

## **Vision Statement**

Our vision is to make the Alberni Valley a leading business-friendly community in BC.

## **Mission Statement**

We support and promote our business community, through advocacy, education and communication

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# Section 1

## Personnel Policies and Procedures

## Absence Policy

As an employee you will be treated as a professional, which means you will be expected to complete your work on time and at an expected level of quality. If extra hours are needed to complete your work, please consult your supervisor, in advance, prior to working additional hours.

Even though you will be treated as a professional and presumably will behave as one, general absence guidelines are necessary to ensure we are able to conduct business in a predictable manner. Although we do not wish to monitor all of your comings and goings, we need to know, in advance when possible, when you will be absent from work. The following are the guidelines which should meet our mutual goals;

### Absences

As an employee you are expected to be at your workstation at the scheduled days and times, except for authorized absences. The following are considered authorized absences,

- Vacation time scheduled in advance
- Sick leave
- Intermittent Absence
- Time off for a Workers Compensation Injury
- Death of a family member or other person
- Jury Duty
- Emergency situations beyond your control

### Notification of Absence

If you are unable to report to work as scheduled for an authorized absence or for any other reason, or if you will be late reporting to work, you must advise your Manager or supervisor by telephone, text or email, without delay. You must also provide the reason for your absence or delay and expected day and/or time of your return. If you are not able to return on the expected date/time, you are required to contact your Manager or supervisor with updated information.

### Definitions and Entitlements

- Vacation time:
  - After completing one year of employment an employee is entitled to two weeks of vacation. This is equivalent to 4% of earnings. After 5 years of employment, an employee is entitled to three weeks of vacation. This is equivalent to 6% of earnings.
  - Vacation may be scheduled in periods of one or more days.
  - Vacation must be taken within 12 months of being earned, unless authorized for extension.
  - The Employer reserves the right to refuse some vacation requests due to the needs of the business. In most cases the employer will approve with sufficient notices.
- Sick leave: Refer to "Intermittent Absence"
- Intermittent Absence: A short term absence from work due to your illness or injury of up to three (3) continuous working days.
  - Intermittent Absence Days provide for continuation of pay to eligible (FT on Salary) employees for up to five (5) days per calendar year.
  - They may be taken in half or full day increments.
  - You are eligible for Intermittent Absence Days if you are a regular full-time / salaried employee and have worked for the Chamber of Commerce for at least three (3) consecutive months from your latest date of hire.
  - Intermittent Absence Days are reinstated at the beginning of the calendar year (January 1<sup>st</sup> of each year) and cannot be carried over from a prior year.
  - Intermittent Absence Days from one year cannot be used back to back with the next year's entitlement.

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- If you have used your maximum number of Intermittent Absence Days, any further Intermittent Absences during the calendar year is without pay. You may request that a Vacation Day be substituted for an unpaid Intermittent Absence Day, with your Manager or Supervisor's approval.
- The employer may require a doctor's note for absences of more than 3 business days.
- You are not eligible for Intermittent Absence Days if you are:
  - An hourly paid employee;
  - A casual employee;
  - A co-op, work-placement or intern;
  - Already absent from work due to illness or injury on or before your eligibility date;
  - On vacation, receiving vacation pay or on a Voluntary Leave when the illness or injury occurs
- Workers Compensation Injury
  - If work related injuries are covered by the Workers Compensation Act of British Columbia, this act governs benefits and compensation. Otherwise injury coverage is as defined above under "Intermittent Absence"
- Death of a family member or other person
  - Definition:
    - Immediate Family member
      - Spouse including Common Law spouse
      - Child – including an adopted one
      - Son in law
      - Daughter in law
      - Parents and Parents in law
    - Other Family members
      - Grandparents
      - Cousins
      - Aunts and Uncles
  - Policy:
    - Immediate Family member
      - 3 consecutive days bereavement leave, with pay
      - Additional days may be granted, without pay
    - Other Family member
      - 1 days bereavement leave, with pay
      - Additional days may be granted, without pay
    - Other persons
      - Leave may be granted without pay
  - Eligibility
    - Includes all FT Employees, Salaried or Hourly
- Jury Duty
  - Employees who are selected and must serve on a Jury shall be considered on unpaid leave for the period of absence.
  - Any compensation paid by the court to the employee for having served on a jury may be retained by the employee.
- Emergency situations beyond your control
  - Unless otherwise agreed, this is without pay and must be approved by the employer
- Other leave from work
  - Pregnancy Leave: A pregnant employee can take up to 17 consecutive weeks of unpaid leave.

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- Parental Leave: You may choose from the two parental leave options:
  1. Up to 37 consecutive weeks\* (standard parental leave); or
  2. Up to 63 consecutive weeks\* (extended parental leave)

