



Human Resources Policies and Procedures

Approval / Amendments	Date
Approval	December 8, 2015 (Board Meeting)
Amendment 1	
Amendment 2	

Community Futures Big Country
HUMAN RESOURCES POLICIES AND PROCEDURES

Table of Contents

SECTION 1	Definitions.....	3
SECTION 2	General Guidelines	4
SECTION 3	Hiring.....	5
SECTION 4	Terms and Conditions of Employment	6
SECTION 5	Personnel Records	8
SECTION 6	Employee Conduct.....	9
SECTION 7	Hours of Work	11
SECTION 8	Compensation and Allowances.....	12
SECTION 9	Annual Vacation Leave.....	13
SECTION 10	Other Leave	14
SECTION 11	Safety	16
SECTION 12	Staff Education and Professional Development.....	16
SECTION 13	Harassment in the Workplace.....	17
SECTION 14	Grievances.....	17
SECTION 15	Termination of Employment	17

SECTION 1 Definitions

Within the contents of this manual the following definitions are used:

Board:	the Board of Directors for Community Futures Big Country
Community Futures:	Community Futures Big Country
Client:	any individual or group of individuals served by Community Futures Big Country
Consultant or Contractor:	a person who is not an employee retained to provide services to Community Futures Big Country
Employee:	any person deemed to be an employee by law or by this policy and includes: <ul style="list-style-type: none">a) regular employee: a person employed to work on a continuous full-time or continuous part-time basisb) temporary employee: a person employed for work which is not of a continuous nature, such as:<ul style="list-style-type: none">(i) a seasonal position(ii) a position to carry out a special project or work which is not continuous(iii) a temporary position created to cover an employee on vacation, sick leave, leave of absence, or other leave(c) contract employee an employee working either full-time or part-time under an individual Contract Agreement.
ESC:	Alberta Employment Standards Code
Employer or Corporation:	Community Futures Big Country.
General Manager:	The General Manager of Community Futures Big Country
Immediate Family:	Parent, grandparent, grandchild, former guardian, wife, husband, common-law spouse, same sex partner, child, brother, sister, father-in-law, mother-in-law, brother-in-law, sister-in-law, and any other relative permanently residing in the employee's household or with whom the employee permanently resides.
Nepotism:	Favoritism shown or patronage granted by persons to relatives or close friends
Service or Anniversary Date:	An employee's service date is the last date the employee was hired for the present period of employment. This date shall be used to determine eligibility for all benefit programs. By agreement between employer and employee, a service date, other than the above, may be established if such date is more equitable.
Overtime:	Work performed by an employee in excess of the employee's regular scheduled hours of work with the prior approval of the employer.

SECTION 2 General Guidelines

The policies in this manual are expected to contribute to a team attitude between all employees, and assist in the efficient performance of work assignments.

In order to provide greater flexibility, any provision of this policy may be varied or additional benefits provided by mutual agreement between the Employee affected and the employer.

New employees at the beginning of their employment shall read this policy manual. They must request clarification of any items that are not clearly understood.

In the event there is a conflict between the contents of this policy manual and any Federal, Provincial (i.e. ESC) or Municipal Act, regulation or by-law, the government regulation will supersede the terms of this policy manual.

Community Futures subscribes to the Alberta Human Rights, Citizenship & Multiculturalism Act. No one shall discriminate against any client, employee or applicant for employment on the basis of that person's race, color, ancestry, place of origin, political belief, religion, union affiliation, marital status, family status, physical or mental disability, sex, sexual orientation or age or because that person has been convicted of a criminal or summary conviction offence that is unrelated to the employment or intended employment of that person.

2.1 Purpose of this Manual

The purpose of this manual is to:

- (1) establish and maintain orderly, consistent administration of personnel policies
- (2) assist Community Futures in providing quality service to the community
- (3) establish and foster guidelines for effective working relationships at all levels of the Corporation

The personnel policies, procedures and practice will be subject to regular review and further development in the light of experience and change.

The Community Futures General Manager and other supervisory staff implement personnel policy.

All inquiries will be directed only through the General Manager of Community Futures.

2.2 Updates

Accurate, up-to-date, copies of this manual shall be maintained at the office where Community Futures regularly conducts business. Copies shall be made available for perusal by employees. Employees shall have the opportunity to ask for and receive clarification of any personnel policy established by Community Futures.

