



SMALL BUSINESS HR TOOLKIT

**A Guide to Assist Business
with Human Resource
Planning and Staffing Decisions**



Your Partner in Innovative Workforce Solutions



CFWD is funded in part by the Government of Canada and the Government of Ontario. Views expressed in this document do not necessarily reflect those of the Government of Canada or the Government of Ontario.

Canada



Ontario



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Welcome

Across Hastings, Prince Edward and Lennox and Addington Counties, 98% of businesses are classed as small enterprises. Of that, 51% are businesses with 1 to 4 employees and a further 36% have between 5 and 19 employees. Small business owners and managers dedicate so much time to business growth, product improvement and customer service satisfaction that finding easy to understand resources to manage their human resource needs is often difficult and sometimes confusing. Underestimating the importance of human resource management can result in mishandling the attraction, recruitment and retention of staff.

The Centre For Workforce Development has 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, template samples and tips with links to more detailed information. It may also be beneficial to seek the assistance of an HR Professional for additional advice. The Human Resources Professionals Association is the governing body for HR Professionals in Ontario and a good place to start if you need to find assistance with your HR needs: www.hrpa.ca

The Centre for Workforce Development (CFWD) is a non-profit organization, with a primary mandate to provide local labour market information, engage the business community and develop collaborative initiatives to address identified workforce issues. CFWD is the local labour market expert in Hastings, Prince Edward and Lennox & Addington Counties. It operates as one of 26 non-profit Boards across Ontario that form Workforce Planning Ontario. The Board is governed by a volunteer Board of Directors.



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CONTENTS



This symbol is included throughout the document. It is a link to more information regarding section topics and is colour coordinated to each section.



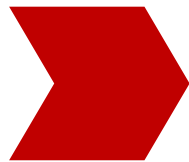
RECRUITMENT 5



ONBOARDING 22



TRAINING 28



RETENTION 34



LEGAL 40



APPENDIX 58



Human Resources Planning Process

Job Descriptions and How to Write Them

Job Postings and How to Write Them

Hiring the Best

Behavioural Interview Questions

Benefits of a Ranking System

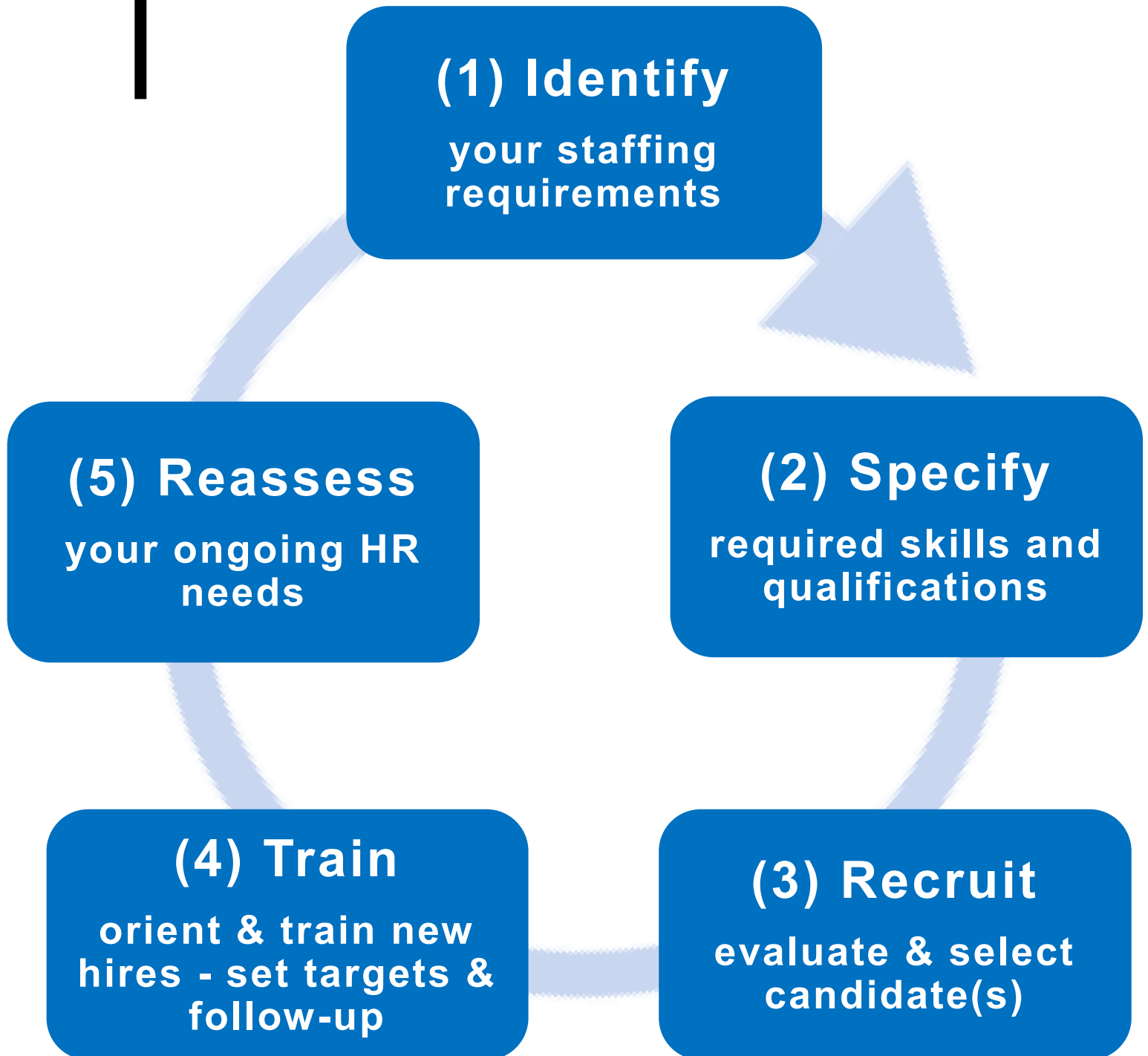
Recruiting Staff and Volunteers

Government Grants & Programs



RECRUITMENT

Human Resource Planning Process



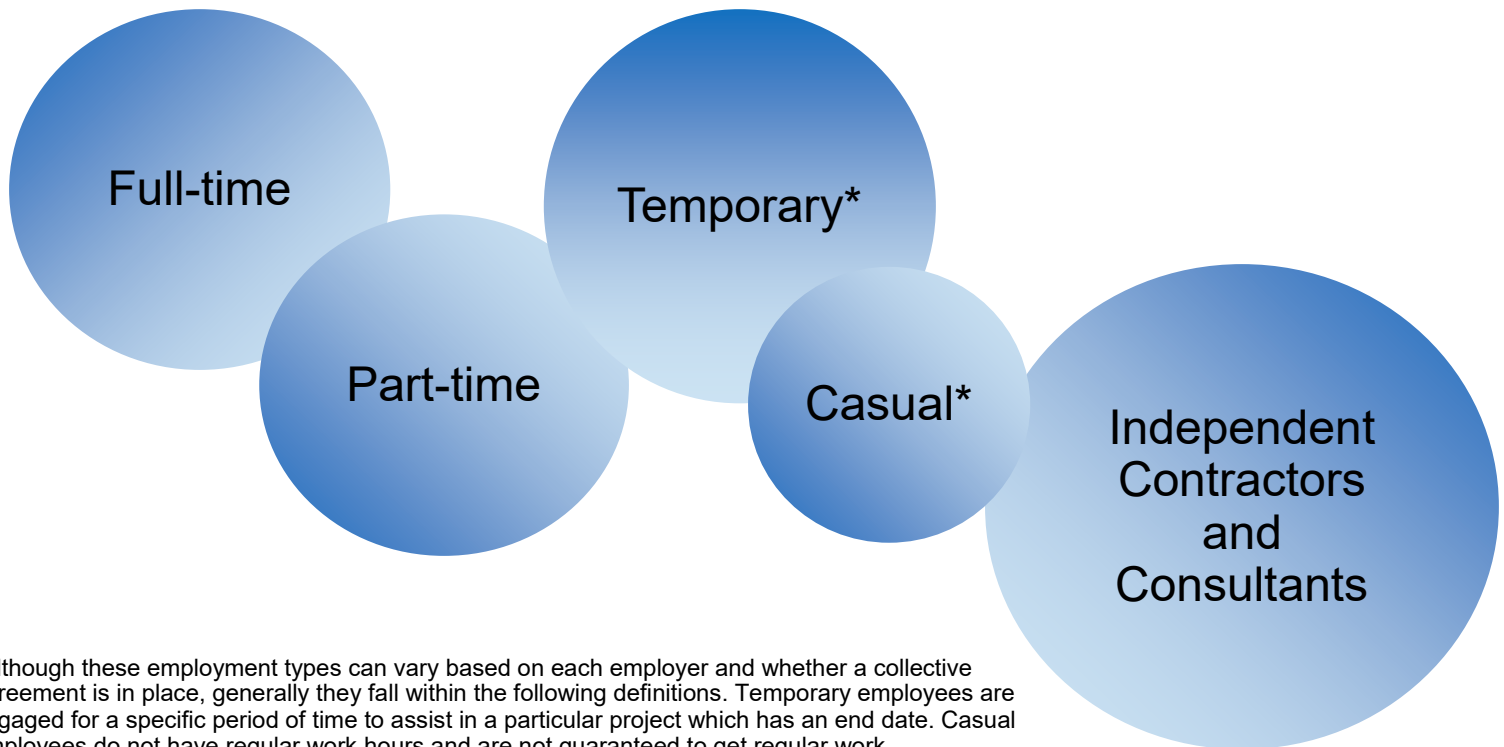


RECRUITMENT

Employment Status

Recruitment involves assessing the most appropriate type of employee for the role. Employment status often relates to the number of hours and the duration of the employment agreement, however there may be other considerations.

Options To Consider



*Although these employment types can vary based on each employer and whether a collective agreement is in place, generally they fall within the following definitions. Temporary employees are engaged for a specific period of time to assist in a particular project which has an end date. Casual employees do not have regular work hours and are not guaranteed to get regular work.

Temporary Foreign Workers



The Temporary Foreign Worker Program (TFWP) allows Canadian employers the ability to temporarily hire foreign nationals in order to fill shortages in Canada's labour force. The TFWP is jointly operated by Immigration, Refugees and Citizenship Canada (IRCC) and Employment and Social Development Canada (ESDC). Employers may hire temporary foreign workers through the following streams: High-Wage Workers, Low-Wage Workers, Global Talent Stream, Foreign Agricultural Workers, In-Home Caregivers and Foreign Academics. Employers can also review the Express Entry program.



Apprentices - Grow Your Team!

Find out how Apprentices can benefit your business: www.ontario.ca/page/hire-apprentice



Employment Status continued

Did You Know ?

Employers are responsible for deducting and submitting mandatory payroll deductions (EI, CPP and income tax) from employees. This does not apply to Independent Contractors or Consultants.



Labour Standards legislation does not apply to ***independent contractors and Consultants***. There are a number of factors to determine if a worker is an employee or independent contractor or consultant.



Job Descriptions & How to Write Them

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.

