



# CANPRO<sup>®</sup>

## Training Resources

### CUSTOMIZED HUMAN RESOURCES POLICY MANUAL and EMPLOYEE HANDBOOK

If your company is successful, it is probably busy. Writing or updating your policies is probably the last thing on your agenda.

Well written policies are an effective communication device and will protect you from legal liability. Canpro Training Resources can work with you to create a comprehensive, appropriate HR policy manual that meets your unique needs.

#### 1. Why are written policies important?

Sound employment policies have a positive impact on employee relations. A Human Resources policy manual and employee handbook describes to both managers and employees what is expected and what the benefits of employment are and can prevent misunderstandings. With a well-crafted manual, supervisors and managers are more likely to apply policies consistently.

Policies that are carefully written can be used to illustrate your commitment to a positive work environment and nondiscriminatory employment practices.

#### 2. Are we required to have written policies?

There are certain policies that are required by law. Every organization must have a published privacy policy, violence in the workplace policy and a written policy about non-discrimination. Rather than have three separate policies, these can be combined in a comprehensive manual and summed up in the Employee Handbook.

#### 3. Does every organization need written policies?

When you start to grow your company to the point where there can be inconsistencies in how policies are applied, it is time for a manual and a handbook. Written policies are a good starting point to show your commitment to nondiscriminatory employment practices. For example, a performance review policy can show the job-related criteria used to evaluate employees and any safeguards used to ensure the process is conducted in a fair and objective manner.

Smaller employers should at least consider creating a handbook since it is likely they already have some policies in writing. For example, employment offer letters may explain vacation and sick leave accrual while other items, like a posted memo, may outline pay procedures. Thus, to ensure distribution to all employees, even the small employer is well advised to compile these memos into a handbook that is given to every employee.

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ISO 9001

#### **4. Will we create a contract if we have written policies?**

The simple act of putting your policies in writing should not create a binding contract if the policies are written as guidelines that explain generally or typically what your requirements are and how employees normally will be treated. However, you can create a contract by using language that conveys rigid rules that must be followed exactly as written in all circumstances.

Therefore, you should build flexibility into your wording and steer clear of any promises that could be interpreted as a contract. Your policies should not, for example:

- State that the organization will "only" or "always" do something or "must" act in a particular way;
- Describe employees as "permanent";
- State that employees will be terminated only for "cause";
- Make promises of job security; or
- Use all-inclusive lists, such as in disciplinary procedures or work rules.

Instead, you should use terms such as "generally," "typically," "usually," and "may" so that managers have flexibility in interpreting and applying the policies. In addition, you should specifically retain management's right to update, change unilaterally, and implement all policies as the organization sees fit.

#### **5. What is the difference between a supervisory policy manual and an employee handbook?**

A supervisory policy manual generally is intended as a guide for managers and supervisors and contains information that they need to implement the organization's policies. Thus, a supervisory policy usually provides a general statement of policy followed by several comments that instruct managers how to apply that policy. It may also contain copies of all forms required to implement the policies.

In contrast, an employee handbook is designed for broad distribution to all employees. It talks about employee rights and responsibilities, and gives some background on the culture and style of the organization. At a minimum, you should have an employee handbook that explains your policies to employees. Many organizations, especially as they grow, also have a supervisory policy manual to ensure that their managers understand how to implement the policies.

#### **6. What policies should we include?**

In choosing policies to include, you should consider the following points:

- The culture of your organization and its recurring issues or problems;
- Any memos on policy topics (such as vacation and holiday schedules) and past practices (i.e., what you have done in the past to address a particular employee relations issue); and
- The HR practices followed by other organizations in your industry (such as vacation lengths and leave allowances).

A comprehensive table of contents is attached starting on the next page, to give you a taste of the topics that a *Human Resources Policy Manual* could address.

### **Is the Job Ever Done?**

When you have finished drafting or updating your policies, have your legal counsel review them. If your counsel does not have labour experience, have them reviewed by a labour specialist. Review your policies regularly to be sure they are compliant with any changes in federal or provincial employment law. When policies are introduced or revised they must be communicated and thoroughly explained to all employees

### **The Process**

Experienced, skilled Canpro professionals will meet with your key decision makers to understand the culture and style of your company. We will also research your industry to benchmark policies from other companies. This will help us to determine the scope of your existing policies and those that need to be developed. We will also help you to determine the best way to communicate the policies to your employees.

Canpro will draft the policy manual and employee handbook, and once you have agreed to its contents, we will design a format that reflects your company's culture and communication style.

**For more information on how we can assist in meeting your HR and risk mitigation needs, contact Canpro Training Resources  
Tel: 604.517.4545 or via E-mail: [trweb09@canproglobal.com](mailto:trweb09@canproglobal.com)**

*Sample*

**HR POLICY & PROCEDURE MANUAL**  
**TABLE OF CONTENTS**

**INTRODUCTION TO THE MANUAL**

**RECRUITMENT**

- Introduction
- Position requisition
- Job postings
- Internal applications/transfers
- Processing applicants
- Walk-in applicants

**SELECTION AND HIRING**

- Introduction
- Reference Checks
- Offer Letters
- New Employee Documentation
- Uniforms and Lockers
- Probation
- Orientation
- On the Job Training

**WAGE AND SALARY ADMINISTRATION**

- Introduction
- Time Clock Procedures
- Payroll adjustment forms
- Pay Cheque Errors
- Overtime
- Recognized Holidays
- Floating Stat Holidays
- Vacation
- Vacation Request Form
- Scheduling

**GENERAL POLICIES**

- Donations
- Gifts and Favours
- Dress and Grooming
- Smoking
- Use of equipment, material and property
- Conflict of Interest
- Confidentiality

Absenteeism  
Absence Notification  
Meetings/Training Events  
Discrimination  
Compassionate Leave  
Harassment  
Violence in the Workplace  
Privacy

**TRAINING**

External Training  
Internal training  
On the Job Training

**PERFORMANCE AND COMPENSATION REVIEW**

Performance Review  
Compensation Review

**HEALTH AND SAFETY**

Introduction  
Communicable Diseases  
HIV/AIDS in the workplace  
Universal Safety Procedures

**CONSTRUCTIVE DISCIPLINE**

Introduction  
Verbal Reminder  
Written Warning  
Follow-Up Interview  
Termination interview  
Grounds for Dismissal  
Resignations  
Exit Interviews

**FILE MAINTENANCE AND ACCESS**

File Maintenance and access

**FORMS AND LETTERS**