Community Futures shall maintain, as current as possible, copies of Federal and Provincial statutes and regulations which relate to employees in their status as employees. The documentation will include statutes and regulations which are referred to in this manual.

Community Futures shall maintain up-to-date copies of employee benefit insurance contracts. These statutes, regulations, contracts, and agreements, including the constitution and by-laws of Community Futures, shall be available for perusal by all employees.

SECTION 3 Hiring

3.1 Selection

The General Manager or a delegate, will screen, interview and select staff. In the case of hiring a General Manager, the Board or a delegate will be responsible for selection.

3.2 Hiring Procedure

3.2.1 Regular positions, temporary positions and consultants

- a) New positions shall be posted at the Community Futures office. Each position shall include a brief job description, qualifications required, salary range, name and address of the individual to whom applicants should address an application or inquiries, and closing date of the completion. Where appropriate, similar notices may be published in periodicals, posted with employment agencies, or advertised in some other manner.
- b) Each applicant for employment shall make application by submitting a resume or by completing and submitting an application form provided by Community Futures, whichever is required for that particular position.
- c) The General Manager, or an appointed delegate, shall review the application and, where appropriate, contact references and/or conduct interviews, and take other steps required to ensure, that the vacancy is filled by the best qualified candidate.
- d) Each person selected for employment will receive written notification of his or her appointment. Contents of the appointment letter will include the specific job title for which the person is hired, a brief description of the duties to be performed, channel of supervision for the new employee, the rate of compensation, and any special conditions of employment.
- e) The employee acknowledges, in writing, or signs the appointment letter and any subsequent written communication about major changes in assignment. All such written communications to and from the employee will be filed in the employee's personnel folder.
- f) Members of an employee's immediate family (spouse, common-law companion, sons, daughters, etc.) or directors may not be considered for employment where there is a conflict of interest.

3.2.2 Contractual positions

- a) Résumés may be accepted for competitive contractual work at any time and where appropriate. Notices of contract positions may be posted at the Community Futures office, and/or published in periodicals, posted with employment agencies, or advertised in some other manner.
- b) The General Manager or a delegate will interview and select prospective contractual workers.
- c) A person selected for employment will receive written notification of their appointment. Contents of the employment contract will include the specific job title for which the person is hired, a brief description of the duties to be performed, the channel of supervision for the new contractor, the rate of compensation, and any special conditions of employment.
- d) The contractor acknowledges, in writing, or signs the appointment letter and any subsequent written communication about major changes in assignment. All such written communications to and from the contractor must be kept on file.

SECTION 4 Terms and Conditions of Employment

4.1 Probation

A new employee will be on probation for a minimum three (3) month to a maximum six (6) month period to determine the mutual compatibility of the employee and the Corporation.

4.2 Staff Performance Appraisals

A performance appraisal or performance review of each employee shall be conducted by the General Manager prior to the completion of his/her probationary period and at any other times deemed appropriate by the General Manager.

Reviews will be prepared to evaluate actual performance against the performance of duties as stated on the employee's job description.

All employee appraisals shall be reviewed prior to the end of the first anniversary. Ongoing employee performance evaluations shall be undertaken at least annually and may be a factor in determining salary or wage adjustments.

Salary or wage adjustments will not be considered without a performance appraisal.

All performance appraisals shall include a verbal and written review with the employee; the appraisal shall be endorsed by the employee and the person or persons conducting the appraisal. The employee will have an opportunity to provide comments, within the written review.

The General Manager or delegate will appraise the performance of the staff. The Board of Directors will conduct the performance review of the General Manager.

Completed and endorsed performance appraisals shall be kept on record in the employee's personnel file.

4.3 Change of classification

With approval of the General Manager, changes in classification will be made if the staff member's job description or workload has changed significantly.

4.4 Disciplinary Action

With the exception of very serious misdemeanors, Community Futures will utilize a corrective progressive discipline approach, which permits the employee an opportunity to respond to correction. In the event the employee does not respond, the next step in the procedure may be utilized.

The following steps in discipline are recognized in order of seriousness:

- (1) oral reprimand,
- (2) written disciplinary warning (specifying discharge if offence is repeated),
- (3) suspension, including warning of discharge or discharge.

Before using any of the above disciplinary measures, the disciplinary measure appropriate to the case will depend on many factors, including the following:

- (1) the nature and degree of the offence,
- (2) whether the offence was deliberate or a result of carelessness,
- (3) the employee's previous record of conduct,
- (4) interval since last violation,
- (5) aggravating circumstances.

