent efforts of 12 health and safety associations into four streamlined organizations to better serve Ontario businesses.*

**Infrastructure H&S Association (IHSA):**

1-800-263-5024

*Committed to providing you with world-class service and the information you need to prevent occupational injury and illness.*

**Public Services Health & Safety Association:**

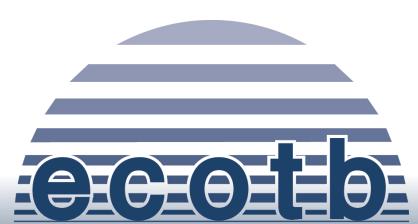
1-877-250-7444

*Provide training, consulting and resources to reduce workplace risks and prevent occupational injuries and illnesses.*

**Workplace Safety & Prevention Services:**

1-877-494-9777

*To put health and safety solutions within reach of every employer and employee in Ontario.*



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