Components of a Job Description



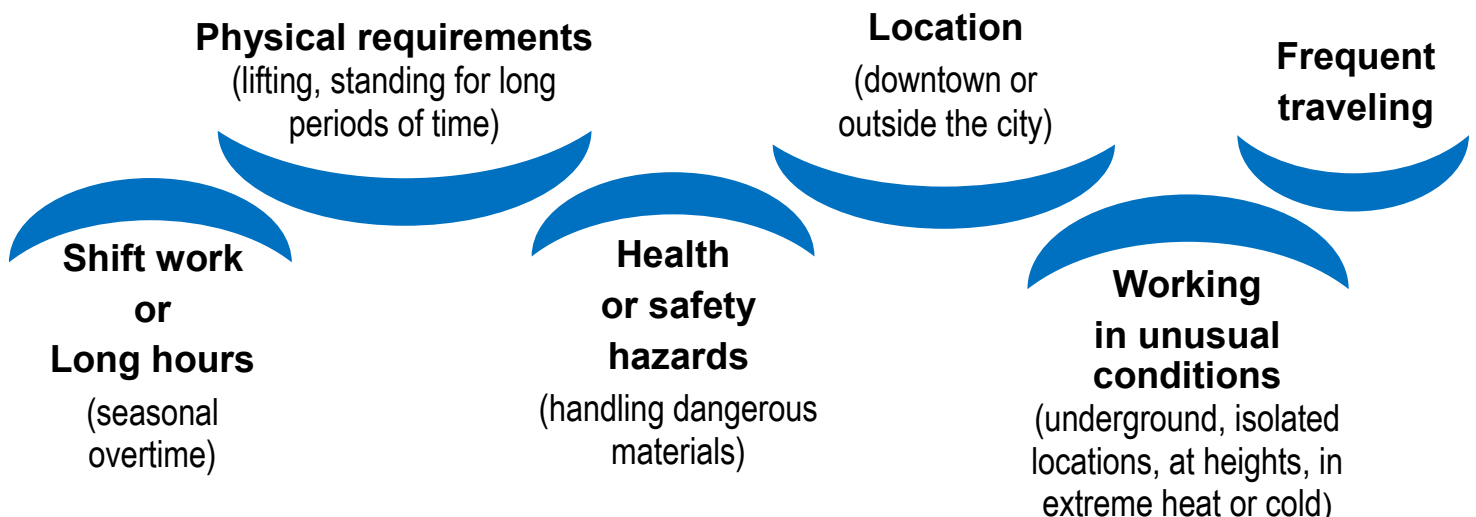


Job Descriptions & How to Write Them continued

Did You Know ?

You can use the [National Occupational Classification](#)* (NOC) to help write your job descriptions. Ideally, a job description should be reviewed annually and updated as often as necessary.

The purpose of a well written job description is to provide potential candidates with information to help them assess their fit with the role. Job descriptions should identify specific working conditions that may not be listed in the NOC. Some examples worth considering may include:



*The Government of Canada has updated the NOC Codes in 2021 to now include 5-digit codes. The previous 2016 version consisted of 1 to 4-digit codes only. Revisions are done every 10 years, so NOC 2021 is a major revision. To learn more about this initiative please visit [NOC 2021 Version 1.0.](#)

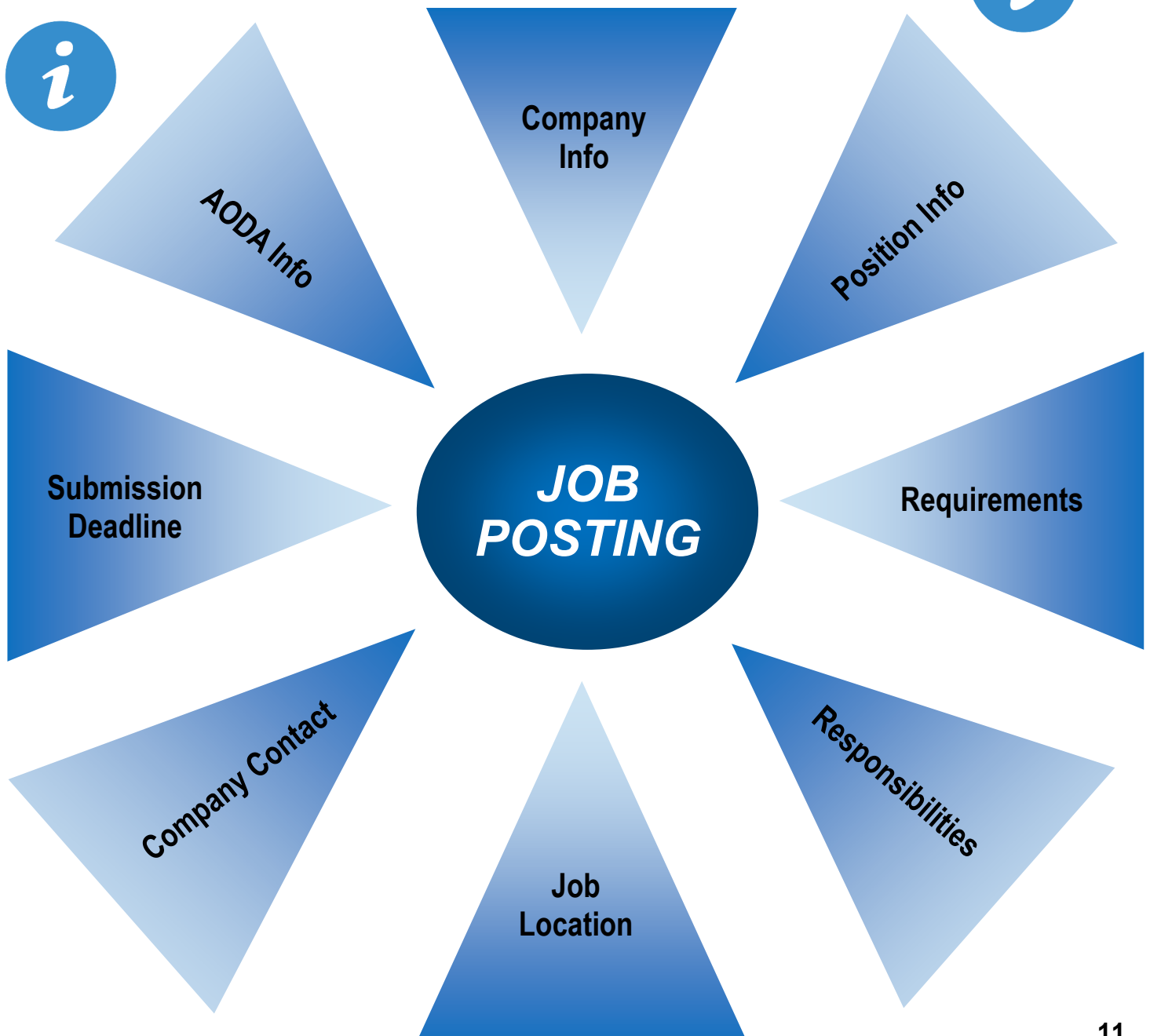


Job Postings and Tips for Writing Them



When preparing your Job Posting, be sure to include key job duties from your job description. As well, be sure to adhere to the AODA requirements by adding a statement such as “our organization is an equal opportunity employer. Accommodations are available on request for candidates taking part in all aspects of the selection process”.

Components of a Job Ad





Job Postings and Tips for Writing Them continued

Criminal Reference Checks



Certain positions may require a criminal reference check but there are legal limits on when and what type of information you can request.

Did You Know ?

Employment Ontario Employment Service providers ([Career Edge](#), [META](#), [Community Employment Services](#), [Agilec](#), [Canadian Hearing Services](#), [Enrichment Centre](#), etc.) have Employment Counsellors and Job Developers on hand who will prepare your job descriptions and postings at no cost. They will even help with the recruitment and screening of applicants.



Create an account on the online [Service Canada Job Bank](#) to help find qualified employees.

FACT

Top three important competencies for employees (as ranked by Employers):

- 1. Work ethic, dedication, dependability**
- 2. Self-motivated**
- 3. Teamwork/interpersonal**



Recruiting Staff and Volunteers

Whether you are a for-profit or non-profit organization (NPO), recruiting regular staff or volunteers is important for the sustainability of your business. For any business, staff and volunteers help get the work done, maintain sustainability and generate new ideas for organizations. Successful recruiting is getting the right people for the right position. The same approach should be used when recruiting regular employees and volunteers.

Points to Remember

1

SPREAD THE WORD

Use a similar application and interview process for both paid and volunteer positions. See the Behavioural Questions section for ideas. Remember to ask them why they want to work or volunteer with your organization.

Publicize your need for staff and volunteers. Use referrals from your existing staff and volunteers because they are often your best source. Encourage them to share their work/volunteer experience at public meetings and with their personal contacts.

INTERVIEW

2

Screening is an ongoing process designed to identify any person, whether paid or unpaid, volunteer or staff, who would be a good fit in the organization. Screening should begin before someone starts and continue throughout their involvement with the organization.

3

SCREEN

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.

SELECT

4



RECRUITMENT

Recruiting Staff and Volunteers continued

Points to Remember

5

ORIENT

Staff and volunteers should receive support and training to fulfill their role. They can benefit from being paired with more experienced staff or volunteers. This mentoring relationship will allow them to familiarize themselves with the position, become more comfortable with the tasks, discuss ideas and discover best practices.

Offer orientation for ALL staff including 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 and employees, explain in detail the programs and services your organization offers.

SUPPORT

6

Recognizing both staff and volunteers does not require an elaborate production. It can be done through a moderate ceremony or as simple as a thank you. This is something that each organization can decide on. The important thing is that you recognize them, especially volunteers, for the time and energy they give to your organization.

7

RECOGNIZE

VOLUNTEER





Hiring the Best

In today's economy, hiring the best people is more critical than ever. Employers cannot 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. Remember to look for skill set as well as education.

Measures for hiring the best “The 7 Cs”

Competent

Do they have the necessary skills, experiences and education to successfully complete the tasks?

Capable

Can the candidate perform the job duties and might 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.

Compatible

Can this person get along with colleagues, existing and potential clients and partners? Do they display a willingness and ability to be harmonious?

Commitment

Is the candidate serious about working for your company?

Character

Do their values align with company values?

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.

Compensation

Ensure the person hired agrees to your compensation package and is satisfied with what is offered.



Behavioural Interview Questions

Asking these types of questions is a great way to learn about your candidate and their competencies. The questions asked should be designed to gain as much understanding of the candidate's skills, abilities and character as related to the position. 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 - Soft Skills!

Competencies to consider when developing your questions





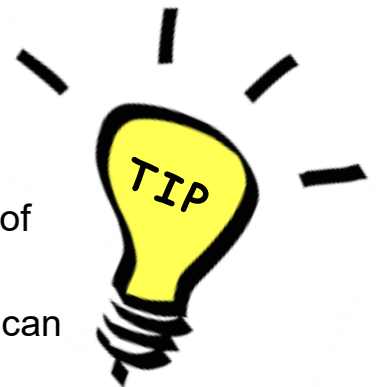
RECRUITMENT

*Did You
Know*

?

Sometimes employers may have to relate questions to school, community volunteering or sports if the candidate has limited work experience. Participation in any of these activities can also reveal a great deal about the candidate.

Always do reference checks to obtain a professional view of the candidate, using references provided by the candidate. References from former supervisors, peers or subordinates can be beneficial.





Interview Tips

Ask Open Ended Questions

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

Validate 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.

Obtain Basic Qualifications

You can do this by asking them to define a specific term, process, or a technique, etc. The purpose is to find out if the 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.

Differentiate Your Candidate

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 the candidate to solve. This question helps to reveal their resourcefulness and problem solving skills.

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.



Interview Tips continued

Qualify The Fit

A candidate may be focused on stability, growth or high pay. Use questions such as: "What are you looking to achieve with your career?", "What is the most important thing about your job?", "What are some of the things in your job that you don't particularly care for?"

Let Them Ask Questions

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 company.

Thank Them

Thank the candidate for participating in the interview. Explain the hiring process and provide a time line to each candidate for next steps. i.e. we will call you within one week.

Did You Know ?

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.



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.

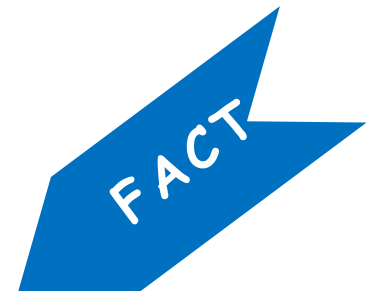
Mark scores for each question and also take notes on the content of the applicant's answer. With multiple interviewers the ratings are then averaged for each question and totaled as a record of the applicant's performance.