4.5 Duration of Employment

Community Futures is funded by grants, service delivery contracts, revenue generation and donations. Because of such funding, employees cannot be assured job security beyond the current granting or budget period for the program. If Community Futures is successful in obtaining renewed funding, it is committed to provide employment continuity for those employees whose programs receive continued funding, who have completed the probationary period and who continue to meet Community Future's standards of work performance and conduct.

4.6 Confidentiality

All employees of Community Futures must sign a confidentiality agreement (Code of Conduct and Conflict of Interest Policy).

SECTION 5 Personnel Records

5.1 Personnel Record Documentation

The file for each employee shall be established at the date of employment and permanently retained by Community Futures for seven (7) years after termination.

Each employee's individual personnel file shall contain all pertinent documents relating to the employee's status and job performance. The employee's file shall include the following pertinent documents wherever applicable:

- (1) The employee's application and resume;
- (2) Letters of reference from previous employers;
- (3) Correspondence with reference to the employee;
- (4) Letter of appointment or contract;
- (5) Copy of driver's license and business insurance, where applicable. Copies of certificates such as lifesaving, first aid, etc.
- (6) Up-to-date staff development records listing workshops attended, etc.
- (7) Evaluation of performance signed by the employee.
- (8) Copies of letter(s) of reference provided by Community Futures to others at the employee's request will be kept on file.
- (9) Copies of communications commending the employee.
- (10) Copies of communications pertaining to a suspension and/or termination.
- (11) Copies of communications pertaining to a resignation.
- (12) Copies of communications pertaining to a demotion.
- (13) Copies of communications pertaining to a retirement.
- (14) Copies of communications pertaining to an appeal.
- (15) Salary history.

Employees shall have access to their personnel files. It is the responsibility of the employer to ensure that personnel records contain current staff development information.

Time and attendance records, travel, leave, accrual and documents relating to pay shall be maintained in financial records.

5.2 Rights to Personnel Records

It is the right of every employee or client:

- a) to see any information about themselves if the information is to be provided to a third party; the person must give permission for release of the information
- b) to see any records or information about themselves held by Community Futures unless the information was given in confidence by a third party
- c) to obtain copies of the above at that person's own expense

5.3 Personnel Record Information Changes

Each employee is required to promptly inform Community Futures of any changes to the following information on file in their personnel records:

- (1) Address and telephone number.
- (2) Emergency contact information.
- (3) Number of dependents to be used for fringe benefits and withholding tax.
- (4) Social Insurance Number.
- (5) Designated beneficiary for survivor's benefits.
- (6) Updated Staff Development Form

SECTION 6 Employee Conduct

Employees are expected to conduct themselves in a manner that is acceptable to the type of activities carried out by Community Futures, with regard to appearance and relationships with the public. Each employee is responsible to perform his or her duties efficiently and punctually.

6.1 Reporting Inability to Work

Each employee shall inform the employer, as soon as possible, of their inability to report for work because of illness, injury, or other legitimate reason. The employee shall make every reasonable effort to inform the employer of the date of their return to work in advance of that date.

6.2 Abuse of Sick Leave, Special Leave or Benefits

No employee shall use sick leave, special leave, and other leave, or any benefit provided by the employer for any purpose other than that specified. No employee shall make a false claim for any leave or benefit, or submit falsified information in support thereof. Any employee who contravenes this section is subject to disciplinary action.

6.3 Dress Code

All employees shall maintain a satisfactory standard of dress and general appearance appropriate to their duties. The General Manager may determine the satisfactory standard.

6.4 Internet and E-mail Use

Internet access and email will be used in an ethical and professional manner. Employees will ensure that their internet and email use does not contravene any laws or regulations relating to copyright and licensing. All internet and email activity using Community Futures email and computer infrastructure is the property of Community Futures.

6.5 Supplementary Employment

No employee shall engage in outside employment or activities, which interferes with the efficient performance of the employee's duties and/or responsibilities. No employee shall engage in outside employment and/or activities which will occupy time during the employee's working hours; neither shall outside employment and/or activities involve the performance of duties which the employee is required to perform as part of the employee's employment, without the express written consent of the General Manager.

Any such outside employment and/or activities shall not involve a conflict of interest or conflict with the employee's duties.

6.6 Conflict of Interest

Any member (staff, committee or board member, or contractor) of the organization who has a conflict of interest in connection with any items or transactions before the Corporation shall make clear his/her position and withdraw from any and all Corporation proceedings regarding this interest.

