

# MAKE THE WORLD WONDERFUL SOCIETY

Human Resource Management Manual

2015

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## **I. INTRODUCTION**

### **I.A. Purpose**

This Human Resources Development (HRM) Manual is intended to inform “Make The World Wonderful Society” employees of the personnel policies of the organization and provide general information on employee benefits. The policies and the benefits package described in this manual are subject to periodic review. With changes in local labour law or “Make The World Wonderful Society” Policy, these may be amended or modified at any time and without notice.

The personnel policies and information provided in this Manual are intended to provide guidance to those individuals hired by “Make The World Wonderful Society”. The employment relationship is governed by the rules and labour laws of India, and the conditions and regulations of employment presented herein attempt to follow closely the laws, customs and practices of India.

“Make The World Wonderful Society” recognizes that good personnel administration is founded on principles that ensure the dignity and the rights of all staff members. Therefore, working conditions and benefits that promote both individual well-being and program achievement will be maintained within practical limits.

The policies described in this Manual are subject to change as “Make The World Wonderful Society” evolves as an organization.

## **POLICY DEVIATIONS AND INTERPRETATION**

While the policies described in this Manual are for guidance, the use or non-use of any policies described in this Manual remains within the sole discretion of “Make The World Wonderful Society”. “Make The World Wonderful Society” reserves the right to amend or withdraw these policies at any time without prior notice. For clarification of or additional information on any “Make The World Wonderful Society”, please contact our supervisor or the Secretary of “Make The World Wonderful Society”.

### **I.B. General Guidance**

Each employee will be provided an employment contract, which clearly sets out the compensation package, any benefits due to the person, and the period for which the contract is valid. The contract will include a full job description. The HRM Manual will be made available at office to all new employees and updates will be intimated to all employees.

## **II. EMPLOYMENT STATUS**

“Make The World Wonderful Society” bases its recruitment and contracting for all employees on resource availability. Full time contract employment is the norm however there may be circumstances where a position is offered part-time. “Make The World Wonderful Society” also employs consultants.

## **II.A. Categories of Employees and Payment**

To balance the workload and to enhance the capabilities of “Make The World Wonderful Society” staff, individuals are hired under different conditions. These employment statuses, which can be applicable to staff are:

- regular full-time employees
- contract employees
- consultants

Personnel are subject to all appropriate “Make The World Wonderful Society” policies and procedures, as well as any policies and procedures established by various projects to which they are assigned.

## **II.B. Equal Opportunity Employer**

“Make The World Wonderful Society” does not discriminate on the basis of race, colour, gender, sexual orientation, religion, ethnic origin, age, disability or socioeconomic status in their policies, programs or activities.

This policy shall apply in every aspect of employee relations and human resources within “Make The World Wonderful Society”, including but not limited to, recruitment, selection, evaluation, promotion, compensation and termination.

Employment and promotion are based on qualifications and merit for each specific position.

## **II.C. Full-Time Employee**

“Make The World Wonderful Society” full time employees are all contract employees. Each full time employee is expected to devote 100% of their professional time, attention, knowledge and skills solely to the business and interest of “Make The World Wonderful Society” and not to hold other employment. Each full time employee will work as per the office work schedule.

Each full-time employee is expected to work 48 hours per week and take at least 30 minutes for lunch. Unless otherwise specified (and approved by the employee’s supervisor), an employee is expected to work an eight-hour day, six days a week

Individuals who are unable to commence at 9 a.m. can be approved to commence at 9.30 a.m. each day. Consideration will be given to different work arrangements in special circumstances. Any arrangement out of the standard working hours of 9:00 a.m. – 5:30 p.m. must be approved by the concerned Supervisor or the Secretary in writing.

## **II.D. Part-Time Employee**

A part-time employee works 24 hours or more a week but less than 48 hours a week and is not eligible for benefits with leave accruals prorated.

Part time employees sign a contract. The terms and conditions are in accordance with standard “Make The World Wonderful Society” contracting requirements. Part time employees are not eligible for “Make The World Wonderful Society” (sick and annual accrual, and holidays). The agreement for part time employees is subject to office workload requirements.

### Temporary

Temporary employees sign a contract for limited duration (usually less than 6 months and not more than 1 year) and the work schedule can be full time or part time. Temporary employees are not eligible for “Make The World Wonderful Society” benefits (sick and annual accrual, and holidays)

### Consultants

Staff with consultant agreements generally works from a scope of work rather than a job description as do employees. The consultant agreement generally cannot exceed 120 days within a 365 day time period. Strong justification will be needed from the respective Manager whenever the number of days exceed 120 days within a 365 day period.

## **II.E. Recruitment and Selection**

All new positions are approved by the Secretary of “Make The World Wonderful Society”. Staffing plans and standard position descriptions are drafted by the Managers with the approval from the Secretary of “Make The World Wonderful Society”. A formal Panel is constituted of technical and management staff which is approved by the Secretary to do the interview. Selection will be on the basis of interviews. All interview notes and summaries are documented and retained in the personnel file.