Remember, it is important that all the interviewers understand the rating system, to ensure that they reach an agreed score.

Reasons to take notes and use a scoring system



- ▶ Helps the interviewer to be more objective and fair
- ▶ Gives the interviewer a level of security and confidence in their decisions
- ▶ Prevents snap decisions and stereotyping
- ▶ Helps to ensure all candidates are assessed equally



70% of Employers found jobs hard to fill when hiring citing:

- 1. Not enough applicants**
- 2. Applicants lack of experience**
- 3. Applicants lack work ethic**

Source: 2022 EmployerOne Report, Centre For Workforce Development



Government Grants and Programs

When planning your HR requirements, consider possible grants and employment programs which your company may be eligible to access. 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.

Find out the eligibility requirements of a few programs below:

- ▶ [Funding for Jobs, Training & Social Development](#)
- ▶ [Youth Opportunities](#)
- ▶ [Job Creation Partnerships](#)
- ▶ [Canada Summer Jobs](#)

Community Service Organization noted below, can assist you in navigating the above programs:

- ▶ [Meta Employment Services](#)
- ▶ [Career Edge](#)
- ▶ [Loyalist Community Employment Services](#)
- ▶ [Agilec](#)
- ▶ [Community Learning Alternatives](#)
- ▶ [Kingston Literacy & Skills](#)
- ▶ [Prince Edward Learning Centre](#)
- ▶ [Canadian Hearing Services](#)
- ▶ [The Enrichment Centre for Mental Illness](#)





ONBOARDING

Pre-Onboarding

Onboarding/Orientation

Company Policies and Procedures





Pre-Onboarding



Pre-onboarding saves a lot of time for both the new hire and company. It allows the new Hire to review the onboarding documents in advance, align themselves with the company's mission and values, and also allows them time to ask any questions to the onboarding process. The new hire should bring all completed forms with them on the first day of hire.

Examples of Pre-Onboarding forms to send to the new hire prior to start date:

- ▶ Signed Offer Letter
- ▶ Code of Conduct
- ▶ Employee Handbook
- ▶ Personal Tax Forms
- ▶ Company Policies & Procedures Signoff Sheet
- ▶ Signed Employment Agreement
- ▶ Emergency Contact Information
- ▶ Direct Deposit Information Form
- ▶ Confidentially/Non Disclosure Agreement

Start the communication early

- ▶ Contact the new Hire at least once before their start date and confirm the first day start time, location and who they will be reporting to.
- ▶ Ensure they have your contact information - be available should they have any questions or concerns.
- ▶ Determine the tools they will require be to be successful in their position.

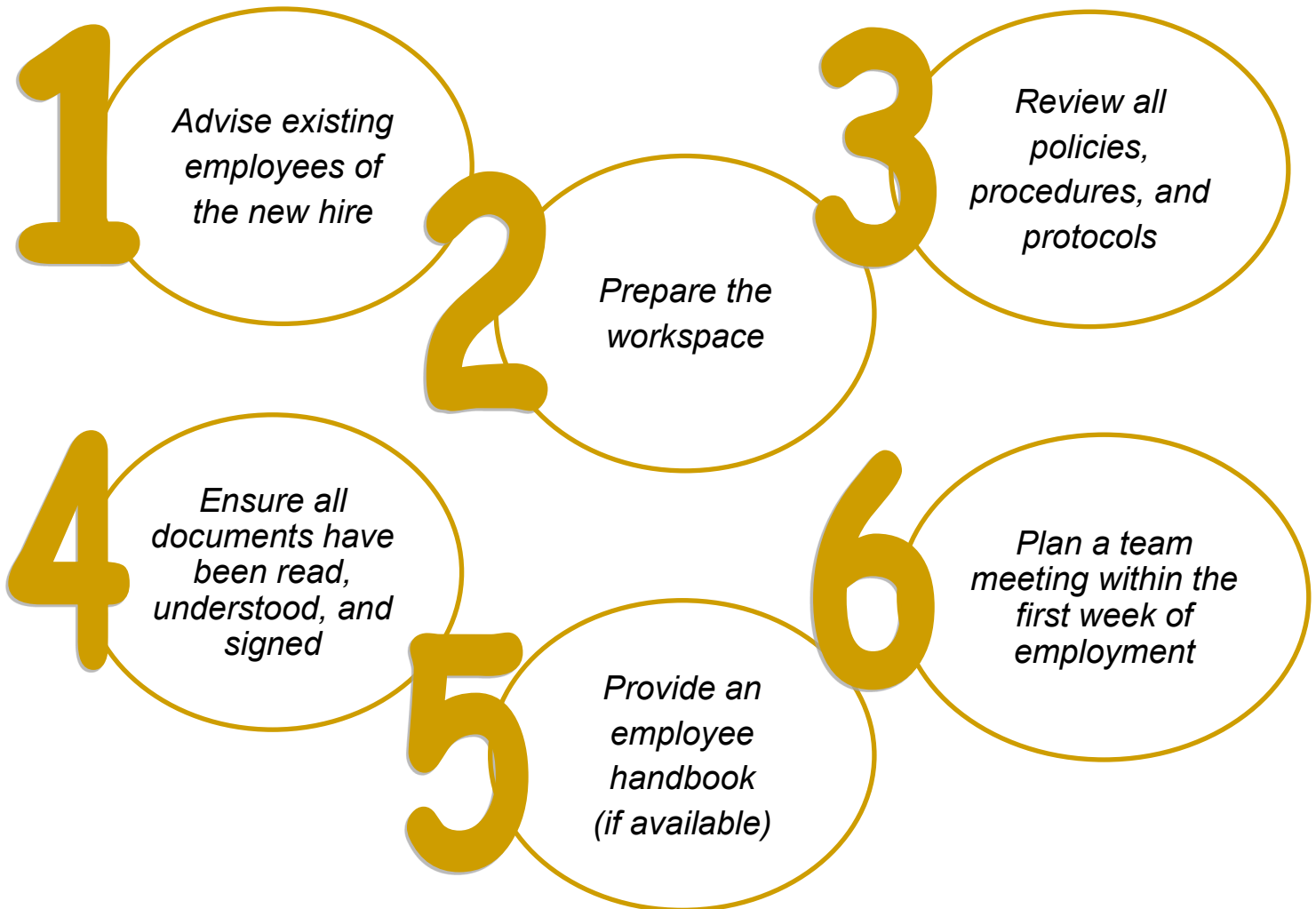


Onboarding/Orientation



The first several days on the job are crucial to the success of new employees – consider the time spent for orientation as an investment for both you and the new employee. The purpose of orientation/onboarding is to support and educate the employee of the company's work culture, mission and values. It also allows the employer to provide any assistance the new employee may need.

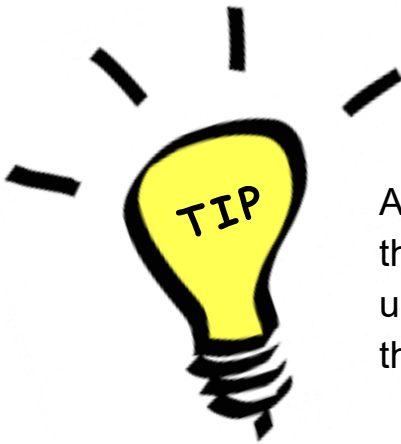
Items to cover during onboarding/orientation:





Onboarding/Orientation continued

A structured work environment for the first 90 days of employment, along with verbal performance feedback during this time, will allow the new hire to communicate any concerns and gain confidence and a sense of belonging in their new position. It also allows the employer to assess if the job duties are being met, and if not, determine ways to correct the situation promptly.







As a best practice, have the new employee sign off on the orientation information covered - it allows for any unanswered questions to be addressed and reaffirms the employee understood the information covered.





Company Policies and Procedures

Although the following information is not required, all or part of the information may be in your best interest to consider incorporating into your company. It's important to keep in mind the [Employment Standards Act](#) and the [AODA](#) requirements when developing your policies and procedures. ***Be sure to have all employees sign off on all policies and procedures after review.***

- | | | |
|------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Compensation |  | Payroll schedule / Ways to receive paycheck / Legal terms about overtime pay (if applicable) / Job performance-related bonuses / Lieu time |
| Employee Leave |  | Paid time off / Unpaid time off / Days when the company doesn't operate / Sick leave/Parental leave / Special occasions (ie: jury duty) |
| Performance Review |  | Describe company's process / Purpose & frequency of employee performance appraisals / Topics covered / Goal-setting process / Less formal methods to collect and share feedback / Open door policy |
| Workplace Regulations |  | Daily schedule (times of arrival and end of workday) / Breaks (ie: lunch) / Personal workstation management (ie: locking drawers) / Internet usage for personal matters/Cell |



Company Policies and Procedures continued



Workplace Safety

(5)

Explain steps taken to establish safety in the workplace-include Violence and Harassment procedures / Show location of emergency exits / Review basic security guidelines / Employees sign policy acknowledging compliance

Employee Confidentiality/ Code of Conduct

(6)

Discuss code of conduct, confidentiality rules and data protection procedures / Ensure new hire on how to handle sensitive information / Define classified information / Explain process of sharing/storing physical or digital confidential documents / Employees sign & date policy

Benefits Overview

(7)

Describe what's included in your perks and benefits package / Make sure to provide necessary forms they will need to complete and manuals that explain terms in detail

Employee Development and Education

(8)

Regular trainings your company conducts (related to the new hire's position) / Conferences and workshops / Resources (i.e.: books and subscriptions) / Online courses / Education reimbursement program



Before You Train

Health And Safety

Invest In Your Staff And Volunteers

The Training Process

Reasons For 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.



Consider the following before you start training:

Staff's existing skills & abilities - gaps or weaknesses

Identify the training and/or resources needed

Availability of high-quality training - where and in what formats

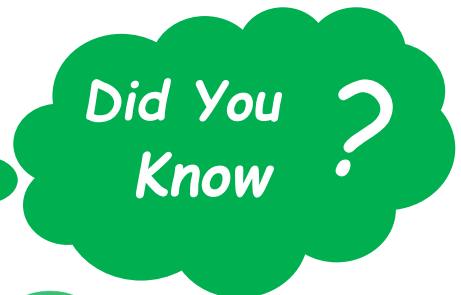
Develop a Training Plan - who, what, how, when

Cost to financially support the Training Plan

Evaluation of the effectiveness of the training & maintaining it



Your employees' literacy skills may need upgrading. Contact your local **Literacy agency** for more information - they may be able to assist with your employees' upgrading needs (i.e.: computer skills, etc.).



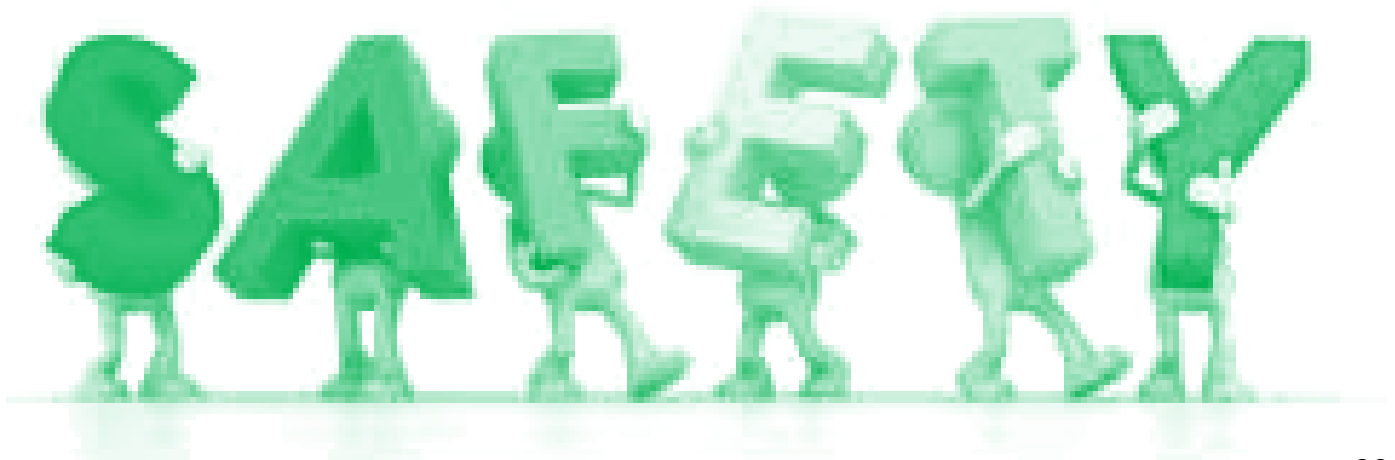


Health And Safety

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. Additional information is located in the **Legal** section of this guide.