Any member knowingly having a conflict of interest as per above, and failing to withdraw from the Corporation proceedings affecting this interest shall be subject to possible disciplinary action, dismissal and/or legal action.

Community Futures does not condone nepotism in any form at any level of the system.

6.7 Acceptance of Gratuities

Employees are prohibited from accepting gifts, money and/or gratuities from any person receiving benefits and/or services or any other person otherwise in a position to benefit from an employee's action.

6.8 Political Affiliation or Involvement

Employment with Community Futures shall not be offered as a consideration or reward for the political support of any political party or candidate for public office. No employee shall, during working hours, or as a representative of Community Futures, engage in partisan political activity.

6.9 Political Activity

a) *Municipal and/or School Board Office*

Employees may seek election to Municipal and/or School Board office provided that the duties of the Municipal and/or School Board office, other than regular Council or Board meetings, do not impinge on their work as an employee of Community Futures.

b) *Federal and Provincial Office*

There are no restrictions on an employee engaging in political activities on their own time as a campaign worker. If an employee is nominated as a candidate for election, the employee will take a leave without pay to engage in the election campaign. If elected to Provincial or Federal office, the employee will take an unpaid leave of absence.

6.10 Confidentiality

Each Community Futures Board member, client, employee, applicant for employment, or any other such person has the right to have all information about that person kept strictly confidential.

Unauthorized disclosure of confidential information by a staff member or contracted staff will subject him/her to disciplinary action, dismissal and/or legal action.

No case record or personnel file shall be made available and no reports shall be made on any person unless:

- a) that person has given permission to Community Futures, in writing, for such information to be disclosed, or
- b) the Community Futures General Manager deems it is necessary for providing services to the client, or
- c) the information is requested by a funding body and the Community Futures General Manager finds it necessary to release the information.

SECTION 7 Hours of Work

7.1 Office Hours

The regular office hours of the Corporation are 8:30 a.m. – 4:30 p.m., with a one-hour closure for lunch.

7.2 Hours of Work

The average weekly hours of work for a full-time employee, exclusive of meal periods, is thirty-five (35) hours. The regular workday for a full-time employee shall be seven hours per day, exclusive of the meal period.

7.3 Rest Periods

Each employee is granted two (2) fifteen (15) minute rest periods away from their workstation. Rest periods shall not begin until one (1) hour after commencement of work or not later than one (1) hour before meal period or end of a shift. Rest periods shall be taken without loss of pay.

7.4 Meal Periods

- a) A meal period shall be scheduled as close as possible to the middle of the workday. The length of the rest period must not be less than thirty (30) and not more than sixty (60) minutes.
- b) Meal period will be granted according to the ESC which provides for minimum of 30 minutes every 5 consecutive hours.

- c) An employee shall be entitled to take their unpaid meal period away from the workstation.
- d) If the employer or delegate, requests that an employee work during the meal period, the meal period shall be considered time worked.

7.5 Authorization and Application of Overtime

All employees, except the General Manager, who are required to work overtime shall be entitled to overtime compensation when the overtime worked is authorized in advance by the employer. General Manager overtime will be dealt with in the employment contract.

Overtime may be banked, upon approval by the General Manager. The method of compensation will be determined by agreement between the General Manager and the employee, and if there is no prior agreement, by the General Manager.

Employees must track overtime hours and submit monthly to the General Manager.

An employee is entitled to overtime under the ESC.

7.6 Christmas Season Office Closure

Community Futures will be closed between Christmas Day and New Year’s Day. The office will close at noon on December 24 and reopen on the first working day after January 1. Employees will be paid during this period and this compensation will be paid in lieu of holiday pay. Existing employment contracts would supercede this policy.

SECTION 8 Compensation and Allowances

8.1 Pay Periods

An employee’s wages shall be paid semi-monthly, on the 15th and 31st of the month. A pay statement shall accompany the pay cheque confirming the wages earned and paid, including any deductions made.

8.2 General Holidays

The employer recognizes the following paid General Holidays and the ESC determines if the employee is entitled to General Holiday pay:

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

8.3 Group Benefit Plans

A Group Benefit Plan will be provided for all full-time regular employees and their dependents, through the Plan Carrier selected by the employer.

The coverage will include the following:

- (1) Group Life Insurance and Accidental Death and Dismemberment Insurance
- (2) Extended Health Care
- (3) Dental Plan

In addition to the above plan, Community Futures will provide a Group RSP Savings Plan. The employer will match up to 3% of monthly salary for eligible employees.