3. NOTE: AVCOC will follow current BC Labour Laws such that any changes in regulation will over-ride what is noted here.
- \*Note: The weeks include a two week waiting period that the BC Public Service continues to pay at 85% of your basic pay (even though Service Canada requires a 1 week waiting period). If you have already served a waiting period for maternity leave, then your parental leave will be 35 consecutive weeks for the standard parental leave or 61 consecutive weeks for the extended parental leave. If you take the extended option, the federal government will calculate your benefit based on 61 weeks. Your benefit will not be pro-rated should you take a shorter leave or return to work early.
- Family Responsibility leave: An Employee can take up to five days of unpaid leave, in each employment year to attend to the care, health or education of a child in the employee's care, or to the care or health of any other member of the employee's immediate family.
- Compassionate Care leave: An employee can take up to eight weeks of unpaid leave within a 26 week period to care for a gravely ill family member. The employee must obtain a medical certificate which states that the family member is gravely ill with a significant risk of death within 26 weeks.
- Statutory Holidays:
  - The ten statutory holidays for the Province of BC is
    - New Year's Day
    - Family Day
    - Good Friday
    - Victoria Day
    - Canada Day
    - BC Day
    - Labour Day
    - Thanksgiving Day
    - Remembrance Day
    - Christmas Day
  - To be eligible for Statutory Holiday pay employees must;
    - Have been employed for at least 30 calendar days **AND**
    - Have worked at least 15 of the 30 days before the statutory holiday
  - Qualified employees who are given a day off on a statutory holiday must be paid an average day's pay (exclusive of OT earned in the period)
  - Qualified employees who work on a statutory holiday must be paid time-and-a-half for the first 12 hours worked and double-time after 12 hours
  - Salaried employees are to be given a 'day – off' in lieu of the Stat Holiday.

### Other considerations:

- Inclement Weather:
- During inclement weather, you should call to find out whether to report to work. Also, while the weather may be nice where you are, hazardous conditions may exist on the way to or near your workplace. If you know hazardous conditions have been reported in the area, protect yourself and call ahead to work first. If you were regularly scheduled to work on a day where inclement weather prevented your attendance at work and your supervisor has authorized your absence for that day, you will be paid at your regularly scheduled rate for that day.

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- The Alberni Valley Chamber of Commerce has a Group Insurance Plan that is available to employees who are regular Full Time or regular Part Time and who work a minimum of 20 regular hours per week.. Refer any inquiries about these to your supervisor. There is a minimum waiting period of 6 months before the Employee can apply. Note that the plan is paid for by both the Employer and Employee on a 50/50 basis. The employee will pay 100% of the LTD premium (**this is for the benefit of the Employee**).

### Note:

- In all cases outlined above, the Employment Standards Act of the Province of British Columbia and the Workers Compensation Act of British Columbia are to be followed as a minimum. If any inequitable differences exist between the above and these two Acts, these Acts shall prevail.

## Code of Conduct

The Alberni Valley Chamber of Commerce supports the following values:

- We Succeed By Working Together.
- We Take Responsibility For Our Actions.
- We Treat Each Other With Fairness And Respect.
- We Strive To Continuously Improve.
- We Act With Integrity In All That We Do.

The Alberni Valley Chamber of Commerce commits to providing all employees with:

- a safe, healthy, respectful and productive work environment
- fair and equitable treatment
- equal opportunities for advancement
- protection from harassment
- protection from retaliation after good faith disclosures of improper activities.
- Access to Uniforms

The Alberni Valley Chamber of Commerce expects all employees to:

- act with integrity at all times
- be present and productive during working hours
- operate within the law
- take personal accountability for their workplace actions
- demonstrate a sense of respect, loyalty, good faith and responsibility toward one another and the Chamber
- keep corporate information confidential
- exercise sound judgment in decision making
- Dress appropriately per uniform standards as set by the President/CEO
- report violations of the Code of Conduct and Chamber policies and practices to your immediate Supervisor
  - In the event the Supervisor does not respond in due course then proceed to the next level of Management. Such course of action should not be considered prior to allowing the Supervisor to respond.

### Compliance to the Code

Employees are expected to comply with the Code of Conduct and the policies and practices it represents. Violations of the Code of Conduct, policies or practices may result in disciplinary action up to and including dismissal.

## Confidentiality Policy

All staff and volunteers are required to treat **all** Chamber information with the utmost confidentiality. Staff with access to confidential, private, or sensitive information **are not** to divulge this information with any other personnel unless authorised to do so. If you are ever asked to divulge confidential information by a person who has no authority to request this, please report the matter to your supervisor immediately.

The easiest way to follow this policy is to remember one simple rule: **NEVER give out confidential and/or private information** unless it's to an authorised person. This means not even to family members - we have no way of knowing a person's family situation, and that person has the right to withhold private information from his/her family members.

The Chamber takes the confidentiality and privacy very seriously, and will not hesitate to take disciplinary action against any employees that are in breach of this policy.

## Conflict of Interest Policy

A conflict of interest refers to a situation in which private interests or personal considerations may affect an employee's judgement in acting in the best interest of the Chamber of Commerce. It includes using an employee's position, confidential information or Chamber time, material or facilities for personal gain or advancement or the expectation of personal gain or advancement. A conflict may occur when an interest benefits any member of the employee's family, friends or business associates.

If an employee finds his/herself in a possible conflict of interest position they must;

- Declare their conflict of interest with their manager or supervisor
- Cease or not do any activity that will advance this conflict of interest
- Abstain or remove themselves from any discussion or activity that could influence the outcome.

## Email and Internet Policy

Voice mail, email, and Internet usage assigned to an employee's computer or telephone extensions are solely for the purpose of conducting Chamber business. Some job responsibilities at the Chamber require access to the Internet and the use of computer software installed on Chamber computers. Software needed, in addition to that provided by the Chamber, must be authorized by your supervisor before downloading it onto any Chamber computer.