Some helpful contacts:

- ▶ Office of the **Employer Advisor**: 1-800-387-0774
- ▶ Office of the **Worker Advisor**: 1-800-435-8980
- ▶ Ministry of Labour inquiries: 1-877-202-0008
- ▶ Workplace Health and Safety Program-Federal
- ▶ Publications Ontario-Occupational Health & Safety
- ▶ Supervisor Health and Safety Awareness (5 Steps)
- ▶ Worker Health and Safety Awareness (4 Steps)





Invest In Your Staff and Volunteers

Investing in staff and volunteers – their training and skills development – is key to a company's success. Training is necessary to keep skills current and companies productive.

Consider training and development needs from two angles: The Company and the Employee/Volunteer.



What skills and knowledge does the organization require to keep it up to date and competitive?



What are the skills and knowledge that the individual requires to develop and perform the job at the highest possible level?

- ◆ Consider how the company can stay on the leading edge of the skills and knowledge required by 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 future goals.



- ◆ Ongoing assessment of employee training & development.
- ◆ At performance review, discuss with employee/volunteer:
 - * The level required for the job and whether they have reached that level
 - * What they want to accomplish in the coming months/years
 - * What they hope to accomplish in terms of business results
 - * Next, develop a Training Plan to meet these needs



All volunteers and employees can benefit from Customer Service training!



The Training Process

Here are five steps to break down the teaching process:

PREPARE

Proper preparation puts the learner at ease, validates the learning and establishes expectations.

TELL

Explain the process thoroughly. Break it down.

SHOW

Demonstrate the new skill and how it will be used in the workplace.

DO

The learner has the opportunity to perform the task to develop their confidence, and competency in addition to improving their retention.

REVIEW

Provide honest feedback and encourage the employee to do so – develop a short checklist for reference.



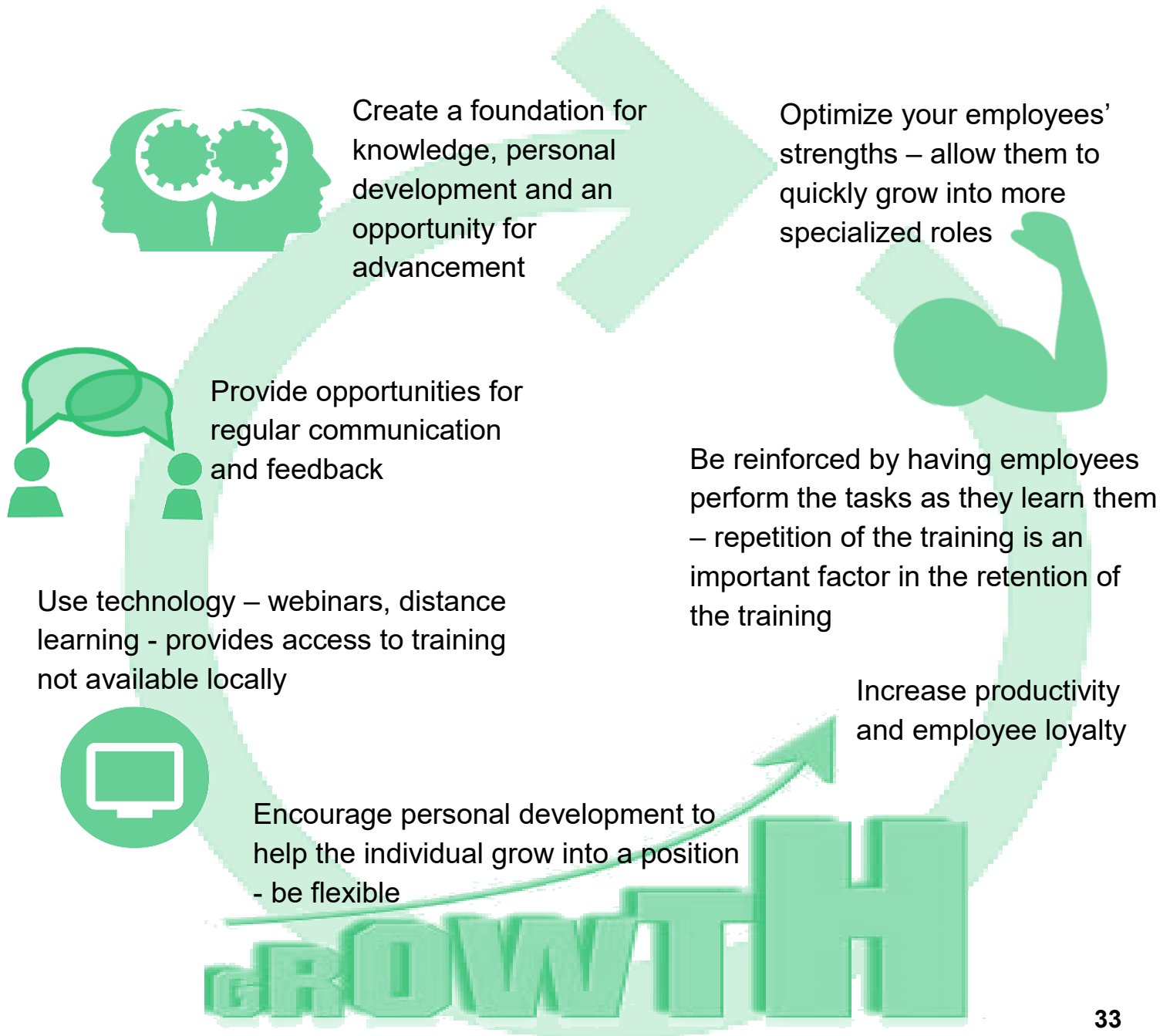
Reasons For Training

Training or *investing* in staff not only builds their skills but it may 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





RETENTION

Employee Performance Evaluations

Be A Good Leader

Keep The Good Ones

Retain Volunteers

Reward Employees Without MONEY



Employee Performance Evaluations

It doesn't need to be complicated, it just needs to be done.

Why do these evaluations?

Candid Conversations

Time To Provide Feedback

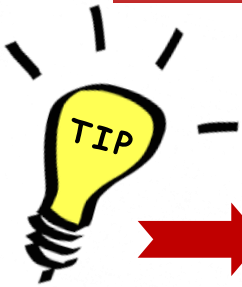
Helps Avoid Future Issues

Effective Communication Tool

Recognize Quality Performance

Set Future Expectations For the Job

Benefit To Both Employee and Employer



To make evaluations successful:

- ➔ Conduct all employee evaluations on a regular schedule (at least annually)
- ➔ Advance preparation of evaluation is important - allows for meaningful discussions
- ➔ Give employee notice so they can also be prepared to discuss issues or concerns
- ➔ Allow the employee equal time to talk
- ➔ View this process as an opportunity to discuss how employee and the company can be successful



Be A Good Leader

Leading people is more effective than managing people.