8.4 Travel Allowance Policy

An allowance will be paid to an employee for travel on behalf of Community Futures business, at a rate commensurate with the Federal Government's Treasury Board Guidelines for travel allowance. Community Futures may develop, communicate and regularly update a separate policy with respect to employee travel.

SECTION 9 Annual Vacation Leave

9.1 Vacation Entitlement

A regular full-time employee will have annual vacation entitlement as follows:

- a) 2 weeks annual vacation after 1 year of employment (with a rate of compensation equal to 4% of total earnings of the previous year).
- b) 3 weeks annual vacation commencing on the 5th annual year of employment (with a rate of compensation equal to 6% of total earnings of the previous year).

Annual vacation entitlement may be greater if stipulated in the Employment Agreement.

Vacation payout upon termination will be based on 4% vacation pay if termination occurs prior to completing the year.

9.1.1 Vacation Carry Over

Employees may carry over one year vacation entitlement to the following year.

9.1.2 Vacation Scheduling

Vacation period scheduling will be approved by the General Manager. Vacation requests should be discussed at least two months in advance, but exceptions can be made by the General Manager.

Vacation scheduling may be based on operational requirements.

SECTION 10 Other Leave

10.1 Maternity / Parental / Adoption Leave

Employees must have up to 52 weeks of continuous employment with their employer to be eligible for maternity or parental leave. This applies to both full and part-time employees.

10.1.1 Length of Leave

- a) Birth mothers can take up to fifty two (52) weeks of unpaid, job-protected leave from employment, made up of up to fifteen (15) weeks of maternity leave and thirty seven (37) weeks of parental leave.
- b) Fathers and adoptive parents are eligible for thirty seven (37) weeks of unpaid, job-protected leave. Adoptive parents can take parental leave when they adopt a child under the age of eighteen (18).
- c) If both parents are employees, the thirty seven (37) weeks of parental leave may be taken entirely by one of the parents, or can be shared between the two parents. If leave is to be shared, the employer must be notified.

10.1.2 Notice Requirements

- a) Employee must give their employers at least six (6) weeks written notice to start maternity or parental leave. Exceptions can be made for unexpected medical reasons.
- b) Employees must provide at least four (4) weeks written notice to return to work or to change the date they will be returning to work. This notice must be provided at least four (4) weeks before the end of the leave to which the employees are entitled.

10.2 Sick Leave

- Community Futures expects all employees to report to work as scheduled and on time and to use responsible judgment when not reporting to work due to accident, illness or an emergency. Sick Leave and other benefits are provided for the sole purpose of insuring an income to employees during periods of illness or injury incurred while employed with Community Futures.
- If unable to report to work due to accident, illness or an emergency, employees are expected to call the General Manager as much in advance of their regular starting time as possible so as to allow time for their replacement, if required, and to avoid any unnecessary workload on other staff and distribution of work schedules. If unable to call in advance, employees are expected to call as soon as possible. The employee shall make every reasonable effort to inform the employer of the date of their return to work in advance of that date.
- Excessive or abnormal absenteeism will be investigated and if it is determined that the absenteeism results in the employee being unable to fulfill or meet his or her commitments to Community Futures, steps will be taken to correct the situation including disciplinary or non-disciplinary termination of employment.

- The Sick Leave benefit is not designed to be used for any other purpose except unavoidable personal illness or injury. Sick Leave is not to be used for family crisis, visits to lawyers or similar purposes.
- Sick Leave benefits shall be earned at a rate of 0.5 days per month of employment. Sick Leave benefits will not accrue during any period that Community Futures is not paying the employee's salary and will not accrue during any period of Sick Leave or WCB in excess of five (5) working days.
- Sick Leave benefits shall accrue to a maximum of twenty (20) working days. Sick leave credits are not cashable for any reason other than illness and are cancelled automatically upon termination and/or retirement.
- All Sick Leave credits are to be used prior to applying for Weekly Indemnity or Long Term Disability Benefits. At no time will an employee collect both.
- Any illness of three (3) working days or more in duration requires appropriate medical certification to be presented to the General Manager. The General Manager may request a medical certificate at any time prior to authorizing payment of sick leave credits. If unsatisfactory proof of personal illness or injury is provided, then payment of this benefit may be withheld. Any associated medical fees shall be the responsibility of the employee.
- Employees are asked, whenever possible, to schedule all medical and dental appointments outside their regular working hours. If this is not possible, then such appointments will be considered as Sick Leave.
- Time for medical appointments or procedures for immediate family members, when the employee is required to attend, will be eligible for Sick Leave.
- The General Manager is responsible to monitor staff attendance and to request appropriate medical backup.
- Employees are required to track Sick Leave and provide a monthly report to the General Manager within five (5) days of the end of the month.
- Abuse of Sick Leave will not be tolerated. Any employee found abusing Sick Leave or absent without authorized leave will be disciplined up to and including termination.