Internet use is authorized to conduct Chamber business. Internet use brings the possibility of breaches to the security of confidential Chamber information. Internet use also creates the possibility of contamination to our system via viruses or spyware. Spyware allows unauthorized people, outside the Company, potential access to Chamber passwords and other confidential information. To assure the use of work time appropriately for work, we ask staff members to limit Internet use.

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Additionally, under no circumstances may Company computers or other electronic equipment be used to obtain, view, or reach any pornographic, or otherwise immoral, unethical sites. Doing so will lead to disciplinary action up to and including termination of employment.

Email is also to be used for Chamber business. Chamber confidential information must not be shared outside of the Chamber, without authorization, at any time.

All emails and internet usage on Chamber equipment and over Chamber internet resources, is the property of the Chamber. The Chamber has the right to monitor and review all employee uses of the Internet, emails etc.

Employees are NOT required to monitor Email or Social Media Platforms outside of their paid time at work. Employees should understand that such activity is done so at their own discretion and is not subject to any level of compensation. The employer does not encourage off – time access to company business.

## Employee Complaint Process

The purpose of this policy is to provide employees an orderly process for the prompt and equitable resolution of complaints. The Chamber intends that, whenever feasible, complaints be resolved at the lowest possible administrative level. The employee complaints procedure will generally follow a Two-step process as follows;

- Level One: The employee should contact their immediate supervisor and request a meeting to discuss the complaint(s). Where possible the employee should provide a written outline of the concern(s). The supervisor shall meet with the employee to review the complaint and provide a verbal and/or written response, within 7 working days.
- Level Two: If the outcome to Level One is not to the satisfaction of the employee they may contact the Manager or President/CEO to request a meeting to discuss the complaint(s). The employee should outline their concerns in written form. The Manager or President/CEO shall meet with the employee to review the concern(s) and provide a verbal and written response within 7 working days.
- Level Three: **This level, and Level Four is for use only if/when the Employee has determined that the issue is of a Criminal and/or Unethical nature that has not been resolved by the Manager or President/CEO.** If the outcome of Level Two is not to the satisfaction of the employee they may make a formal written complaint to the Chair or Chairperson of the Chamber. The Chair or Chairperson shall receive the complaint, meet with the employee, and the Manager or President/CEO, either jointly or separately, to discuss the complaint, and provide a verbal and written response within 10 working days.
- Level Four: If the outcome of Level Three is not to the satisfaction of the employee, the employee may file a written request to the Board of Directors of the Chamber for a hearing. Such a hearing will take place within 10 working days of filing of the complaint, with members of the Board whom have been assigned this task, and shall comprise of no less than 4 board members. A written response to the employee is to be provided within 7 working days of the hearing.

## Employee Improvement Program

It is important for the employee to complete their duties in a competent and professional manner. Through ongoing training and coaching provided by their supervisor it is expected the employee will competently perform the duties outlined in their Job Description and Duty List. Should the employee not be able to perform at an expected level of performance, the supervisor is to proceed with the following performance improvement steps;

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## Step 1:

The first step in any effort to improve employee performance is counseling or coaching. Counseling or coaching is part of the day-to-day interaction between a supervisor and an employee. Coaching often provides positive feedback about employee contributions. At the same time, regular coaching brings performance issues to an employee's attention when they are minor, and assists the employee to correct them.

The goal of performance coaching is not to make the employee feel badly, or to show how much the supervisor knows. The goal of coaching is to work with the employee to solve performance problems and improve the work of the employee, the team, and the department.

These steps are to be used for effective and supportive coaching.

- Show confidence in the employee's ability and willingness to solve the problem. Ask him or her for help in solving the concern.
- Describe the performance problem. Focus on the problem or behavior that needs improvement, not the person. Ask for the employee's view of the situation.
- Determine whether issues exist that limit the employee's ability to perform the task or accomplish the objective. Four common barriers are time, training, tools, and temperament. Determine how to remove these barriers.
- Discuss potential solutions to the problem or improvement actions to take. Ask the employee for ideas on how to correct the problem, or prevent it from happening again.
- Agree on a written action plan that lists what the employee and the supervisor will do to correct the problem or improve the situation.
- Set a date and time for follow-up. Determine if a critical feedback path is needed, so the supervisor knows how the employee is progressing. Offer positive encouragement. Express confidence in the employee's ability to improve.

## Step 2:

Supervisors are to issue a verbal warning to an employee when performance warrants a disciplinary action more severe than supervisory counseling. The purpose of the verbal warning is to get the employee's attention. The verbal warning is provided following the failure of informal supervisory coaching to help the employee improve the required performance. Also, the employee must be given time to make improvements in their performance. Depending on the circumstances, a period of a minimum of 30 calendar days and up to 90 calendar days are to be allowed for the employee to demonstrate substantial improvement in their performance.

The supervisor is to document the verbal warning in his or her notes for the employee file. This should include information about the counseling he or she has provided to help the employee improve and the timeline allowed for the employee to demonstrate improvement in their performance. All documents should be signed by the employer and employee. At the end of the allowed period, a further interview must be made with the individual to review his or her progress. If substantial progress has been demonstrated, the supervisor can continue with coaching, as outlined in Step 1, to ensure satisfactory performance continues. If improvement is not made the supervisor is to proceed to Step 3.