Characteristics of a good leader

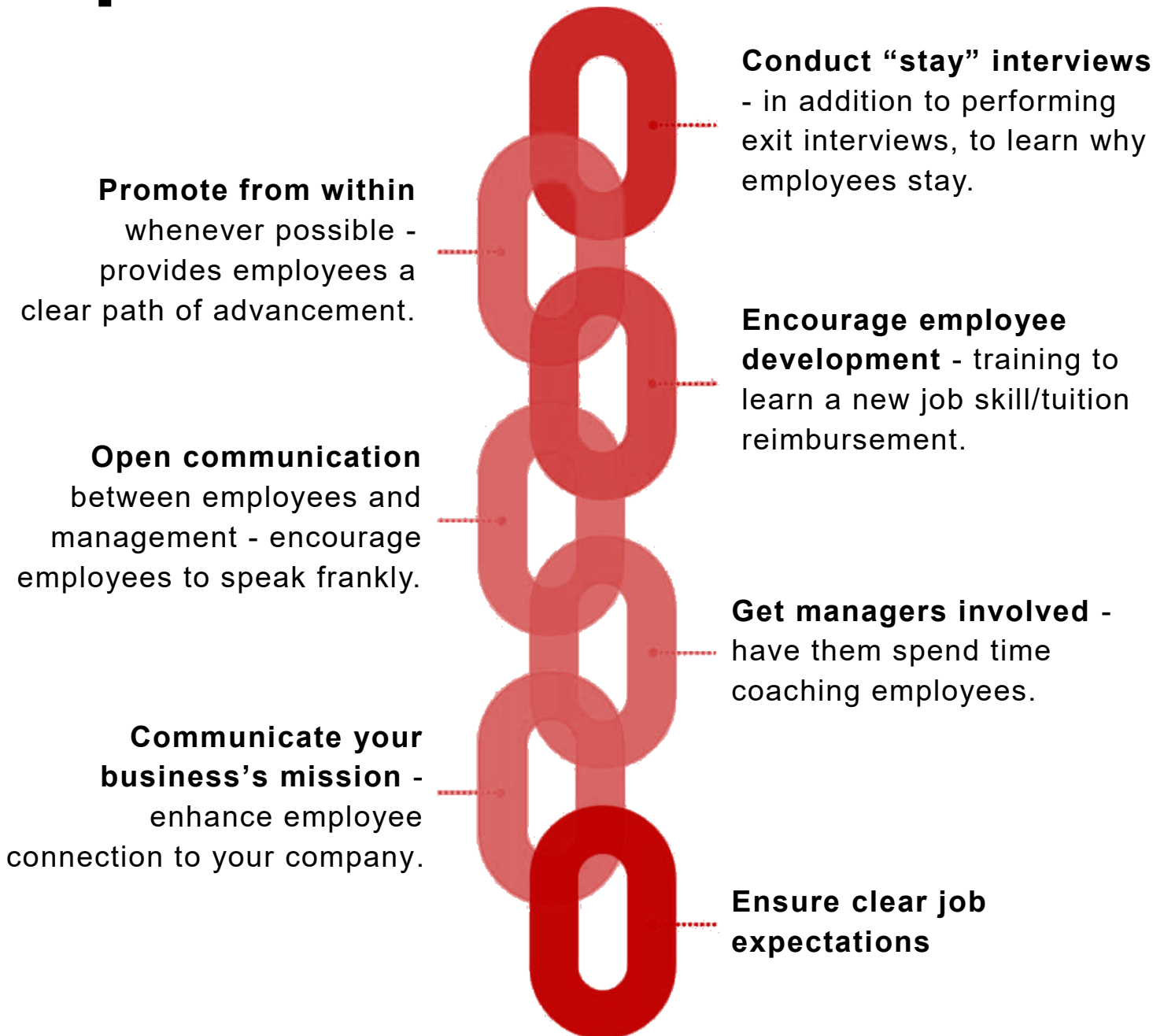




RETENTION

Keep The Good Ones

**Keep staff / volunteers working for you
instead of the competition!**

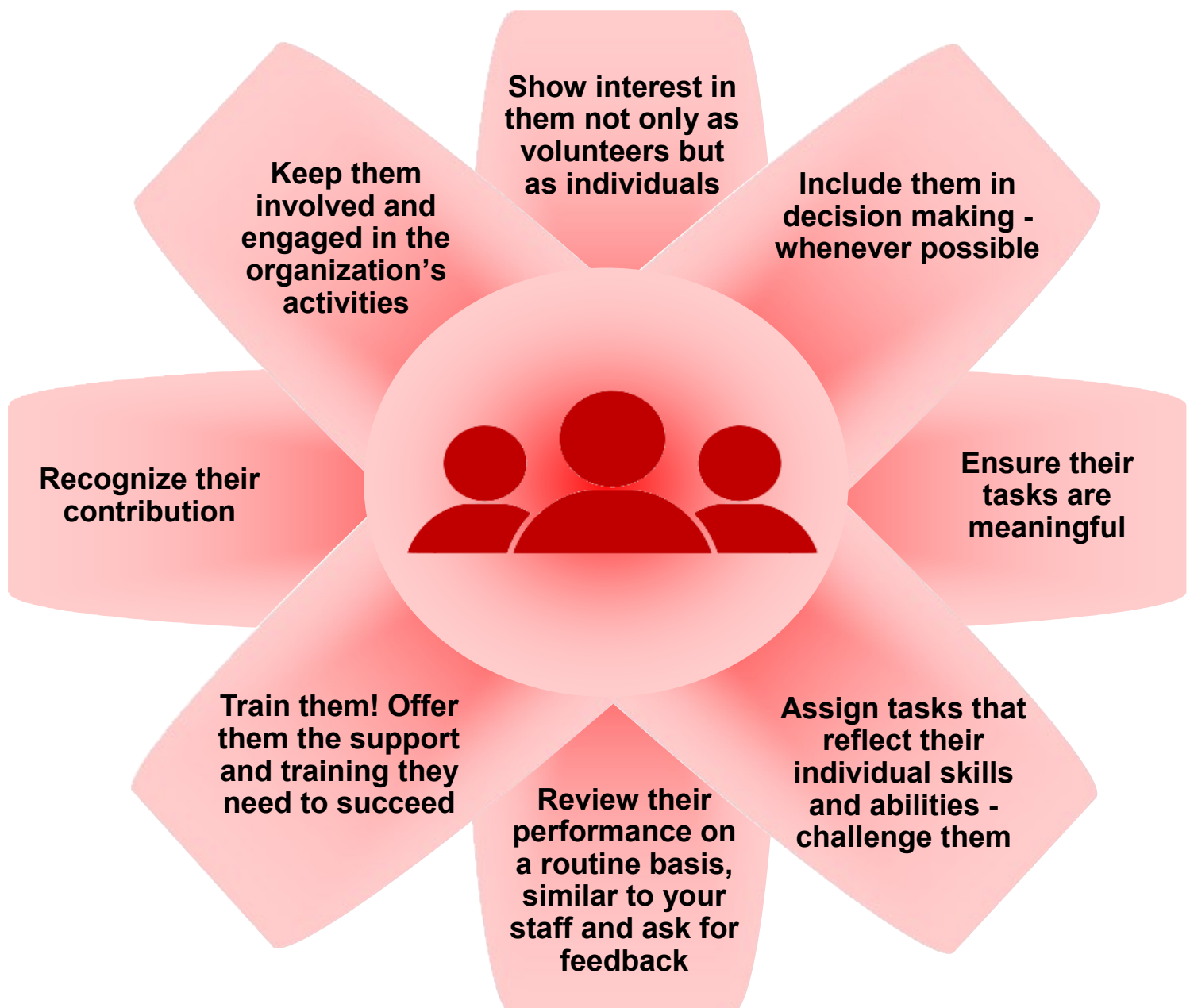




Retain Volunteers

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. Volunteers can be invaluable to your organization and retaining them is often more difficult than recruiting them.

Ways to keep your volunteers





Reward Employees Without MONEY

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. It is important to know what your employees value.

Suggested non-monetary rewards

Give Acknowledgement

Flexible Work Hours

Teach Others

Involve Them In Meetings

Implement Their Ideas

Written Thank You Letter

Ditch A Duty



Accessibility for Ontarians with Disabilities Act (AODA)

Disability & CPP

Employment Standards

Health & Safety in Ontario

Scented Products in the Workplace

Discipline & Termination Processes

Duty to Accommodate

Violence and Sexual Harassment



Accessibility For Ontarians With Disabilities Act (AODA)

This Act (**AODA**) is aimed at achieving an accessible Ontario by 2025 through the development, implementation and enforcement of accessibility standards.

Did You Know ?

All organizations with one or more employees in Ontario are required by law to comply with the AODA and its accessibility standards. The requirements and deadlines you need to follow depend on the type and size of your organization.

For more information visit:
www.ontario.ca/page/accessibility-laws

At the date of this guide, there are a number of items that small to medium sized business (1-49) must be in compliance with:

- ▶ Provide accessible customer service
- ▶ File an Accessibility Compliance Report (for 20+ employees)
- ▶ Provide accessible emergency and public safety information
- ▶ Provide accessible emergency information to staff
- ▶ Create accessibility policies
- ▶ Consider accessibility when purchasing or designing self-service kiosks
- ▶ Train your staff on Ontario's accessibility laws
- ▶ Make it easy for people with disabilities to provide feedback when asked
- ▶ Make your public information accessible when asked
- ▶ Make your employment practices accessible



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 of the form.

Direct the employee to the Government of Canada for further in-depth information about this program.

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 and covers a wide range of employment standards.

ESA Guide



This guide is a convenient source of information about the ESA. 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.

Most employees and employers in Ontario are covered by the ESA. However, some are not.

To find out more information go to:
[**Employment Standards Frequently Asked Questions**](#)

Did You Know ?



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. To protect yourself and your organization from legal fines etc., take a few minutes to refer to the [Ministry of Labour, Immigration, Training and Skills Development Website](#) to ensure you are meeting your legal obligations.

What are Joint Health and Safety Committees?

A Joint Health and Safety Committee (JHSC) is a committee of at least two persons who represent 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.

What are your requirements?



# of Workers	Legislation Requirements
1 - 5	You are not required to have a JHSC or a health and safety representative unless a designated substance regulation applies to your workplace.
6 - 19	You are required to have one health and safety representative who is selected by the workers they represent. If a designated substance regulation applies to your workplace, you are required to have a JHSC.
20 - 49	You are required to have a JHSC. The committee must have at least two (2) members.
50 +	You are required to have a JHSC. The committee must have at least four (4) members.



Health & Safety in Ontario continued

Employer Responsibility

As an employer, you also have responsibilities regarding the JHSC. A few examples are noted below, however for a full account of your responsibilities we suggest you review the [Guide](#) for health and safety committees and representatives.

Establish a health and safety representative or Joint Health and Safety Committee (JHSC) as required.

Select committee members who exercise managerial functions for the employer to sit on the joint health and safety committee.

Assist and cooperate with committee members in carrying out their functions.

Provide the committee with information relating to hazards in the workplace, any work practices and standards in similar industries / provide relevant orders / reports from the Ministry of Labour (MOL).

RESPONSIBILITY





Health & Safety in Ontario continued



The Workplace Safety and Insurance Act protects workers in Ontario that are injured on the job. It is a complex program and changes frequently.

Did You Know?

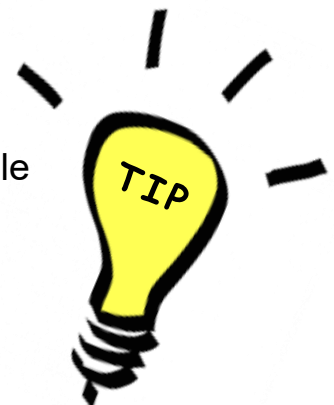
The **Act** requires that you provide specific first aid equipment and training for your workers. Additional resources and information are available:

"In Case of Injury at Work" Poster
Occupational Health and Safety Act
Workplace Safety Insurance Board
Ministry of Labour

Penalties for non-compliance

Failing to comply with the *Occupational Health and Safety Act* can result in substantial fines. Employers are also subject to penalties for failing to report to the WSIB within required timeframe of learning of a workplace injury or illness and other violations of the **Workplace Safety and Insurance Act**.

Due to ongoing legislative updates, it is advisable to directly contact the Workplace Safety and Insurance Board, for the most recent and appropriate resources for your business sector:
1-877-387-0750





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.

It may be a good idea to post a sign in your company that indicates you support a “Scent Free Work Environment”. This shows consideration for both your customers and staff. Creating a company policy to address this issue might also be a good idea.

**Scent Free
ZONE**



Discipline and Termination Processes

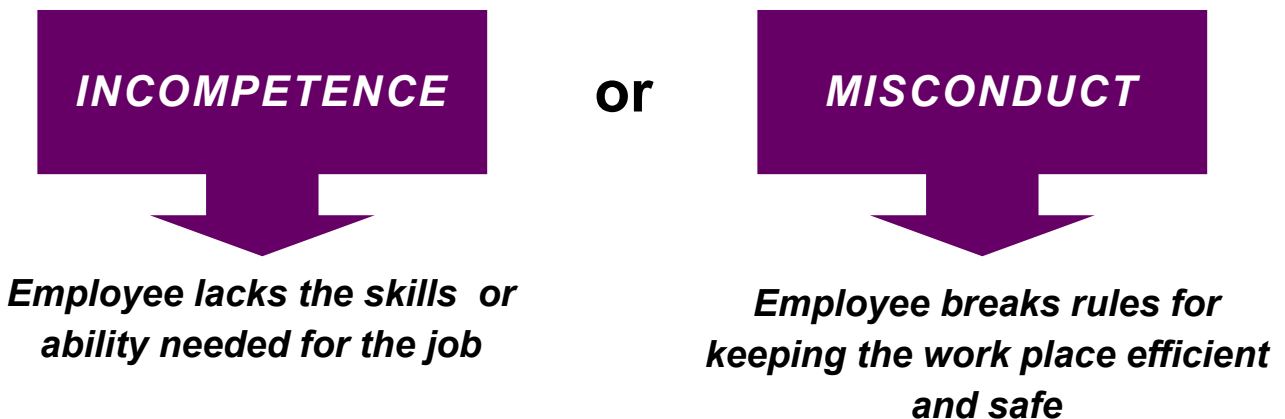
The following information is a **suggested** process to follow. Keep in mind the process may need to be adjusted/modified if your company is unionized - you may need to follow the process set out in the union contract.

It is important to ensure your company policies are very clear and applied consistently and fairly to everyone. There will be times when it will be necessary to discipline an employee, whether for performance or behavioural issues. Before the problem escalates, you should:

- ▶ ***Act quickly before the issue becomes a habit***
- ▶ ***Be fair and clarify the job expectations with the employee***
- ▶ ***Help the employee, with appropriate direction, to improve their performance***
- ▶ ***Try to find a solution before it gets to the dismissal stage***

A Progressive Discipline Process, allows you to build on the skills of your present staff and clearly defines to everyone what the company policy is on job expectations. The way you apply this process may be the basis of your defence if an employee files a complaint of unjust dismissal.