At the time of employment, an Employment Contract will be provided to the new employee and will include a position description, the immediate supervisor, the employment period, base salary agreed upon, category of employment, and a Benefits Summary. A copy of this HRM Manual is distributed during the orientation. Employees should note that functions may change during their employment and “Make The World Wonderful Society” has the right to make such changes with little or no notice depending on organization needs.

## **II.F. Probationary Period**

All new employees are required to serve a probationary period of six months and prospective employees are advised of probation at both the time of the employment offer and at hiring. During this time, employees must demonstrate their qualifications and general suitability for continued employment. During this period of time, an employee may be terminated without obligation by the Secretary, or an employee may decide to resign without further obligation. The respective Supervisor consults the Secretary of “Make The World Wonderful Society” prior to taking any action to terminate an employee. Employment may be terminated “Make

The World Wonderful Society” or employees with two weeks’ notice within the probationary period.

A written evaluation of the employee’s performance is prepared by the supervisor at the end of the first six months to assess whether or not the employee’s performance, general character traits and conduct have been satisfactory. The supervisor is also required to make a recommendation as to whether the employee should be retained beyond the probationary period. The supervisor is required to discuss the report with the employee, and employee is given an opportunity to comment on the report before signing it. The original report is sent to Human Resources representative and the Secretary of “Make The World Wonderful Society” respectively and be filed in the employee’s Personnel File.

In some circumstances, it may be appropriate for an employee to continue to work on the probationary period for another 2 months. If it is decided to extend the probationary period for an employee, it should be made clear (orally and in writing) exactly what the employee must do to successfully complete the probationary period and by when this must be accomplished to avoid termination.

## **II. G Relocation Policy:**

“Make The World Wonderful Society” does not provides financial assistance to assist towards reimbursement of expenses attributable to the move to newly appointed staff or the transferred staff.

## **III. OFFICE AND WORK SCHEDULE**

### **III.A. Normal Working Hours and Lunch Time**

The core working hours of “Make The World Wonderful Society” are 9:00 a.m. – 5:30 p.m., Monday through Saturday. With a half hour lunch-break this represents the minimum working time of 48 hours per week. Employees can commence earlier and work later and can take a one-hour lunch break if they commence earlier or finish later. No overtime is paid. The Office does not close at lunchtime and the Administrative Officer ensures that the phone is answered.

Individuals who are unable to commence at 9 a.m. can be approved to commence at 9.30 a.m. each day. Consideration will be given to different work arrangements in particular circumstances. Any arrangement out of the standard working hours of 9:00 a.m. – 5:30 p.m. must be approved by the respective Supervisor or the Secretary of “Make The World Wonderful Society” in writing.

A master log of employee workdays and hours should be kept as well as records of their individual time sheets to meet payroll requirements.

“Make The World Wonderful Society” may take steps to correct a situation where an employee is continuing to disrespect the official working hours without approval under special circumstances from the Supervisor or Secretary. These steps may include verbal warning, written warning and ultimately discharge.

It is each employee's obligation to notify his/ her supervisor, as far in advance as possible, whenever the employee will be late or absent, and to advise of the time of expected return to work.

### **III.B. Attendance Tardiness**

The absence of one employee places an added burden on co-workers. "Make The World Wonderful Society" addresses issues of attendance and tardiness as follows.

"Tardiness" is defined as reporting to work after the normal starting time or leaving before regular closing time (normal working hours are 9:00a.m. to 5:30 p.m.). "Make The World Wonderful Society" may take a number of steps to correct an irresponsible, chronic absentee problem. These steps may include private, individual counselling between supervisor and employee, verbal warnings, written warnings and, ultimately, discharge.

It is each employee's obligation to notify his/her supervisor in advance whenever the employee will be late or absent, and to advise of the time of expected return to work.

### **III.C. Overtime and Compensatory Time**

Staff are not paid overtime however compensatory leave may be approved by the respective Supervisor or Secretary of "Make The World Wonderful Society". Employee must receive approval from his/her immediate supervisor prior to taking compensatory time.

### **III.D. Unscheduled Office Closings**

The Secretary of "Make The World Wonderful Society" may officially delay opening, close early, or close the offices for the entire day due to unplanned events that prevent employees from performing their jobs (e.g., inclement weather, sustained power failure, fire, political unrest, etc.).

## **IV. COMPENSATION**

### **IV.A. Position Descriptions**

Position descriptions will be used to determine the appropriate job grade to be used for a particular position. It is important that the position descriptions be kept up-to-date to accurately reflect the employee's key duties and responsibilities. Both the supervisor and employee are responsible for keeping the position description current.

### **IV.B. Salary Determination**

Staff compensation will be based on internal equity (pay for jobs of similar level of responsibility), the employee's salary history, previous experience, local market trends, years of experience, and education. All salaries and employee contracts are paid, and stated, in Indian Rupees.