10.3 Bereavement Leave

- Employees may be granted time off with pay at regular rate of up to four (4) days for the purpose of making arrangements or attending a funeral in the event of the death of a father, mother, legal guardian, spouse, child, brother, sister, grandparents, or grandchildren, father-in-law, or mother-in-law, at the discretion of the General Manager. Where the employee is required to travel more than 250 kilometers to make such arrangements or attend such a funeral, an additional one (1) day may be granted with pay at the regular rate. Leave, without pay, may be extended past the day of the funeral if there is a demonstrated need for the leave.

- Employees may be granted, at the discretion of the General Manager, up to one (1) day with pay to attend a funeral as a pall-bearer or mourner.
- The General Manager reserves the right to request documentation to substantiate the appropriate use of this time before Bereavement leave payment will be made.

10.4 Subpoenaed Court Appearance or Jury Duty

- There is no restriction as to the number of days of leave with pay for a subpoenaed court appearance or jury duty. Any payment made to an employee by the court for appearance or expenses may be kept by the employee. If appearances relates to a private law suit, the General Manager may determine whether the leave is with pay or without pay, or possibly taken as vacation time.

10.5 Special Leave with Pay

- Special leave of absence with pay is any period of time for which an employee of Community Futures is authorized by the General Manager to be paid while the employee is away from work and not covered by a special benefit or entitlement. The following qualifies as Special Leave:
 - a) Up to two (2) days if the employee is the victim of a flood, fire, or other similar disaster;
 - b) Up to one (1) day to attend adoption proceedings or to be present at the birth of the employee's child.

SECTION 11 Safety

The employer and the employee agree that regulations made under the Alberta Workers' Compensation Act, or other Statute of the Province of Alberta pertaining to the employee's work environment, shall be fully complied with.

SECTION 12 Staff Education and Professional Development

In the interest of Community Futures, employees may be assigned to special training programs, with full pay and allowances.

Where the employee is undertaking professional or skill upgrading training outside of work hours, the employer may pay all tuition and supply costs, subject to successful completion of the training and while the employee continues to be employed with Community Futures. In such cases, the employee may be asked to undertake a continuing service contract for up to 12 months following completion of training.

In cases where the employee wishes to undertake training that is not directly in the employer's interest, unpaid general leave may be granted.

For seminars or information courses, the employee will be required to obtain an attendance certificate. An employee requesting such assistance must notify the General Manager before committing to the course or reimbursement will not be considered.

SECTION 13 Harassment in the Workplace

The employer and the employee agree that regulations made by the Alberta Human Rights and Citizenship Commission or any other statutes of the Province of Alberta or the Government of Canada pertaining to harassment in the workplace, shall be fully complied with.

SECTION 14 Grievances

14.1 Working Policy of proper channels to express grievances

Community Futures assures each employee fair and equal treatment and consideration. Where, in the opinion of the employee, unfair treatment has been rendered under these policies, or some other problem arises, the following procedure applies:

- a) The employee shall discuss the matter with their immediate supervisor within seven (7) working days from the day the grievance occurred.
- b) If the grievance remains unresolved after discussion with the supervisor, the employee will then take the grievance to the Community Futures General Manager within three (3) working days. The General Manager will then conduct a personal interview involving the employee and any other involved person(s) and endeavor to resolve the grievance.
- c) If the grievance involves the General Manager then it will be brought to the attention of the Board.
- d) The General Manager or Board may forward a grievance or complaint to an Independent Mediator for resolution.
- e) The Board, General Manager or Independent Mediator is the final level, internal of the organization, in which the grievance or complaint may be reviewed. One of the above may accept or dismiss the grievance or complaint, with reasons stated in writing.

SECTION 15 Termination of Employment

Termination of employment may take place upon the initiation of either Community Futures or the employee. Termination by the employer will be consistent with the Alberta Employment Standards Code (ESC).