The problem will first need to be defined:



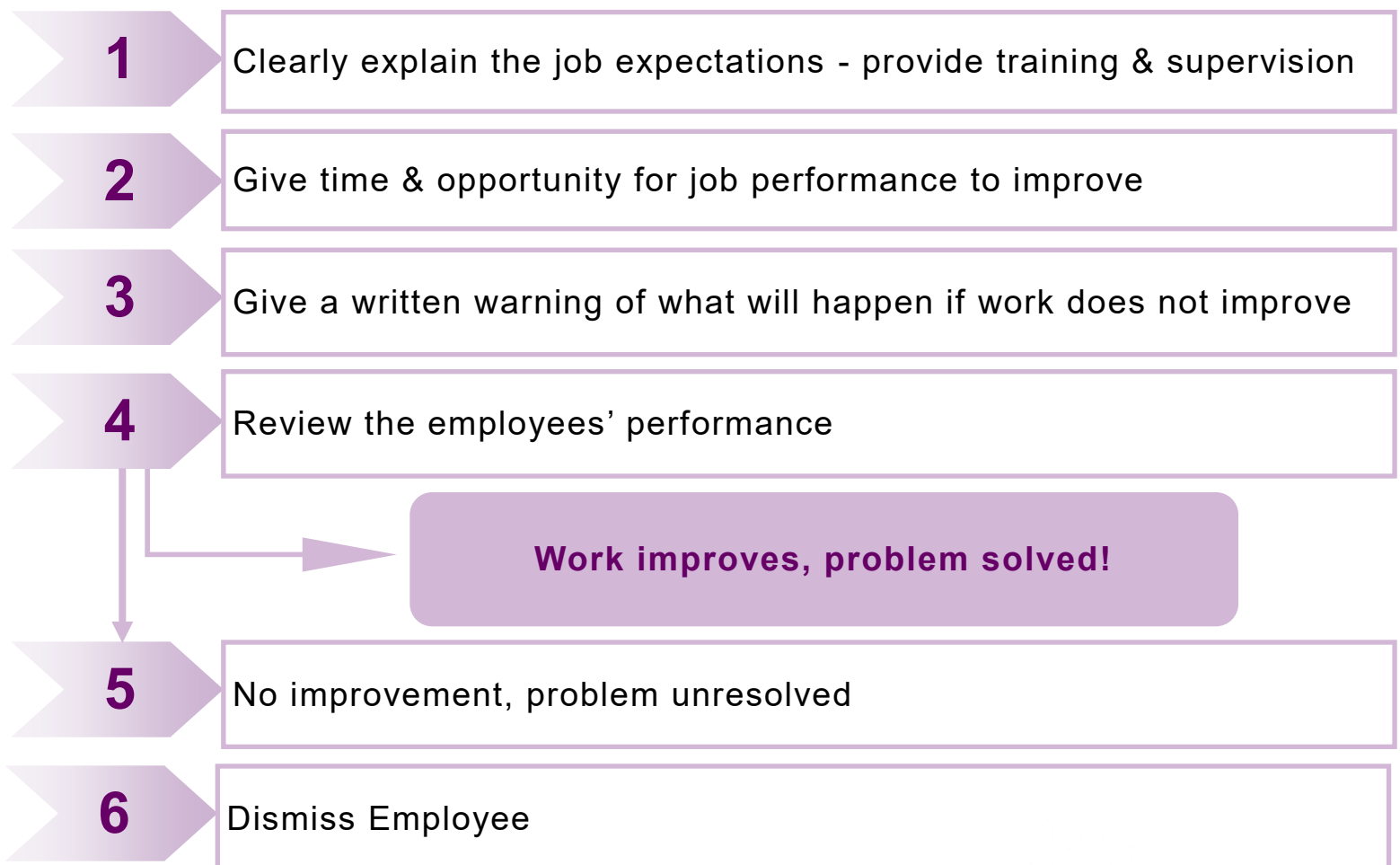
NOTE: *Negligence* may be seen as *incompetence* (employee neglecting duties without realizing what is expected) or as *misconduct* (employee fully aware that duties are being neglected, but neglects them anyway).



Discipline and Termination Processes continued

The following information is a **suggested** process to follow.

INCOMPETENCE



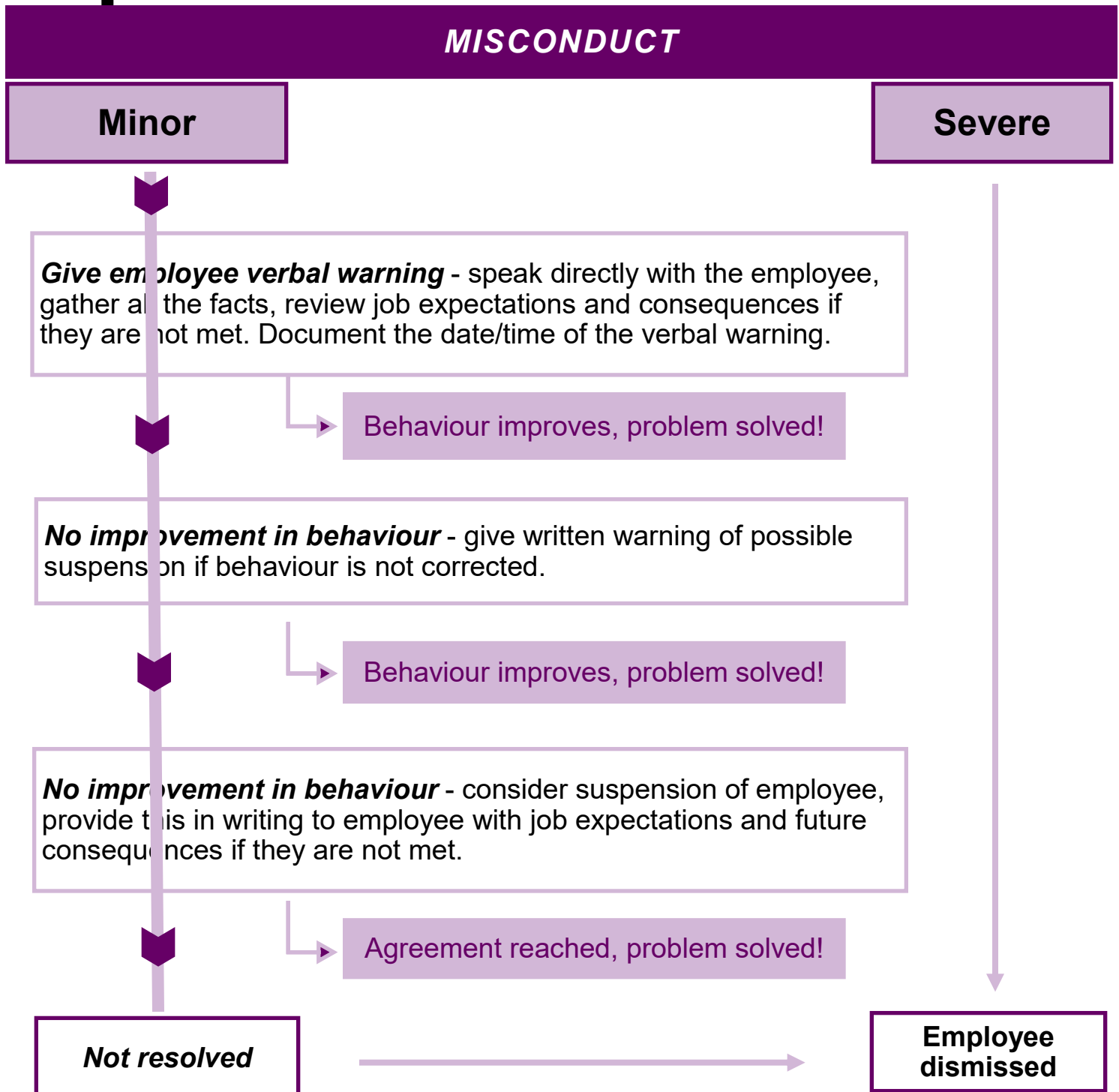
REMEMBER: Begin keeping records (written with dates & details) the first time you speak to the employee about the problem - this will greatly increase your chances of success if the employee challenges the dismissal.





Discipline and Termination Processes continued

The following information is a **suggested** process to follow. Severe, also known as “Just Cause”, is guided by case law decisions in Ontario and Canada. A **Google** search for this term will assist you to understand these decisions before any dismissal occurs.





Discipline and Termination Processes continued

When they just have to go!!

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 Lawyer and/or a Human Resources Professional – they can recommend the process to follow and offer valuable advice (i.e.: termination letter wording, etc.).

A few reasons to terminate:

- ▶ Deliberate damage to company property
- ▶ Falsifying company records
- ▶ Misconduct (i.e.: poor job performance, stealing, etc.)
- ▶ Budget cuts



Preparing to terminate:

Choose a location that is private but secure. **Never terminate alone** - have management or a trusted employee present, if unionized, a Shop Steward.





Discipline and Termination Processes continued

The following information is a **suggested** process to follow.

HAVE A PLAN

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

PLAN WHAT YOU SAY

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

KEEP IT SHORT

Don't allow it to drag on. You don't need to explain your reasons. Your reasons can be stated in a letter (the less you say the better).

TERMINATION LETTER

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

AT TIME OF TERMINATION

Ask for key/property belonging to company; assist with removal of personal items; escort them from premises/worksite; if applicable, inform security of the termination.

KEEP IT PROFESSIONAL

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

BE FAIR AND RESPECTFUL

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



The Duty To Accommodate

Remember, the Duty to Accommodate includes both Mental and Physical needs. Under the Human Rights Legislation, there are limits to this duty, and these limits are called **undue hardship**. Only three factors can be considered:

1. **Cost**
2. **Outside sources of funding**
3. **Health and safety**



It is advised you review the Human Rights Legislation

Information you will need from your Employee to create a return to work program:

Nature of their illness/disability

Note: *there are limits on what employers should request and what employees have to reveal*

1

2

Detailed restrictions based on the illness/disability

3

Length of time accommodation will be required

4

Effects of treatment and medications, if any

5

Any issues that could affect the person performing their duties

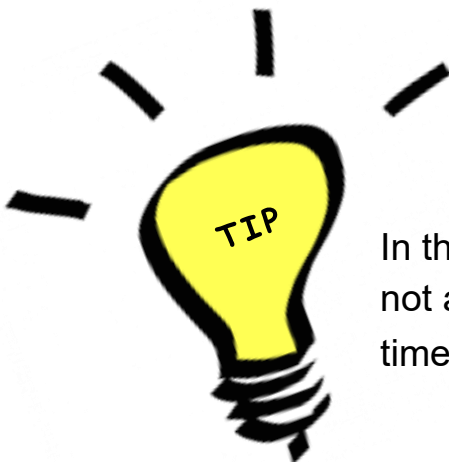


The Duty To Accommodate continued



It is important that you:

- ▶ Receive clear direction from the employee's **Doctor** in relation to the "restrictions" that the worker has
- ▶ 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.)



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.**



Workplace Violence and Sexual Harassment



Definitions per the Occupational Health and Safety Act

Workplace Violence: the exercise of physical force by a person against a worker in the workplace that causes or could cause physical injury to the worker. This includes an attempt to exercise physical force against a worker in a workplace that could cause physical injury to the worker and a statement of behaviour that a worker could reasonably interpret as a threat to exercise physical force against the worker in a workplace that could cause physical injury to the worker.

Workplace Harassment: engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome. *This definition of workplace harassment includes Workplace Sexual Harassment.*

This type of harassment involves unwelcomed words or actions that are known, or should be known, to be offensive, embarrassing, humiliating or demeaning to a worker or group of workers in a workplace. Workplace sexual harassment can involve unwelcome words or actions associated with sex, sexual orientation or gender that are known or should be known to be offensive, embarrassing, humiliating or demeaning to a worker or group of workers, in a workplace. It can also include behaviour that intimidates or isolates individual(s).









Workplace Violence and Sexual Harassment continued

Under the Occupational Health and Safety Act, every employer in Ontario must prepare and review, at least annually, a policy on Workplace Violence and Workplace Harassment. A program for both policies must be developed, maintained and implemented in the workplace. Employers are required to provide this information to employees.

These policies are required **regardless of the size** of the workplace or the number of workers.

- ▶ If six or more workers are regularly employed at a workplace, the policies must be in writing and posted in a conspicuous place in the workplace.
- ▶ If fewer than six workers are regularly employed at the workplace, the policies do not necessarily have to be written, however, a Ministry of Labour inspector may order the policies to be in writing.