#### **IV.C. Salary Increases**

Merit increases, based on performance reflected in the annual performance evaluation may be recommended annually in conjunction with the employee's anniversary of employment or any time deemed appropriate by "Make The World Wonderful Society". The amount of merit increase will be determined by a percentage established each fiscal year by "Make The World Wonderful Society" and dependent on resources available. The Secretary will review the merit increase based on economic data and determine an annual cost of living.

Promotional opportunities are the result of an opportunities that present as the organization evolves and are offered to qualified and deserving employees as they occur. Vacancies are filled by promotion of in-service employees when appropriate. When an employee is promoted to a higher position, the salary of that employee will be reviewed and an increase may be granted.

In a Reclassification, an employee may require a different skill set due to the changing nature of the job that could result in a salary increase for the position (or, if the skill set is lower, a salary decrease for the position)..

#### **IV.D. Time Sheet/Pay Period**

All employees of "Make The World Wonderful Society" should complete their time sheets accurately for the time spent in achieving the organization objectives. All records for all pay, time and leave accountability for employees are maintained at the central office.

#### **IV.E. Taxes**

"Make The World Wonderful Society" withholds income taxes from all employees' salaries, in accordance with the laws of India. Tax Deducted at Source (TDS) are deducted from each employee's monthly gross salary for payment to the Indian Government. All income tax deductions appear on the employee's monthly statement of earnings.

#### **IV.F. Salary Advances**

Salary advances are not permitted. There are two situations in which "Make The World Wonderful Society" will make prior payment on behalf of an employee:

- If there is a death in an employee's family, "Make The World Wonderful Society" will arrange the purchase of a ticket for travel and this amount would be deducted from the employee's next salary or partly from the next three salaries; or
- If an employee needs to be hospitalized and the hospital demands forward payment, "Make The World Wonderful Society" will advance the employee the payment and deduct it from the salary after the hospitalization claim has been paid.

#### **V. BENEFITS**

### **V.A. Benefits for Local-Hire Employees**

“Make The World Wonderful Society” provides medical and accident insurance plans for full time employees.

### **V.B. Coverage for Dependents**

Authorized dependents for the health insurance are defined as the spouse and dependent children of the employee, the stepchildren of either the employee or spouse, or, with adoption certification, legally adopted children up to the age of eighteen (18) years.

For the purpose of sick/compassionate leave, dependents are defined as spouse, parent, grandparent, grandchild, child, step-child, brother, sister, mother-in-law, father-in-law or domestic partner of an employee.

### **V.C. Health Coverage**

Every year, the “Make The World Wonderful Society” will take out Group Insurance Policy for a hospital insurance amount of Rs. 200,000. It will also take out an accident insurance amount of Rs. 500,000. “Make The World Wonderful Society” full time employees will be provided with medical and accident insurance at no cost to them. The hospital insurance cover is provided for the employee and their dependents defined as spouse and children up to eighteen years of age.

### **V.D. Worker’s Compensation**

“Make The World Wonderful Society” employees are covered for personal on the job injury through Group Insurance policy.

Any injury or accident, even one not requiring medical attention, occurring on the job should be reported to the supervisor as soon as possible. The employee and/or witnesses may be asked to write a report of the incident. Following use of the First Aid Kit, an incident form should be completed.

A report should also be written of any injury involving visitors to the “Make The World Wonderful Society” offices or passengers in a “Make The World Wonderful Society” vehicle. Likewise, any incident involving our staff, visitors or property should be documented. In some cases, such as theft or assault, the police may need to be contacted. The Secretary or her/his designee should manage all communications with external authorities.

### **V.E. Breastfeeding**

“Make The World Wonderful Society” encourages breast-feeding. Upon return from maternity leave, an employee will be provided one half (1/2) hour twice a day for breast-feeding until the child is 15 months old.

## **V.F. Children at Work**

“Make The World Wonderful Society” recognizes that occasional circumstances may necessitate bringing children into the workplace. Employees are encouraged to make alternate arrangements if their children have a known or suspected communicable disease, are a distraction to others performing their work assignments or present a safety/health risk.

## **VI. PERFORMANCE PLANS AND ASSESSMENTS**

All new employees are required to serve a probationary period of six months. During this time, employees must demonstrate their qualifications and general suitability for continued employment.

A written evaluation of the employee’s performance is prepared by the supervisor at the end of the first six months to assess whether or not the employee’s performance, general character traits and conduct have been satisfactory. The supervisor is also required to recommend confirmation of employment, extension of the probationary period, or termination of employment. The supervisor is required to discuss the report with the employee, and employee is given an opportunity to comment on the report before signing it.

Performance evaluations are to be completed annually by the employee and his or her supervisor, at the time of the employee’s anniversary date of employment or promotion or at a time deemed fit by “Make The World Wonderful Society”. The annual performance reviews are discussed with the employee and included in the office personnel file.

The performance evaluation report provides a record of how an employee is performing, is used to justify an increase in salary and identify an employee’s training needs, and is a basis for any promotion. A copy of the performance evaluation report shall be kept in the employee’s personnel file and a copy given to the employee.