## Step 3:

If the employee has not demonstrated substantial improvement in their performance after the verbal warning (outlined in Step 2) the supervisor must issue a written warning. The documentation required in this step, is

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to complete the form entitled “Employee Performance Improvement”(see Appendix “C”). This form will outline the areas of performance needing improvement, the action/training/coaching provided, future action required by the employee and supervisor, and the time line for achieving demonstrated substantial improvement. This is to be signed by the employer and employee. A period of a minimum 30 and up to 90 calendar days is to be used for this process.

At the end of the period defined above, the supervisor is to complete a performance appraisal report. If substantial performance improvement has been achieved, the supervisor may continue providing coaching and training as outlined in Step 1. If demonstrated substantial performance has not been achieved, process to step 4.

### **Step 4:**

Depending on the circumstances, the supervisor may extend the timeline for the employee to make substantial improvement in their performance, by up a further 90 calendar days, if the supervisor feels there is a good likelihood the employee will succeed in making the improvements. A form “Employee Performance Improvement “document is to be completed and signed by the employer and employee.

Otherwise, the supervisor is to proceed with termination of the employee. The supervisor is to issue the employee a letter outlining their termination, the reasons for this and the effective date of the termination. See example in Appendix A.

### **Note:**

It is important to be open and honest with employees when dealing with performance needs/deficiencies. It is also important to DOCUMENT all action taken, to be taken, and expectations of the supervisor and have both the employer and employee sign the document(s). If an employee refuses to sign any documents, make a note on the document to this effect and that you have provided the employee a copy of the document.

## **Employee Probationary Period**

When a regular Full Time or Part Time employee commences working for the Chamber they are subject to a minimum 3 month probationary period. Near the end of this period the employee’s supervisor will review the employee’s performance and if satisfactory will continue with the employee’s employment at levels outlined when they were hired. If performance is determined not to be satisfactory the supervisor may extend the probationary period for a period of up to 3 additional months, or terminate the employee prior to the end of the probationary period.

For employees hired on a contract or seasonal basis the probationary period will be equal to 1/3 of their scheduled term of employment.

## **Exit Interview**

When an employee resigns or is terminated through actions initiated by the Chamber, it is preferable to conduct an exit interview. The interview is an ideal opportunity to get the employee’s input into their perception of their workplace environment. While it is completely voluntary on the part of the employee, it can be a source of good information. The Interviewer would be wise to make notes of the information discussed for inclusion in the employee’s personnel file. Some of the areas that can be discussed include but are not limited to the following;

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- What is your primary reason for leaving?
- Did anything trigger your decision to leave?
- What was most satisfying about your job?
- What was least satisfying about your job?
- What would you change about your job?
- Did your job duties turn out to be as you expected?
- Did you receive enough training to do your job effectively?
- Did you receive adequate support to do your job?
- Did you receive sufficient feedback about your performance between reviews?
- Were you satisfied with the Chamber's performance review process?
- Did the Chamber help you to fulfill your career goals?
- Do you have any tips to help us find your replacement?
- What would you improve to make our workplace better?
- Were you happy with your pay, benefits and other incentives?
- What was the quality of the supervision you received?
- Based on your experience with us, what do you think it takes to succeed at the Chamber?
- Did any Chamber policies or procedures (or any other obstacles) make your job more difficult?
- Would you consider working again for the Chamber in the future?
- Would you recommend working for the Chamber to your family and friends?
- How do you generally feel about the Chamber?
- What did you like most about the Chamber?
- What did you like least about the Chamber?
- What does your new company offer that the Chamber doesn't?
- Can the Chamber do anything to encourage you to stay?
- Did anyone in this company discriminate against you, harass you or cause hostile working conditions?
- Any other comments?

## Harassment Policy

Harassment is a form of discrimination. Harassment occurs when a person or group is subjected to unwelcome comments or behaviour that is insulting or demeaning, or is otherwise offensive. The Chamber has a Zero tolerance policy for harassment in the work place. Common examples of harassment include name-calling, telling offensive jokes, and making offensive gestures. Harassment is harmful because it attacks the dignity and self-respect of the victim. In the workplace, it may negatively affect both the victim's ability to perform their duties and the work environment as a whole.

It is against the law to harass a person because of their race, colour, ancestry, place of origin, religion, marital or family status, sex, sexual orientation, disability, or age. The Chamber has a responsibility to provide a harassment-free environment for its employees and customers.

Harassment also includes jokes based on gender, sexual orientation, or racial stereotypes; comments that make fun of or belittle or insult people because of their sex, pregnancy, race, or physical or mental disability; racist, sexist, or anti-gay publications or graffiti displayed in the workplace; and any unwelcome behaviour, such as starting rumours in the workplace, that is engaged in, in whole or in part, because of a person's race, sexual orientation, or other similar personal characteristic.

If you are being harassed because of your race, colour, ancestry, place of origin, religion, marital or family status, sex, sexual orientation, disability, or age:

- If it is safe to do so, tell the person firmly that their actions or comments are unacceptable and ask them to stop. If you find this difficult, consider asking a friend for help.
- Keep a written record of exactly what happened and when, and of what was said.

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- Report the matter to your supervisor

Employees involved in harassment activities will be disciplined in an appropriate manner up to and including dismissal.

## Additional Hours and Overtime Policy

It is expected an employee will be able to complete their assigned duties within the hours they are scheduled. In the event an employee is required to work additional hours than those scheduled, the employee must obtain PRIOR approval of their supervisor before any hours are worked. The authorization of the supervisor is made by the supervisor initialling next to the time sheet for the day the additional hours are worked. Unauthorized additional hours or overtime worked may not be paid.