Workplace Violence and Harassment Policies should:

-  show an employer's commitment to protecting workers from workplace violence and harassment;
-  address violence and or harassment from all possible sources (customers, clients, employers, supervisors, workers, strangers and domestic/intimate partners);
-  outline the roles and responsibilities of the workplace parties in supporting the policies and programs; and
-  be dated and signed by the highest level of management of the employer or at the workplace as appropriate (examples may include, but are not limited to, the President, Chief Executive Officer, senior human resources professional or uppermost member of management at the workplace)



Workplace Violence and Sexual Harassment continued

Workplace Violence and Harassment Programs

Per the Occupational Health and Safety Act (OHSA), employers must develop and maintain a program that implements both policies: workplace violence and workplace harassment and must include the following:

Workplace Violence Program	Workplace Harassment Program
measures and procedures to control the risks identified in the assessment required under subsection 32.0.3(1) as likely to expose a worker to physical injury	measures and procedures for workers to report incidents of workplace harassment to the employer or supervisor
measures and procedures for summoning immediate assistance when workplace violence occurs or is likely to occur	measures and procedures for workers to report incidents of workplace harassment to a person other than the employer or supervisor, if the employer or supervisor is the alleged harasser
measures and procedures for workers to report incidents of workplace violence to the employer or supervisor	how incidents and complaints of workplace harassment will be investigated and dealt with
how the employer will investigate and deal with incidents or complaints of workplace violence	how information obtained about an incident or complaint of workplace harassment, including identifying information about individuals involved, will not be disclosed, unless the disclosure is necessary for the purposes of investigating the incident or complaint, or for taking corrective action, or is otherwise required by law
any other elements prescribed in regulation	how the worker who alleged harassment and the alleged harasser (if he or she works for the employer) will be informed of the results of the investigation and of any corrective action
	any prescribed elements that may be included in regulations made under the act



Resources

Helpful Links

Ministry of Labour, Immigration, Training and Skills Development
1-800-531-5551

Workplace Safety and Insurance Board
1-800-387-0750

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

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

Infrastructure H&S Association (IHSA)
1-800-263-5024

Workplace Safety & Prevention Services
1-877-494-9777

Quinte Economic Development Commission
1-866.961.7990

Canadian Centre for Occupational Health and Safety
1-800-668-4284



Code of Conduct Sample

Confidentiality Agreement Sample

Employee Disciplinary Form Sample

Employment Application Sample

Job Posting Sample

Job Description Sample

Job Offer Letter Sample

Onboarding Checklist Sample

Orientation Checklist Sample

Performance Review Sample

Reference Check Sample

Scent Free Workplace Policy Sample



Code of Conduct Sample

The following is a **sample only**, you may wish to customize it to your company's requirements (add company letterhead/logo)

Policy Purpose

The purpose of this code is to clarify the high standard of conduct that is associated with ethical business and employee practices and to identify areas and situations where standards might be compromised and to describe guidelines governing such situations.

Policy Guidelines

This code of conduct describes the basic standards of behavior to guide management, and employees, all of whom must conduct themselves in accordance with these principles and standards. The mission of (The Company) is to be (Insert company mission here). In addition, (The Company) will promote and require ethical conduct. This ethical conduct includes, but is not limited to, the following:

- ▶ Maintain a safe and healthy work environment.
- ▶ Ensure quality projects, products and excellent customer service.
- ▶ Maintain honesty and integrity, avoiding actual or apparent conflicts of interest in personal and professional relationships.
- ▶ Provide customers with information that is accurate, complete, objective, relevant, timely, and understandable.
- ▶ Comply with all applicable rules and regulations of federal, provincial, and local governments, and other regulatory agencies.
- ▶ Act in good faith, responsibly, with due care, competence and diligence.
- ▶ Respect the confidentiality of information acquired in the course of one's work except when authorized or otherwise legally obligated to disclose. Confidential information acquired in the course of one's work will not be used for personal advantage.
- ▶ Responsible use of and control over all company tools, material assets and resources employed or entrusted.

(The Company) is judged on the collective and individual actions of its owners and employees. Each individual must manage their personal and business affairs so as to avoid situations that might lead to a conflict or suspicion of a conflict between them and their duties to (The Company). An individual's position must never be used, directly or indirectly, for private gain, to advance personal interest, or to obtain favours or benefits for themselves or others.



Code of Conduct Sample continued

Accountability and Responsibility

- ▶ It is the employees' responsibility to be accountable for adhering to this code of conduct.
- ▶ (The Company) is committed to a safe and healthy workplace and ensuring that all reasonable safeguards and precautions are taken in the workplace including compliance with (The Company's) procedures and guidelines, promoting safe work practices, and the use of personal protective equipment.
- ▶ Employees must be aware of (The Company's) health and safety requirements and all of the applicable health and safety laws and guidelines and follow all applicable procedures.
- ▶ Employees must disclose all potential conflicts of interest, including those in which they have been inadvertently placed due to either company or personal relationships. This includes family members, customers, suppliers, company associates or competitors of (The Company).
- ▶ Employees must not, accept gifts, trips, entertainment, or favors from a customer, potential customer, supplier, or potential supplier of goods or services to (The Company), unless what is given is of nominal value and refusal to accept it would be discourteous or otherwise harmful to (The Company). Nominal value is considered to be anything below \$xxx (suggest \$125). Exceptions to this can only be authorized by (Title of person in Authority goes here).
- ▶ Employees must not participate in outside activities that could reasonably be expected to interfere with work time commitments to (The Company), compete with (The Company) or negatively impact the reputation of (The Company).
- ▶ Employees and management shall not discriminate in the selection, hiring, retention, promotion or transfer of qualified individuals on the basis of race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex, sexual orientation or age or other grounds protected by the Human Rights Code unless the limitation, specification or preference is based on a bona fide occupational requirement.
- ▶ Any interest which an employee, their spouse, or their relatives living in the household have in a business or enterprise must be reported to the (Title of person in Authority goes here) if;
 1. the business or enterprise is a competitor of (The Company) (for purposes of this policy an enterprise includes after hours self employment).
 2. any part of the business or enterprise is a seller or supplier of goods, or service to (The Company) or competitors.



Code of Conduct Sample continued

Procedures

- ▶ All new employees will acknowledge an understanding and acceptance of (The Company's) Code of Conduct Policy in writing.
- ▶ Failure to comply with the guidelines herein described may result in disciplinary action up to and including termination of employment. The action taken will be commensurate with the seriousness of the conduct and an evaluation of the situation.
- ▶ Employees who have a legal or ethical question about activities they conduct for (The Company), should check with the (Title of person in Authority goes here), who will take appropriate action.



Confidentiality Agreement Sample

(Insert your Company Letterhead/Logo)

I, _____ (Name of Worker _____), do solemnly affirm that I will faithfully provide services as an employee of _____ (Name of Employer _____), and will observe and comply with the applicable labour code and policies of my place of employment. I have been advised and acknowledge that in the course of providing services hereunder I will or may become privy to certain confidential, personal private or privileged information and advice concerning the activities of my employer, clients of the organization, or other employees (“Confidential Information”), which includes the implementation of the objectives and programs of my employer. Confidential Information includes all written/oral information relating to the organization and/or clients and/or other employees of the organization, including general business operations, treatment program information, and medical records/information that is not generally known by the public, which has been garnered through my employment.

Except as I may be legally required, I will not disclose to any Confidential Information without the prior written consent of my employer. If in doubt as to what is or is not confidential, personal, private or privileged information, I agree to request clarification from my supervisors.

Signed at _____ (Name of Community) _____, Ontario on this _____ (day) _____ of _____ (month) _____, 20____.

I have read and understand this position description:

Signature of Employee: _____ Date: _____

Signature of Employer: _____ Date: _____



Employee Disciplinary Form Sample

EMPLOYEE DISCIPLINARY ACTION FORM

Employee: _____ Date of Warning: _____

Department: _____ Supervisor: _____

TYPE OF VIOLATION:

WARNING:

- ☐ Attendance ☐ Carelessness ☐ Disobedience
☐ Safety ☐ Tardiness ☐ Work Quality
☐ Other _____

Violation Date: _____

Violation Time: (a.m. / p.m.) _____

Place Violation Occurred: _____

EMPLOYER STATEMENT

EMPLOYEE STATEMENT

WARNING DECISION

Approved by: _____
Name Title Date

List All Previous Warnings (when warned and by whom):

Previous Warning: 1st Warning
Date _____
Verbal _____
Written _____
Previous Warning: 2nd Warning
Date _____
Verbal _____
Written _____
Previous Warning: 3rd Warning
Date _____
Verbal _____
Written _____

I have read this "warning decision". I understand it and have received a copy of the same.

Employee Signature _____ Date _____

Signature of person who prepared warning _____ Date _____

Supervisor's Signature _____ Date _____

COPY DISTRIBUTION

☐ Employee ☐ HR Dept ☐ Supervisor



Employment Application Sample

Sample Application For Employment

Position being applied for _____ Date available to begin work _____

PERSONAL DATA

Last name _____ Given name(s) _____

Address _____ Street No. _____ Apt. No. _____

Home Telephone Number _____ Business Telephone Number _____

City _____ Province _____ Postal Code _____

Are you legally eligible to work in Canada? ☐ Yes ☐ No

Are you 18 years or more? ☐ Yes ☐ No

Are you willing to relocate in Ontario? ☐ Yes ☐ No

Preferred Location _____

To determine your qualification for employment, please provide below and on the reverse, information about your academic and other achievements including volunteer work, as well as employment history. Attach any additional information on a separate sheet.

EDUCATION

☐ SECONDARY SCHOOL ☐ BUSINESS OR TRADE SCHOOL

Highest grade or level completed _____ Name of program _____

Length of program _____

License, certificate or diploma awarded? ☐ Yes ☐ No Type: _____

COMMUNITY COLLEGE ☐ UNIVERSITY ☐

Name of Program _____ Length of Program _____

Diploma/Degree awarded ☐ Yes ☐ No ☐ Honours

Major subject _____

Other courses, workshops, seminars _____

Licenses, Certificates, Degrees _____

WORK -RELATED SKILLS

Describe any of your work-related skills, experience or training that relates to the position being applied for.

EMPLOYMENT

Name of present/last employer _____ Job title _____

Period of employment *(includes time spent away from work due to disability or maternity/parental leave but it is not necessary to refer to this)*

From _____ To _____



Employment Application Sample continued

Type of Business _____

Reason for leaving *(do not refer to issues related to maternity/parental leave, Workers' Compensation claims, handicap/disability, or human rights complaints)*

Functions/Responsibilities _____

Name of present/last employer _____ Job title _____

Period of employment *(includes time spent away from work due to disability or maternity/parental leave but it is not necessary to refer to this)*

From _____ To _____

Type of Business _____

Reason for leaving *(do not refer to issues related to maternity/parental leave, Workers' Compensation claims, handicap/disability, or human rights complaints)*

Functions/Responsibilities _____

Name of present/last employer _____ Job title _____

Period of employment *(includes time spent away from work due to disability or maternity/parental leave but it is not necessary to refer to this)*

From _____ To _____

Type of Business _____

Reason for leaving *(do not refer to issues related to maternity/parental leave, Workers' Compensation claims, handicap/disability, or human rights complaints)*

Functions/Responsibilities _____

For employment references we may approach:

Your present/last employer? ☐ Yes ☐ No

Your former employer(s)? ☐ Yes ☐ No

List references if different than above on a separate sheet.

PERSONAL INTERESTS AND ACTIVITIES (civic, athletic etc.) _____

I hereby declare that the foregoing information is true and complete to my knowledge. I understand that a false statement may disqualify me from employment, or cause my dismissal.

Have you attached an additional sheet? ☐ Yes ☐ No

Signature _____ Date _____



Job Posting Sample

Info about your company: [Company name/Logo] is [details about your company candidates will like ie: 'Our (detail about your business candidates will like)' and 'We believe in (something your company believes/your company's mission)'].