Whenever an employee’s performance does not meet minimum requirements of the job, a salary increase will not be granted. In such instances the employee will be notified in writing of the action (using a performance improvement plan format) by his or her supervisor and placed on probation for three months. At the end of the period a decision will be made on whether to grant a salary adjustment, to continue the employee on probation at his or her current rate, or to dismiss the employee.

Nothing in this rule shall be construed to prevent the dismissal of an employee who does not perform satisfactorily at any time, nor to prevent a reduction of salary in cases where the employee is assigned to and accepts a position for which maximum salary range is below the employee’s salary at the time of assignment to the lower position.

## **VII. PROMOTIONS AND TRANSFERS**

Promotions and transfers require the Secretary’s approval. “Make The World Wonderful Society” staff may be eligible for promotion or transfer to another position in another location. Human Resources will make periodic open position announcements to all offices.

## **VIII. LEAVE ALLOWANCES AND RECORDS**

### **VIII.A. Public Holidays**

The Secretary approves the annual holiday list on an annual basis. “Make The World Wonderful Society” allows a maximum of Sixteen (16) days as public holidays, inclusive of restricted holidays. The final and approved holiday list is provided by the Secretary each year during the month of December preceding the new calendar year. If an employee is requested to work on a holiday due to pre-scheduled training, meetings, or travel status, s/he is entitled to take that holiday at another time within the same calendar year subject to the Secretary’s written approval. In this case also employee is required to fill the leave form and get it approved by his/her supervisor.

### **VIII.B. Annual Leave**

Annual leave (vacation with pay) is provided for two general purposes: To allow for an annual vacation period of extended leave for rest and recreation and to provide periods of time off for personal and emergency purposes. Authority to approve leave requests is normally delegated to the lowest supervisory level, an immediate supervisor, having personal knowledge of the work requirements and of the employee’s leave record.

Because employee attendance is crucial to the operation of “Make The World Wonderful Society”, employees are required to plan ahead for annual leave. Leave must be approved by the employee’s supervisor at least two weeks in advance on a leave application form. In cases where this is impossible due to emergency circumstances, the employee must notify his/her supervisor as soon as possible. The form should first be submitted to employee’s supervisor who will calculate the number of days available and then forward to the Human Resources representative.

Annual leave is calculated as one day of annual leave for one month of service. An employee of “Make The World Wonderful Society”, is not entitled to encashment of any leaves.

### **VIII.C. Leave of Absence without Pay**

Leave without pay (LWOP) is a temporary non-pay status and means absence from duty granted upon written request at the discretion of the Secretary. Normally leave without pay is granted for 30 calendar days or more. Benefits, such as sick, holiday, and annual leave, will not be accrued while an employee is on LWOP status. The employee may pay for his/her own medical benefits while on LWOP.

### **VIII.D. Sick and Compassionate Leave**

Use of sick leave must be approved by an employee’s supervisor. In addition to employee illness, sick leave may be used for employee injury, pregnancy, death and funeral of dependents, medical and dental appointments, and to care for a dependent (wife, children and parents) that is ill.

Employees will be eligible for one day of sick leave per month. Application for sick leave must be approved in advance, whenever possible, on a leave application form. All requests for sick leave in excess of three workdays must be supported by a recognized physician's certificate. In cases where advance approval cannot be obtained, the employee must immediately notify his/her supervisor that he/she is ill and cannot report for duty. Failure to do so may result in the employee's absence being charged to annual leave or leave without pay. A physician's certificate may be required for an absence of two consecutive workdays or less if the employee's supervisor had reason to believe that the employee is using sick leave improperly.

Accumulated sick leave cannot be encashed and employees are advised to retain as much leave as possible for any medical emergency. Employees will take sick leave in minimum increments of one-half (1/2) day. Upon termination of employment or resignation for any reason, no payment will be made to the employee for any unused sick leave.

Long duration of sick leave will need to be approved by the Secretary in discussion with the supervisor, supported by a recognized physician's certificate.

#### **VIII.E. Parental Leave**

"Make The World Wonderful Society", provides parental leave to full-time staff at full salary and benefits to primary and secondary caregivers following the birth or adoption of a child. The primary caregiver is the parent responsible for childcare most of the workday. The secondary caregiver is the other parent.

#### **Maternity Leave**

Primary caregivers employed at "Make The World Wonderful Society", for at least 12 months will be entitled to twelve (12) consecutive weeks of paid leave. Primary caregivers employed for less than 12 months are entitled to six (6) weeks of paid leave. Leave can be extended using accrued sick and/or annual leave for up to three (3) weeks. For the primary caregiver, there is also a "period of adjustment" that allows the mother to come back at 50% work level for a period of two (2) weeks. Staff member is required to submit the leave form along with the Doctors certificate to HR before going on maternity leave.

#### **Paternity Leave**

Secondary caregivers, employed at "Make The World Wonderful Society" for at least 12 months will be entitled to two (2) consecutive weeks of paid leave or alternatively four weeks of half-time leave and part-time work. Secondary caregivers employed for less than 12 months are entitled to one

(1) Weeks of paid leave or alternatively two weeks of half-time leave and part-time work. Leave can be extended using accrued sick and/or annual leave for up to three (3) weeks. If total leave exceeds six weeks, approval of the Secretary is required.