## Personnel File

A file is to be maintained for each employee in a locked cabinet under the control of the Manager or President/CEO. All information maintained in the file must be made available to the employee, if they so wish to review it. Each file is to be set up using the following format;

- The file should contain
  - A copy of the employee's Position Description
  - A copy of the employee's Duty List
  - Copies of all Performance Appraisal Reviews
  - A copy of the employees letter of employment commitment
  - Copies of any correspondence
  - Copies of any memos, Employment Improvement documents etc.

## Performance Appraisal Process

The Chamber strongly supports a good working relationship with its staff and volunteers. Part of this mandate is to regularly review the performance of each employee. This review should be done at least annually and at other times as required. As a rule of thumb, the Performance Appraisal Report is just a summary of an employee's performance over time and there should not be any surprises to either the Supervisor or Employee. If performance issues arise during the year these should be addressed using the "Employee Improvement Program" process.

The following guidelines should be followed when dealing with an employee's performance;

- A Performance Appraisal Report (see documents) is to be completed for all employees on an annual basis.
- A Performance Appraisal Report must be completed as part of the Employee Improvement Process as required.
- A Performance Appraisal Report may be completed at the time an employee leaves the Chamber's employment as part of their exit interview process.

When completing the Performance Appraisal Report, it is important to not only review the performance of key functions and competencies of the job, but also to discuss and document agreed goals for the next Appraisal period.

The process for completing the performance Appraisal is as follows;

- Supervisor completes the Performance Appraisal Form and gives ratings as well as commentary on each major area of responsibility.

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- The Supervisor gives a copy of the Performance Appraisal form to the employee for their review.
- The Supervisor and Employee meet to review the contents of the Report and discuss the expectations of both, future plans, goals etc.
- The supervisor and Employee agree (or disagree) to the report, actions to be taken and goals to be achieved.
- The Supervisor and Employee sign the Performance Appraisal Report, and the employee will check off either “Read and agree” or “read and disagree”.
- The Employee has the opportunity to make comments on the report.
- The Supervisor places a copy of the Report in the Employee’s Personnel File and gives a copy to the Employee
- If the employee refuses to sign the form, indicate “Refused to sign but employee given copy of report” on the Employee’s signature line, and ensure the employee does get a copy of the report. If the employee refused to keep a copy of the report, mail it to the employee with a covering letter.

## **Volunteer Policy**

The policies contained in this manual apply to all volunteers who assist the Chamber in the execution of their business, where appropriate. In particular policies around Code of Conduct, Confidentiality, Conflict of Interest, Email and Internet usage, and Harassment Policy will apply to all Volunteers.

# Appendix “A”

## Employee              Absence Request Document

## Alberni Valley Chamber of Commerce Employee Absence Request

Date:	Employee Name:
Date Absence to Start:	Date of return to work:
<b>Purpose of Absence:</b> <input type="checkbox"/> Vacation <input type="checkbox"/> Sick Leave <input type="checkbox"/> Intermittent Days <input type="checkbox"/> Bereavement <input type="checkbox"/> Jury Duty <input type="checkbox"/> Other – define	
<b>Comments:</b>	
<b>Salary:</b> <input type="checkbox"/> With Pay <input type="checkbox"/> Without Pay <input type="checkbox"/> Split <input type="radio"/> With Pay _____ Days/Hours <input type="radio"/> Without Pay _____ Days/Hours	

Employee Signature: \_\_\_\_\_

**Supervisor**

- Approved
  - With Pay
  - Without Pay
  - Split as above
- Not Approved

Supervisor Signature: \_\_\_\_\_

# Appendix “B”

# Employee Performance Appraisal Report

# Alberni Valley Chamber of Commerce

## Employee Performance Appraisal

Date:	Employee Name:
Position:	

Grade: Good – “G” Satisfactory – “S” Requires Improvement – “RI”

Accountability	Grade	Comments

### Other Attributes:

Attribute	Good	Satisfactory	Requires Improvement
Attitude			
Initiative			
Dependability			
Work Quality			
Work Quantity			
Knowledge of Job			
Team Play			
Organizational ability			
Judgement			
Responsibility			

### Action to be taken if improvement required:

Plan of Action	By Whom	Completion Date	Review Date

Final Grade: \_\_\_\_\_

### Supervisor Comments:

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Read and Agree \_\_\_\_\_ Read and Disagree \_\_\_\_\_

Supervisor Signature\_\_\_\_\_ Employee Signature\_\_\_\_\_

### **Employee Comments: (Optional)**

**Note:** If employee refuses to sign this form, make a note to this effect on the employee signature line and ensure the employee receives a copy of this report.

# Appendix “C”

## Performance Improvement Form

## Alberni Valley Chamber of Commerce Performance Improvement Process

Date:	Employee Name:
Position:	Supervisor:

It is the intent of the Alberni Valley Chamber of Commerce to have its employees achieve a satisfactory or better level of performance on an ongoing basis. In the event this does not transpire, the Chamber's Performance Improvement Process will be used to assist the employee in achieving this.

Accountability of Concern:	Comments
a)	
b)	

To ensure the employee is given the proper opportunity to make improvements to their performance the following action steps are to be taken.