Position: We're looking for [position name and brief summary of position] - (Include any special working conditions/physical requirements).

Remuneration: The pay range we're offering is [give pay range - include any additional benefits you offer in this position].

Job Requirements: A short list of the most essential requirements.

Job Responsibilities: A short list of key responsibilities.

The location of the job: Physical address (ie: Belleville, Ontario).

Company contact: List name of contact and include method (email/fax/mail).

Deadline submission: Include a deadline for submission.

Inclusion/Accommodation info: Include at end of your ad [ie: (company name) is an equal opportunity employer. Candidates requiring accommodation during the recruitment process are asked to contact (insert the proper contact info). We thank all interested candidates, only those individuals selected for interviews will be contacted)].



Job Description Sample

Job Title: Formal position title.

Reports To: The [job title] will report to [positions title or titles this position reports to].

Job Overview : Provide a brief, 4-sentence description of the role, what success in the position looks like, and how it fits into the company or organization overall.

Responsibilities and Duties

Provide a bullet point list of the responsibilities and duties of this job.

- ▶ List the essential duties required to carry out this job
- ▶ List them in order of importance
- ▶ Use complete sentences
- ▶ Start sentences with verbs
- ▶ Use the present tense
- ▶ Use gender neutral language

Qualifications

Provide a bullet point list of the qualifications that are necessary for someone to fill this position.

Bullet points you may want to include are:

- | | |
|----------------------|----------------------------|
| ▶ Education level | ▶ Experience |
| ▶ Specific skills | ▶ Personal characteristics |
| ▶ Certifications | ▶ Licenses |
| ▶ Physical abilities | |

Working Conditions:

If the job requires a person to work in special working conditions this should be stated in the job description. Special working conditions cover a range of circumstances from regular evening and weekend work, shift work, working outdoors, working with challenging clients, and so forth.

Physical Requirements: If the job is physically demanding, this should be stated in the job description. A physically demanding job is one where the incumbent is required to stand for extended periods of time, lift heavy objects on a regular basis, do repetitive tasks with few breaks, and so forth.

Source: HRCouncil.ca / Betterteam.com



Job Offer Letter Sample

Date

Name

Address

City, Province

Postal Code

RE: LETTER OF OFFER OF EMPLOYMENT – Position title

Dear (Candidate Name):

It is with great pleasure that I am writing to you to offer you the (insert position title) position with our company. Your experience and enthusiasm will be an asset to our company and we are confident you will find this new opportunity both challenging and rewarding.

The following outlines the terms and conditions of employment we are proposing. Please review and sign where indicated. Return in the enclosed envelope within five (5) business days. You will be required to review and sign off on our policies and procedures before your start date indicated below. Please contact me to arrange a time to complete this procedure, my contact information is noted at the end of this letter.

Conditions of Employment:

Title: Position title

Job description: See attached

Start date: Start date

Salary: Amount per year (or hourly/salary)

Probation: Describe your organization's probationary policy

Group benefits (if any): Briefly describe your organization's group benefits plan, including when the new employee will be eligible

Hours of work: Describe the hours of work per week this position requires

Reporting relationship: Identify the person/department that this position will report to

Vacation: Explain your organization's vacation policy including how many days, how they are accumulated etc.



Job Offer Letter Sample continued

This arrangement may be terminated by either party upon notice in writing to either party with notice that complies with Employment Standards (or Labour Standards) for (Your Province).

We look forward to the opportunity to work with you.

Sincerely,

Your name

Your title

Your organization

With the signature below, I accept this offer for employment.

Name

Date



Onboarding Checklist Sample

The following are a few **suggestions** for the onboarding process. You may wish to adjust or add more to the sections.



Pre Onboarding

- Contact new employee confirming start date
- Provide your contact information
- Send onboarding package and job offer letter



Onboarding

- Prepare employees work area
- Set up computer/equipment
- Order all necessary supplies
- Send access request to IT department
- Set up team meeting
- Advise employees of new hire start date
- Ensures all necessary accommodations are ready



First Day

- Welcome the new employee in designated area
- Arrange a team meeting to introduce the new employee
- Explain the job duties, the employees role and working relationship
- Review organization values and culture
- Explain levels of the company
- Go over job description and answer any questions
- Review telephone procedures/network access/confirm passwords (if applicable)
- Answer any questions they might have
- Ensure employees know where washroom facilities, lunchroom, etc. are located.
- Name someone from the team to have lunch with the new employees.



First Week

- Implement training plan
- Explain and start specific duties of the job
- Confirm work hours
- Provide contact information of whom to contact for help if needed



Onboarding Checklist Sample continued



First Month

Assign a mentor/team to assist the new hire in adapting to the Company

Meet once a week to address any concerns and provide constructive feedback and advice

Review assignments and projects

Ensure pay is being received and there are no other paperwork or equipment issues

Ensure training is on track



Three Month Check List

Meet to review performance and give constructive feedback

Ask for feedback from the employee and respond to concerns

Set performance objectives for the remainder of the year



Orientation Checklist Sample

The following is a **sample only**, you may wish to customize it to your company's requirements. Remember to keep a copy for your files!

Orientation by:	Date:
-----------------	-------

Employee Data

Name:	Job title
Home address:	Date hired:
Home phone:	In case of emergency contact:

Workplace Orientation

<i>With employee, reviewed</i> <input type="checkbox"/> Health and safety policy and program <input type="checkbox"/> Health and safety duties under the Act <input type="checkbox"/> Job duties <input type="checkbox"/> Fire protection equipment <input type="checkbox"/> Site-specific hazards _____ _____	<input type="checkbox"/> First-aid facilities and first-aiders' names <input type="checkbox"/> Name of health and safety representative <input type="checkbox"/> Names of JHSC members <input type="checkbox"/> Reporting injuries <input type="checkbox"/> Reporting unsafe acts and unsafe conditions <input type="checkbox"/> Emergency evacuation <input type="checkbox"/> Right to know, participate, and refuse unsafe work <input type="checkbox"/> Other _____
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Health and Safety Procedures

<i>With employee, reviewed</i> <input type="checkbox"/> Personal protective equipment (PPE) <input type="checkbox"/> Housekeeping <input type="checkbox"/> Proper lifting techniques <input type="checkbox"/> Restricted areas	<input type="checkbox"/> Material handling and storage <input type="checkbox"/> Safe operation of equipment, including inspection <input type="checkbox"/> Emergency response <input type="checkbox"/> Other _____
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Health and Safety Training

Subject	Previously trained	Requires training	Training arranged	Training completed
WHMIS				
Asbestos				
Electrical				
Fall protection				
Working at heights				
Confined space				
Traffic control				
Trenching				
Rigging and hoisting				
First aid				
Other				

Employee Acknowledgment

As an employee of _____, I understand the requirement to work in compliance with the *Occupational Health and Safety Act*, the construction regulations, and the rules and guidelines included in the company health and safety program.

Employee Signature: _____ Supervisor's Signature: _____



Employee Performance Review Sample

EMPLOYEE INFO				
EMPLOYEE NAME			DEPARTMENT	
EMPLOYEE ID			REVIEWER NAME	
POSITION HELD			REVIEWER TITLE	
LAST REVIEW DATE			TODAY'S DATE	
CHARACTERISTICS				
QUALITY	UNSATISFACTORY	SATISFACTORY	GOOD	EXCELLENT
Works to Full Potential				
Quality of Work				
Work Consistency				
Communication				
Independent Work				
Takes Initiative				
Group Work				
Productivity				
Creativity				
Honesty				
Integrity				
Coworker Relations				
Client Relations				
Technical Skills				
Dependability				
Punctuality				
Attendance				
GOALS				
ACHIEVED GOALS SET IN PREVIOUS REVIEW?				
GOALS FOR NEXT REVIEW PERIOD				
COMMENTS AND APPROVAL				
COMMENTS				
EMPLOYEE SIGNATURE		REVIEWER SIGNATURE		



Reference Check Sample

The following **sample questions** are just **suggestions** for types of information you might want to ask from references about a potential job candidate. We recommend you **check applicable legislation** to make sure your questions respect individual privacy and human rights.

Date:	_____
Candidate Name:	_____
Reference Name/Title:	_____
Method of contact:	_____
Candidates role at this company:	_____
Dates candidate was employed:	_____
Proposed Questions:	
Effectiveness in role:	
▶ “How effective was (candidate’s name) in the performance of their role?”	
▶ “How was their performance measured?”	
Strengths:	
▶ “What do you think (candidate’s name) strengths are?” Please explain further.	
Deals with pressure:	
▶ “How well do you think (candidate’s name) deals with pressure?” Please give an example.	
Supervisory skill and style:	
▶ “Did (candidate’s name) supervise anyone in their position?”	
▶ If yes, “Can you tell me about their supervisory skills and style?”	
Areas of improvement needed:	
▶ “Based on your experience, are there any areas (candidate’s name) would need further skills training or development?”	
Interaction with all levels of management and staff:	
▶ “How does (candidate’s name) interact with different levels of management and other employees in the company?”	
Reason for leaving:	
▶ “Why did (candidate name) leave your company?”	
Other:	
▶ “Would you rehire the person?”	
▶ “Do you have any comments to add?”	



Scent Free Workplace Policy Sample

Insert
Company
Logo Here

Fragrance Free Environment – Sample Policy

Sample Workplace Policy Template

Disclaimer: This is a sample policy and can be adapted for your workplace needs. Suggestions are given about what to include. However, items can be added or removed to suit your workplace.

Policy: **Fragrance Free Environment**

Policy #

Approved by:

Effective:

Revised:

PURPOSE: (Company Name) realizes an increasing number of people have developed sensitivities to certain chemicals. (Company Name) wants to limit the exposure of workers, volunteers and customers to chemical substances.

POLICY STATEMENT: (company name) supports the creation of a fragrance free environment so that chemical barriers will not prevent access to (company name) for people having chemical sensitivities.

SCOPE: This policy applies to all staff and visitors who are asked to refrain from using, wearing, and bringing scented products and materials into (company name) properties and buildings.

PROCEDURE:

A. To limit exposure staff is encouraged to:

1. Use non-scented body products (e.g. perfume, cologne, lotions, scented hair products, etc...).
2. Refrain from the use of optional items that give off scents (i.e. any type of air fresheners, potpourri and flowers).
3. Air-out recently dry-cleaned clothing before wearing to work.
4. Use the least toxic cleaning products, disinfectants and paints that are commercially available and store these products in tightly closed, ventilated areas away from staff and visitors.

B. Notifications

1. Ensure that signage informing staff and visitors of these guidelines are posted at the entrance to the building and in common congregation areas, such as waiting rooms and washrooms.

The signage shall state – Scented products can cause allergic reactions and respiratory distress. Staff and visitors are encouraged not to wear or use any scented products while working at (company name).

Insert Policy Number Here

Page 1 of 2



Scent Free Workplace Policy Sample continued

2. Where appropriate, include the following statement on flyers advertising events to be held at (company name) "Scented products can cause allergic reactions and respiratory distress. Staff and visitors are encouraged not to wear or use any scented products while at (company name)"
3. In reaction to an exposure, staff are requested to:
 - Remove yourself from the exposure and,
 - Report to your immediate supervisor as soon as possible

CONTRAVENTIONS: Non-compliance of this policy will be brought to the attention of the appropriate supervisor or manager for further action.

Additional Scent-Free Policies

Canadian Centre for Occupational Health and Safety

http://www.ccohs.ca/oshanswers/hsprograms/scent_free.html

Policy for Developing a Scent-free Workplace – The Lung Association

http://www.lung.ca/_resources/DevelopingaScentfreePolicyforaWorkplace.pdf

Adapted from an existing Fragrance Free Policy – July 2001

Developed by the Middlesex-London Health Unit and adapted with permission. Material can be reproduced provided source is acknowledged (Middlesex-London Health Unit and Ottawa Public Health).

Insert Policy Number Here

Page 2 of 2