Repayment of compensation paid during leave status shall be required if the employee does not complete one year of full time employment after he/she returns from leave. Employees are encouraged, but not required, to notify their supervisor as soon as the pregnancy is an established fact.

## **IX. CODE OF CONDUCT**

### **IX.A. Confidentiality**

“Make The World Wonderful Society” employees shall or may be making use of acquiring and adding to confidential information of a special and unique nature and value relating to such matters as “Make The World Wonderful Society” systems, devices, programs (including, without limitation, “Make The World Wonderful Society” computer software programs), procedures, manuals, confidential reports and communications, and clients. Any information and materials received by “Make The World Wonderful Society” from third parties in confidence (or subject to non-disclosure or similar covenants) shall be deemed to be and shall be confidential information.

Employees shall not, except with the prior written consent of “Make The World Wonderful Society” directly or indirectly, disclose, divulge, reveal, report, publish, transfer or use, for any purpose whatsoever, any of such information which has been obtained by or disclosed to the employee as a result of employee’s engagement by “Make The World Wonderful Society”.

Confidential information shall mean all of the information referred to above and all of the following materials and information (whether or not reduced to writing and whether or not patentable or protected by copyright) which Employee receives, receives access to, conceives or develops or has received, received access to, conceived or developed, in whole or in part, directly or indirectly, in connection with Employee's employment with “Make The World Wonderful Society” or in the course of Employee's employment with “Make The World Wonderful Society”, in any capacity, or through the use of any of “Make The World Wonderful Society” facilities or resources:

- Any data, material, and/or information, other than Trade Secrets, that is owned by or used by “Make The World Wonderful Society”, and its clients, to the extent such information is of value to “Make The World Wonderful Society” and is not generally known by the public; any information pertaining to the identity of any of “Make The World Wonderful Society” clients, sponsors, or suppliers; information held by “Make The World Wonderful Society” under an obligation of confidentiality; “Make The World Wonderful Society” financial statements, data and projections; and the special products and services “Make The World Wonderful Society” may offer or provide from time to time to its clients and sponsors;
- All data, devices, documents, techniques, processes and information, including, without limitation, protocols and other documents in whatever form, disclosed to “Make The World Wonderful Society” in connection with research or development, education, technical assistance or service delivery; and
- Any other materials or information related to the business or activity of “Make The World Wonderful Society” which are not generally known to others engaged in similar business or activity, as well as all ideas which are derived from or relate to “Make The World Wonderful Society” access to or knowledge of any of the above enumerated materials and information.

Failure to mark any of the confidential information as confidential, proprietary or protected information shall not affect its status as part of the confidential information.

All staff are required to sign the Non-Disclosure Statement. “Make The World Wonderful Society” staff who violate confidentiality agreement provisions are subject to progressive disciplinary action up to and including employment termination. For serious breaches, legal remedies will be considered.

Upon termination of engagement, employee are required to return to “Make The World Wonderful Society” all property or materials within the employee’s possession or control which belong to “Make The World Wonderful Society” or which contain confidential information.

### **IX.B. Conflict of Interest**

“Make The World Wonderful Society” employees are held to a strict rule of honesty in all their dealings with “Make The World Wonderful Society” and those it deals with: no acceptance of gifts, favours or hospitality that might influence “Make The World Wonderful Society” decision-making; no actual or pending employment that conflicts with “Make The World Wonderful Society” interests; and no actual or pending investment or contract, or other fiduciary relationship that might involve a conflict with “Make The World Wonderful Society” interests. In interpreting this requirement, likely appearance of conflict is as important as the actual reality.

“Make The World Wonderful Society” strives to be in strict compliance with all laws and regulations that are applicable to its activities. In the event that a regulation is ambiguous or difficult to interpret, “Make The World Wonderful Society” has access to legal counsel in order to determine compliance with a policy and observance of all laws and regulations. Such advice shall be sought if any questions arise.

No “Make The World Wonderful Society” staff member should knowingly act in a capacity, or urge “Make The World Wonderful Society” to act in a manner, designed to confer any financial or commercial benefit, whether actual or potential, on her- or himself or on any firm or corporation in which s/he has a significant interest as partner, stockholder, director or officer. If a situation should arise, the individual should disclose the nature of such interest to her/his direct supervisor.

Information obtained as a result of employment at “Make The World Wonderful Society” that is not generally available to the public should not be communicated to any individual(s) or organization(s) outside of “Make The World Wonderful Society”. “Make The World Wonderful Society” reserves the exclusive right to determine what information can or cannot be communicated outside of the organization.

A staff member who violates the provisions of the Conflicts of Interest statement may be subject to progressive disciplinary action, up to and including employment termination. Each employee must read and sign the conflict of interest statement. Copies of signed statements will be given to the employee and kept in the employee file.