Accountability above:	Action to be taken:	By whom and by when:
a)		
b)		

### General Comments:

### Next Review Date:

Supervisor:\_\_\_\_\_

Employee:\_\_\_\_\_

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### **Employee Comments:**

Note: If employee refuses to sign this form, make a note to this effect on the employee signature line and ensure the employee receives a copy of this report.

# Appendix “D”

## Temporary Contract Letter

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Date

## PERSONAL & CONFIDENTIAL

((Name))  
((Street))  
((City))  
((Postal Code))

Dear ((Name)),

The Chamber is pleased to offer you employment in the position of ((position)) on the following terms:

- 1. Rate of pay and benefits:** You will be paid \$ ((amount)) per hour (hourly pay is for those whose hours fluctuate per week – casual workers) per month (monthly pay is for those whose hours remain constant) less applicable deductions. You will be paid vacation pay entitlement as outlined in the *Employment Standards Act*.
- 2. Hours of Work:** Your normal hours of work are ((number)) to ((number)), although these hours may vary from time to time. Pay to be paid bi-weekly
- 3. Length of employment:** Your employment will commence on ((date)) and end on ((date)). This contract will serve as written notice of termination.
- 4. Obligations:** During your employment, you will report to ((supervisor)) or such other supervisor as the Chamber may direct. You will be expected to carry out the duties assigned to you in competent and efficient fashion. If you have any problems or questions you will be expected to bring them either to your supervisor, or, if your supervisor is not available, to another supervisor.
- 5. Probationary Period:** Your employment is subject to a probationary period of (days, weeks or months). If your performance is not satisfactory the Chamber reserves the right to terminate the contract during the probationary period without notice.

Either you or the Chamber may end the contract for any reason by giving appropriate written notice of termination as outlined in the *Employment Standards Act*. In the event cause for termination without notice exists, the Chamber may terminate the contract immediately.

If you have any questions respecting any of these terms, please contact me immediately. If you are prepared to accept this offer of employment, please sign below in the space provided and a copy of this letter will be returned to you.

Sincerely,

Name  
Title

I have read and understand the conditions of the offer of employment set out above and I accept the Chamber's offer.

---

DATE

---

SIGNATURE

# Appendix “E”

## Letter of Termination

## Sample Termination Letter Template

Name  
Address  
Date

Dear (first name of employee):

Further to our meeting on (give date) regarding your employment status, I regret to inform you that your employment with Alberni Valley Chamber of Commerce is terminated effective (date)/or immediately.

As discussed in our meeting are the following reasons why employment with our company is terminated:

1. (Use this space to first list the reasons for firing the employee. If necessary make bullet points to clarify)
2. (Use this space to reiterate previous meetings with the employee on their behavior. Here you will want to list the number of employee warning forms the worker received. Also include the agenda that you discussed for termination if the employee continue the behavior discussed in previous meetings.)

As of the date of your termination it is essential that you (here you will need to state anything that needs to be done before termination, such as the return of a company car, returning any company equipment or materials the employee may have at home. You can also use this space to note any other administrative paperwork the employee must complete, such as per diem receipts for travel or expenses the company needs to pay the employee).

Your final day of work will be (date) and it is expected that you fulfill this entire time period as stated in your employee contract (or noted verbally). Regarding your finances (This is a good place to clearly state how the you will give the employee's final paycheck. Also include whether they will receive any benefits, when those benefits will end and if there is a severance package or remaining holiday pay.).

Legalities (This is a good space to reiterate any verbal discussions that were had about terms and conditions, such as a nondisclosure.).

Thank you for your time at our company and best of luck to you in the future.

Sincerely,

(Name of Employer)

# Section 2

## Cash Handling, Custody and Security Procedures

## General Comments

The safety of our employees and volunteers is of the utmost importance to the Chamber. During the course of working at the Chamber there is always a risk of harm to the employees through workplace accidents or from persons visiting or illegally entering the premises. This section of the Manual of Standard Operating Procedures is meant to reduce these risks through procedures which protect the Chambers property, resources, employees and volunteers.

Additionally, these procedures are in place to protect the employees and volunteers from acts of others which could reflect on their integrity. As a rule of thumb, an employee should never place themselves in a position where they are the sole custodian of cash or other financial instruments. Joint custody and regular reconciliation of these will mitigate future problems which could potentially reflect on the integrity of all employees.

## Cash Handling Procedures

### Cash Register(s): Including those owned by our Tenants

- All cash transactions should be entered into the cash register(s) immediately so there is an audit trail that starts at the beginning of a transaction. This is important to have this record to track cash movement through the Chamber accounting systems to the Bank.
- The cash register should maintain no more than \$250 in cash and coin at any given time. Excess cash and coin should be removed from the cash register and placed in an envelope with the amount recorded on the outside, dated, and initialled by two employees to verify the envelopes contents and then placed in the safe.
- At the end of the day the employee so designated should review the contents of the cash and take a sub total on the cash register. If the cash amount taken in since the last reconciliation exceeds \$250 (including the amounts transferred to the safe) and total sales exceed \$300, a reconciliation is to be made.
- **Regardless of the above, a full reconciliation is to be done no less than once each week between Monday and Friday, preferably on Friday. Use the form designated for this purpose, or reports produced by the cash register system.**
- **During the Summer Months and in particular from the May Long-Weekend through to the Labour Day Weekend a minimum of THREE full reconciliations are to be done weekly.**
- Contents of the donation box should be emptied daily and entered into cash register.
- The cash register must be emptied at the end of each day and its contents placed in the safe.

### Safe:

- The safe should be used to store the following;
  - Coin received from BC Parks for processing.

## Manual of Standard Operating Procedures

### Keys:

- The following procedures should be utilized for handling of keys
  - A locked metal cabinet should be utilized to maintain duplicates of all keys used by the chamber. Each key should be labeled as to its purpose and placed in the cabinet for storage. A designated person or persons should be identified to be the custodian of the key cabinet and hold the key to this cabinet in a secure place.

## Computer Backup Procedures

Each computer used by chamber staff is to be backed up regularly. The following guidelines are to be utilized;

- A Full back up is to be done at least monthly.
- All computers are to be backed up using external services – backed up to the ‘Cloud.’

Other related procedures;

- Staff should regularly check their computer workstations to remove out of date or obsolete files.
- Files should be set up on a consistent hierachal basis, with files containing similar content to be placed in the same file folder. ie: Membership records and all related membership related items should be included in a file folder entitled “Membership” or some similar name. Sub folders should also be established to further place like content.

## Emergency Procedures

- Telephone 911 emergency if;
  - A medical emergency exists
  - There is found to have been an intruder to the premises, damage has been done to the premises or land site,
  - Any other non-threatening emergency situations.
- Use the Portable Security Alarm system in the event employees are feeling threatened by a situation where their or others safety is considered in imminent jeopardy. If time permits call 911 emergency, so that the employee can explain the emergency needs to the dispatcher. Otherwise use the “panic button”.
- The Personal Security Alarm system should be tested at least monthly. Call the Alarm Dispatch Centre BEFORE testing it.
- Your personal security is paramount. If you feel threatened upon entry to the Building due to persons within the vicinity of the Building you are to ensure your own safety deciding on your own best course of action. Do NOT open the Building if you are uncomfortable with situations you cannot control. CALL THE AUTHORITIES, CALL THE PRESIDENT/CEO

## Premises Opening and Closing Procedures

All staff and volunteers must be diligent in ensuring the premises are properly protected when the building is not occupied. Additionally the safety of all persons is very important at all times. In support of both of these objectives, the following Opening and Closing Procedures are to be followed;

### Opening:

- Prior to entering the building, it is important to make a visual inspection of the exterior of the premises. This includes looking for obvious signs of forced entry to doors, windows, etc. Also a note should be made of any damage seen on arrival. If there are any signs of forced entry or damage, it should be reported to the local police immediately and the area properly secured. Leave any damaged areas alone so authorities are able to look for evidence of a crime. **DO NOT ENTER THE PREMISES** until after the police have attended the premises and made an inspection.
- If everything looks normal, enter through the side door, and put the code into the key pad of the alarm system.
- Turn on the lights.
- Make a visual inspection of all doors and windows to ensure there is no damage. This includes the basement area.
- Make a visual inspection of all computers, photocopiers, filing cabinets, cash machine, looked cabinet etc. to determine if there has been any tampering or damage.
- Check telephone for messages. Update answering message on phone if required.
- Open doors to outside washrooms and inspect for damage.
- Check heating and air conditioning levels and adjust as necessary.
- Turn on all audio visual devices, computers, photocopiers, music systems, TV Monitors etc.
- Get till tray from safe and place in cash register.
- Water Plants during the Growing Season
- Sweep walkway ensuring that rocks and debris is removed.
- Clean Public Washrooms ensuring that all garbage is removed and that supplies are in good supply.

### Closing: (order may vary as operational and staffing needs are available)

- Lock front doors
- Reconcile till as scheduled or as needed. Put till tray in safe.
- Ensure security cameras are properly working.
- Turn off audio visual equipment, photocopiers, computers etc.
- Inspect outside washrooms and lock doors.
- Make visual inspection of all doors and windows to ensure all are closed and locked.
- Turn down heating and air conditioning systems where required.
- Turn off lights.
- Leave and lock doors

## Security Camera Procedures

Where a security camera system is in place the following procedures apply;

- The computer or other device used for recording the images is to be contained in a locked, ventilated cabinet out of site, preferably in a secure room. The key for the cabinet should be stored in the “key cabinet”
- The system should be checked at least weekly to ensure it is working properly. This should include;
  - Making sure the cabinet is not tampered with or forcibly opened
  - Check to ensure the camera is recording properly
  - Check to ensure camera is properly recording images on the computer
- New staff should be instructed, as necessary, in the proper use of the system.

# Section 3

## Financial Accounting and Inventory Control Procedures

## Accounts Receivable

To ensure the cash flow of the Chamber is strong, it is important to ensure the timely collection of accounts receivable. The following procedures apply;

- Clients are to be provided with an invoice at the time of completion of a purchase or work performed and encouraged to pay immediately.
- Accounts outstanding after 30 or 60 days are to be sent an account statement each month which includes the late interest charge.
- After 60 days delinquent, the client is to be telephoned to determine if there are any concerns about the invoice and determine a promise on when the payment will be received.
- After an account has been delinquent 90 days, an invoice is to be sent to the client advising the account will be sent for collection after 14 days has passed.
- After 120 days the account is to be referred to the Manager who will decide if the account is to be turned over to a collection agency.
- The Manager is to decide, if the account relates to membership dues, whether the member is to remain in good standing and whether membership privileges shall remain active or be suspended. This decision is then to be taken to the next Board of Directors meeting for final decision.