### **IX.C. Drug-Free Environment**

“Make The World Wonderful Society” Policy on a Drug-Free Environment is designed to ensure that all “Make The World Wonderful Society” employees shall have the right to a workplace free of unlawful controlled substances (hereinafter called "drugs") in order to ensure the safety of all employees and the general public. “Make The World Wonderful Society” adheres to the Drug-Free Workplace.

#### **IX.D. Smoke-Free Environment**

Smoking is prohibited in all “Make The World Wonderful Society” owned, leased or controlled facilities and vehicles. This includes all offices. Employees are asked to smoke outside such facilities. Employees will be made aware of this policy during their orientation program.

#### **IX.E. Harassment**

“Make The World Wonderful Society” prohibits any form of harassment based on race, colour, religion, sex, disability, age, ethnic origin, sexual orientation, or other characteristic or activity protected by local law. This policy applies to harassment by any “Make The World Wonderful Society” employees, including co-workers, supervisors, managers and executives, as well as any nonemployees present in “Make The World Wonderful Society” workplace or interacting with “Make The World Wonderful Society” employees in connection with their work. Such prohibited harassment can arise from a broad range of physical or verbal behaviour, which may include, but is not limited to, the following:

- Physical or mental abuse
- Insults, jokes, slurs or comments based on an individual’s race, colour, religion, sex, national origin, disability, age, sexual orientation, veteran status or other characteristic or activity protected by federal, state or local law
- Displays of suggestive, offensive or discrimination-oriented pictures or materials

“Make The World Wonderful Society” Policy on Harassment or Discrimination in the Workplace will be followed.

The procedure to lodge complain is as follows:

- The complainant could contact any of the committee members;
- Complaints could be filed in either verbal or written format;
- The convener will be in the loop at all times;
- All documented complaints will be discussed with the Secretary by the concerned committee member;
- The committee will take reasonable measures to keep the reporting and investigation of harassment complaints as confidential as possible under the circumstances; and
- No employee who in good faith reports or participates in the investigation of harassment will suffer any retaliatory action.

#### **IX.F. Workplace Violence**

“Make The World Wonderful Society” does not tolerate any acts or threats of violence committed by or against employees. “Make The World Wonderful Society” will discipline or terminate any employee found to have violated this policy”

## **IX.G. Dress Code**

“Make The World Wonderful Society” maintains a dress code standard that all employees are expected to follow. “Make The World Wonderful Society” adheres to a *business casual* approach throughout the week days. Dress standards contribute to the morale of all employees and impacts “Make The World Wonderful Society” image to visitors and the surrounding business community. An employee should consult with his/her supervisor or Human Resources with any questions regarding whether or not his/her dress constitutes appropriate attire. All employees represent “Make The World Wonderful Society” and are expected to maintain professional dress code during official meetings.

## **X. GRIEVANCES**

A grievance is a written request for reconsideration of an employee’s unresolved complaint regarding the working environment, disciplinary actions, falsehood in the personnel file, falsehood in the performance assessment or the wrongful interpretation of policies and procedures.

An employee who has a problem related to employment or that adversely affects work or relationships with others should first discuss the problem with the individual(s) involved and/or the supervisor in an effort to find a solution. If the problem remains unsolved, an employee is required to follow the procedure described below.

Conflict in the workplace is inevitable. Handling workplace conflict is the responsibility of each employee. It is “Make The World Wonderful Society” philosophy and expectation that employees who are experiencing conflict should address issues or concerns as soon as possible. By doing so, there is a greater likelihood that the conflict can be resolved in a timely and appropriate manner. As a reminder, Human Resources is available to provide support and guidance.

The procedure for addressing “Workplace Conflict” is as follows:

### **Step 1**

Employees experiencing conflict should address issues/concerns with one another as soon as possible.

The goal of step 1 is to resolve and/or minimize issues/concerns as quickly as possible so that both parties can work in an efficient and effective manner. Step 1 is characterized by openness, flexibility and respect. An employee who is uncomfortable about proceeding on step 1 and/or would prefer further guidance is encouraged to contact the Human Resources Representative.

The Human Resource Representative will assist the employees in conflict to:

- Identify and discuss the problem, not symptoms of the problem
- Discuss the behaviour(s) and their impact rather than the people who are involved

- Listen before drawing conclusions, and don't interrupt ③ Take ownership of the issue/concern and solutions
- Provide constructive comments and avoid defensiveness

## Step 2

If employees are unable to effectively address issues/concerns during step 1, they are expected to involve their supervisors (e.g., summarize issues, discuss actions taken, brainstorm other solutions) to reach consensus as to how to handle the conflict.

Important Note: If the workplace conflict involves an employee and his/her immediate supervisor, then the next level supervisor or Human Resources should be contacted for guidance.

## Step 3

If the conflict cannot be resolved during either step 1 or 2, then a designated supervisor or employee can either schedule a meeting with the Human Resource Representative and all involved parties to discuss the situation or else continue seeking further guidance and assistance from the Human Resource Representative and Supervisor.

## Step 4

If the conflict cannot be resolved or managed effectively in steps 1-3 and all other options have been exhausted, then the situation will be reviewed with the Secretary the severity of the conflict, by actions taken to date, and by how the situation is affecting other staff (e.g., decrease in productivity, lower morale).

The decision of the Secretary (in consultation with the Human Resource Representative) will be considered final. Failure to resolve the workplace conflict may lead to disciplinary action including dismissal.

It is the policy of "Make The World Wonderful Society" to provide a method for employees to register complaints or problems concerning working conditions, the interpretation or application of policies and procedures, a disciplinary action the employee feels was not for just cause, or any other matters related to their employment. "Make The World Wonderful Society" will not retaliate against any employee for registering a complaint through this process. The intention of this process is that a grievance be resolved at the supervisory level (preferably the immediate supervisor).

If the Secretary is directly involved in the grievance (as someone bringing a grievance, adjudicating a grievance or the subject of a grievance), individual staff have the right to present this grievance to the Board of Directors. In this way, a procedure is in place that directs an employee to go beyond the Secretary to the next level if the Secretary is the subject of the grievance.

## **XI. ORIENTATION**

Human Resource representative will design a “Make The World Wonderful Society” orientation program that all new employees will attend within one month of employee start date. The program is intended to acquaint new employees with the mission, structure, programs, benefits, policies, and procedures of “Make The World Wonderful Society”.

## **XII. STAFF TRAINING AND DEVELOPMENT**

Employees are encouraged to attend training courses which are relevant to improving their job skills and developing further skills which will benefit them and “Make The World Wonderful Society”. In some instances, “Make The World Wonderful Society” may pay for training provided the Secretary approves and the employee is committed to continued employment with “Make The World Wonderful Society”.

As part of the annual performance assessment, staff will discuss development plans with their supervisor, including any training required. Support for suitable orientation/training courses “Make The World Wonderful Society” staff will be considered by the Secretary.

## **XIII. SUCCESSIVE DISCIPLINE**

Employees are expected to devote time to work, meet all work standards and conduct themselves appropriately. Failure to do so may result in disciplinary action, up to and including discharge.

The following conditions must be met by each employee to continue employment at “Make The World Wonderful Society”:

- Compliance with “Make The World Wonderful Society” policies, procedures and practices;
- Satisfactory performance of duties and responsibilities;
- High standards of professionalism, courtesy and tact in dealing with other members of “Make The World Wonderful Society” staff, clients and the public.

Any reported infraction of “Make The World Wonderful Society” policies and procedures will be investigated. Results demonstrating the need for disciplinary action should be taken by the immediate supervisor in consultation with the Secretary.

Depending on the situation and local labour laws, “Make The World Wonderful Society” will determine the appropriate level to begin addressing the problem(s). These levels may include immediate dismissal for a first offense. Modifications can include lengthening or shortening the period for warnings, demotion or accelerated discipline. All steps (including subsequent meetings leading up to disciplinary action) will be documented by each supervisor with appropriate copies given to the employee.

### **Types of Disciplinary Action**

- *Verbal Reprimand:* The employee may receive an oral reprimand from their supervisor. A note in the employee’s record of the oral reprimand should be made and later confirmed by

the supervisor in a letter to the employee. Plans for correcting the situation should be agreed to in writing by both the supervisor and the employee. Timeliness is extremely important with any oral counselling or reprimand, as it is the opportunity for frank discussion of expectations.

- *Written Reprimand:* A written reprimand is used when an oral reprimand has already been administered without success or when the offense is more serious. The written reprimand is normally signed by the employee's supervisor and the employee and a copy is placed in the employee's personnel file. The reprimand should contain plans for improvement, including the method of follow up.
- *Suspension:* An employee may be suspended when oral or written reprimands have been administered without success or when the gravity of an offense is so serious as to warrant a more stringent, corrective action or short separation. Suspension may be from one (1) to eight (8) workdays. Suspension is usually without pay. Suspension with pay may be given while an event or issue is being investigated. Any suspension should be well documented to the file.
- *Separation for Cause:* An employee may be separated for cause if her/his performance is found unsatisfactory or if s/he is found guilty of improper conduct. Separation for cause may be effected immediately and does not require advance notice. However, except for serious offenses (theft, malfeasance, etc.), the employee's separation should follow an oral or written warning where a plan was developed to address the poor performance. When an employee's performance is such that continued employment is not advisory, a transition plan may be implemented. The agreement must be documented and approved by the "Make The World Wonderful Society" Secretary.

Only the "Make The World Wonderful Society" Secretary, in coordination with the Board of Directors may order the suspension or separation of an employee.

## **XIV. SEPARATION OF SERVICE**

### **XIV.A. Types of Separation**

Employment separation may occur as a result of:

- Resignation
- Project or program completion or discontinuance
- Unsatisfactory performance
- Unsatisfactory probation
- Long-term illness or disability
- Retirement
- Death

Resignation is a voluntary choice freely made by the employee to leave "Make The World Wonderful Society". A resignation must be submitted to the Human Resources Representatives in writing. An involuntary separation requires a Secretary's letter to the

employee and to the file. Employees are required to give thirty (30) days' notice. If an employee would like to leave the organization upon completion of the current contract s/he must give thirty (30) days' notice period prior to completion of the contract period. The Human Resources staff sends the exit checklist and the exit interview form to the departing employee and his supervisor. The departing staff has the option either to fill the Exit interview form in consultation with supervisor or directly submit it to HR.