## Cheque Signing

All Chamber cheques must be signed by at least two signing officers of the Chamber. Signing Officers include;

- Chair of the Board of Directors
- 1<sup>st</sup> Vice Chair
- 2<sup>nd</sup> Vice Chair
- Secretary
- Treasurer
- President/CEO

After the Annual General Meeting of the Chamber, the Bank is to be informed of the changes in signing officers and the appropriate documents arranged for and signed.

# Section 4

# Building, Furniture and Equipment Procedures

## Contractors

Where possible we are to leverage the services of CHAMBER MEMBERS FIRST.

It is the policy of the Chamber, wherever possible, to utilize contractors within the Alberni Valley who are available and competent to perform such services. There should be at least two choices for each area of expertise in the event one is not available.

Should a need be determined for the services of a contractor the following protocol should be utilized;

- Is this an emergency? An Emergency is one where there is a risk to property or person if not acted on immediately. If related to Fire or Medical emergency call 911 immediately. Otherwise contact the contractor needed.
  - Advise the contractor of the nature of the problem, advising that it is in need of repair immediately and confirm when they will attend to repair the problem.
  - On arrival ask for the contractor to determine the source of the problem, type of repairs to be done, estimated cost to perform these and timelines for repair. If parts need to be ordered, determine what the contractor will do immediately as a stop gap measure.
  - If cost estimates are less than \$250, proceed with the repair. If costs exceed \$250, contact the Manager/President/CEO or other designated person to seek direction.
  - If cost estimates exceed \$1,000 quotes should be obtained from at least three sources.
- If the need is not of an emergency nature, proceed as follows;
  - Contact the contractor designated to be called advising of what work needs to be done, and determine when they can attend to look into the situation.
  - On arrival ask for the contractor to determine the source of the problem, type of repairs to be done, estimated cost to perform these and timelines for repair.
  - When information is received and the cost estimate is less than \$250, proceed with the work.
  - If the cost is more than \$250 but less than \$1000 proceed as follows;
    - Get quote and refer to the Manager/President/CEO, whom will make the decision.
  - If cost is over \$1,000 obtain 3 quotes and refer to the Manager/President/CEO
  - If costs are over \$2,500 obtain three quotes refer to the Manager/President/CEO whom will refer it to the Board.

## Repairs and Maintenance

It is necessary to ensure that all furniture and equipment is kept in good repair and regularly maintained. To this end,

- During warranty periods a regular inspection of equipment must be made to ensure the equipment is functioning properly and maintenance required at specific intervals is performed. This might include cleaning certain parts, changing filters, etc. Where staff is unable or not qualified to perform these, a contractor must be contacted to do these. It is preferable to have a contractor who is a representative of the company owning the equipment. Failure to do this maintenance could void the warranties.
- At least annually, and more often if needed, perform a cursory check of all equipment and furniture to determine if they are operating properly and require any maintenance or repairs.

## Contractor Contact Information

The following is a list of companies to be contacted if work is to be performed for the Chamber. If work is to exceed \$250, the Manager or President/CEO is to be advised in advance.

Item	Name of Firm	Contact Person	Phone #
Emergency	RCMP/FIRE		911
Police – Non Emergency	RCMP		250-723-2424
Fire – Non Emergency	Cherry Creek Fire Department and Water Board		250-723-2214
Medical – Non-Emergency	Hospital		250-731-1370
Electrical	LDG ELECTRICAL ALBERNI ELECTRIC	Lance Goddard Brad Smith	250-720-6781 250-720-5117
Plumbing and Heating	Rolston Plumbing and Heating	Bill Rolston	250-723-1055
Water	Cherry Creek Water District		250-723-2214
Landscaping	PAACL	M.G. Walker	250-731-5765 (Cell)
Glass/Windows	Arrowsmith Glass	Mark	250-723-7422
Locksmith	Camlock The Locksmith Monster	Chris Millar	250-731-9207
Snow Removal	Emcon Services		250-724-2888
Janitorial	Dawn Mills		250-723-1921
Garbage Pick Up	Suncoast Waste	Jerry Kupiak	250-720-2161

# Manual of Standard Operating Procedures

# Section 5

# Filing and Record Retention Procedures

## Filing

The following procedures apply to the filing of all documents;

- Personnel Files – filed in the Manager/President/CEO locked filing cabinet
- Financial Records – filed in Bookkeepers locked filing cabinet
- Correspondence and sundry filing – in locked filing cabinets in the office
- Annually, the filing should be reviewed with the view to move non reoccurring files/documents to storage. These items should be boxed and labeled with a general description of their contents and the date for destruction, and placed in a safe/dry location.
- Files should be properly labeled and filed in alphabetic order by topic.

## Document Retention

Documents are to be retained for the following periods;

- 1 year
  - Copies of Visitors visit records. Keep for one year after the end of the year of the statistics. ie; records for 2012 would be retained until Dec. 31, 2013.
- 5 years
  - Sundry Correspondence not related to any Accounting Financial matters
- 10 years
  - Interim financial statements
  - Copies of all invoices made and bills paid
  - Various bookkeeping documents and records
  - Inventory records
  - Leases
  - Misc. Agreements
  - Personnel Records and Correspondence
  - Legal Documents
- Indefinite
  - Copies of the Annual Accountant prepared financial statements and related opinion expressed by the Accountant
  - Documents of an historical nature