Involuntary separations for cause may occur as a result of employee:

- Breach of confidentiality
- Failure to report to work
- Conflict of interest
- Insubordination
- Criminal activity
- Misconduct
- Drug abuse
- Unsatisfactory work<sup>1</sup>

Departing employees will be informed regarding the status of those benefits affected by the separation of employment, especially with regard to travel, salary, and continuation of insurance. These items need to be settled in a written form before any final paycheck is issued.

The Secretary will seek legal advice and advise the Supervisor before initiating involuntary separation processes.

## **XV. MAINTENANCE OF EMPLOYEE RECORDS**

### **XV.A. Types of Records Maintained**

All employees of "Make The World Wonderful Society" have the right to confidentiality regarding certain conditions of employment, such as performance evaluations and compensation. At the same time, each staff member is also bound by certain rules of confidentiality. Human Resource Representative will maintain personnel files and records on all local staff in a locked space, and allow limited access to these files and records.

The following information will be maintained for each employee and former employee of "Make The World Wonderful Society":

- Home address and emergency contact information
- Employment date
- Salary history
- Present and past positions occupied, supervisor(s), division(s)
- Formal performance assessments and other materials relating to job performance
- Resume when initially hired, "Make The World Wonderful Society" application form completed by employee, biographical data form, if required

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<sup>1</sup> Unsatisfactory work performance which has not been resolved through successive disciplinary actions

- Non-Disclosure Statements
- Other personnel-related information, e.g., visa information

### **XV.B. Access Policy**

Every employee is permitted access to his/her own records maintained by “Make The World Wonderful Society”. These records can only be reviewed in the presence of the Secretary or Human Resources Representative. The employee may not remove any item from the file. The personnel files are the exclusive property of “Make The World Wonderful Society”.

### **XV.C. Changes and Corrections**

It is necessary to maintain records with accurate personal information for each employee for a number of reasons, including ensuring that benefits are administered properly. It is the employee's responsibility to notify “Make The World Wonderful Society” promptly of any change in address, telephone number, marital status, number of dependents, beneficiary designation or anything else that would affect employee benefits or the ability to make contact quickly.

### **XV.D. Reference Requests and Verification of Employment**

It is “Make The World Wonderful Society” policy to respect individual privacy and to maintain in confidence all information and records pertaining to its employees to the extent practicable.

All requests from outside sources for personnel information must be forwarded to the Human Resource Representative. The Human Resource Representative can verify the following information: position/title, salary or rate of pay, work location and dates of employment.

## **XVI. VEHICLE USAGE**

Any vehicle used for “Make The World Wonderful Society” business must be equipped with functioning seatbelts, and all passengers and drivers must use them. Personal vehicles may be used with the prior authorization of the employee's supervisor. In this case, only mileage (kilometres) will be reimbursed, at the prescribed rate. In order to be reimbursed for mileage, employees must include the date, the number of kilometres travelled and the origin and destination of the trip on their expense report. Employees will receive the reimbursement at the time that the expense report is paid out. The seatbelt rule also applies to personal vehicles.

In the event that a driver or operator of a “Make The World Wonderful Society” vehicle, or a personal vehicle being used for “Make The World Wonderful Society” business, commits a traffic violation, s/he is responsible for payment of any and all fines and may be subject to disciplinary action as deemed appropriate by the Secretary.

## **XVII. OFF-PREMISES USE OF EQUIPMENT**

“Make The World Wonderful Society” will grant permission to remove items of office equipment from the premises for use on “Make The World Wonderful Society” business. Permission will be granted on an individual basis with primary regard given to the needs of the organization.

Provided they are removed by the employee to whom they were issued, laptop computers, personal digital assistants (PDAs), calculators and hand-held dictating units are excluded from this policy.

If an employee wishes to remove a piece of equipment belonging to “Make The World Wonderful Society”, a written request containing the following information must be submitted for approval to the Supervisor:

- Description of the item to be borrowed, including manufacturer’s name, serial number and the property tag number (when available);
- Reason for removal;
- Length of time the item will be needed.

A file will be kept in the office on equipment that has been removed from the premises. Follow-up will take place to ensure that all items are returned as required.

## **XVIII. EMERGENCY AND SECURITY**

### **XVIII.A. General**

Emergencies include but are not limited to medical emergencies; deaths; natural disasters; war; fire; civil unrest; attacks upon “Make The World Wonderful Society” offices, property or persons; severe weather; and any threat to personal or public safety or security.

### **XVIII.B. Medical Emergencies and Death**

“Make The World Wonderful Society” Plan are shared with the staff. Staff is informed on the updates.