



# HR TOOLKIT

»»»» *for the automotive industry*



**RIGHT  
PERSON**



**RIGHT  
SKILLS**



**RIGHT  
TIME**

*Written with the automotive aftermarket industry in mind, this first-of-its-kind HR toolkit is perfect for the hiring needs of small and medium sized businesses across Canada!*

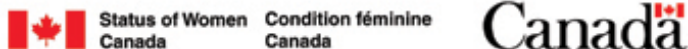
## Disclaimer

This toolkit and templates are provided for AIA Canada members and industry stakeholders. Users are encouraged to download and use these products as they are, or as a starting point for their own initiatives. AIA Canada assumes no responsibility for the enforcement or effectiveness of the toolkit and templates. The human resources information and recommendations contained in the toolkit are based on seasoned, best practice field experience and should not be construed as legal advice.

## Acknowledgements

The Automotive Industries Association (AIA) of Canada acknowledges that this project could not have been made possible without funding from the Government of Canada. Thank you to Status of Women Canada for recognizing the importance of gender equality in Canada, and for supporting this initiative.

This project has been funded in part by Status of Women Canada.



AIA expresses sincere appreciation to the Keynote Group Inc., specialists in human resources, recruitment, and headhunting for their research, support and direction to this project.



## About the HR Toolkit

Advancing Women in Automotive Knowledge Exchange (AWAKE) aims to empower women who are already a part of or who are considering a career in the automotive aftermarket industry and to encourage diversity and enrichment of the workplace culture to the benefit of the industry as a whole.

In continuing the work that AIA Canada has done through AWAKE since 2016, an HR Toolkit was developed to support our members in the automotive aftermarket industry.

The goal of this toolkit is to provide members with the knowledge, information, and tools that can assist them in adopting HR best practices in order to create and maintain an inclusive and diverse workplace culture.

The document includes information on how to find top talent by using fair recruitment practices, including how to develop gender-neutral job descriptions, sample interview questions to use, questions to avoid, and reference check templates.

These tools can ensure that new employees are set up for success with onboarding check lists and performance feedback programs. The toolkit also explores issues such as respect in the workplace, enumerates the benefits of diversity and inclusion, provides sample policies on anti-discrimination and anti-harassment in the workplace, and shares how to promote an inclusive and welcoming environment.

We encourage all our members to access the toolkit and regularly refer to and use the information available so that the best practices and measures are adopted and promoted in the workplace.

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# BEFORE YOU HIRE

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## Best Practices

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# Hiring Best Practices

Successful recruitment occurs when an organization hires the right person with the right skills at the right time. Hiring and retaining top talent is certainly one of the biggest challenges facing many organizations today. Fortunately, the challenge can be addressed and overcome when companies utilize recruitment best practices when attracting quality candidates.

## **Best practices to follow when you're ready to hire top talent for your company:**

1. Ensure that the job description is up-to-date and includes all the relevant duties and responsibilities that the successful candidate will be expected to perform before the role is posted. A new hire should not be surprised to learn that there are additional duties assigned to the role that were not included in the original job description or job posting.
  - In order to attract a more diverse group of candidates, ensure that the job description and job posting are gender-neutral.
  - Refer to the section "Job Description Best Practices" when creating or updating an existing job description.
2. Determine the best locations to post the role so that you are targeting the right job seeker. Is it a simple job posting on a free website like craigslist or Kijiji or does the role belong on a professional recruitment site like LinkedIn or GlassDoor? Can the job be posted on the AIA job board? Consider other locations that may be beneficial like a university job board or another applicable association job board.
3. Before posting the role, is there anyone already employed within the company who could be considered for the role? It's always best to promote internally where it's possible to do so - this is a great way to boost employee engagement and retention.
4. Ensure that all candidates, whether internal or external, are assessed using the same selection criteria; in other words, all candidates are assessed based on the same set of skills, qualifications, and experience that are outlined in the job description and have been identified as the requirements of the job.
5. Ensure that someone involved in the hiring process is following up with candidates in a timely manner and is keeping them updated on the progress of the job competition. There is something to be said about taking your time to ensure you hire the right candidate; however, if you take too long during the recruitment process or fail to keep in contact with candidates it could mean that you miss out on hiring top talent.
6. Be ready to describe the company and its workplace culture. This is an opportunity to promote the organization as well as provide the many benefits of getting to work at the company. Candidates want to understand what working at your company will look like.

7. Being transparent is not only a good practice, it can also set the groundwork for a good relationship with the candidate from the outset.
8. Prepare interview questions in advance that reflect the duties of the job and are specific to the candidates' experience which has been detailed in his/her resume. Ensure that anyone representing the company during the hiring process is doing so respectfully and without bias or discrimination.
9. Refer to the sections "Top 50 Questions to Ask" and "Questions to Avoid in a Job Interview" to ensure you're adhering to best practices.
10. Ensure that reference checks are completed for the successful candidate - best practice is to complete two or three.
11. Reference checks allow you to verify the details of the candidate's employment history to ensure you're hiring the right person.
12. Ensure that the successful candidate is provided with a written offer letter that clearly identifies what the company is offering the new hire (i.e. rate of pay, annual vacation allowance, participation in the corporate benefits plan, etc.).
13. Ensure that a termination clause is included within the employment agreement that corresponds to the employment standards relevant to your province/territory.
14. To help support the transition of the new employee into your company and to support overall retention, ensure that an appropriate onboarding process or program is in place and begins on his/her first day.

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**Time spent on hiring is time well spent.**

***Robert Half***

# Job Description Best Practices

The job description is an essential recruitment tool. It outlines the duties and responsibilities of the role as well as the skills and experience required to perform the job. If written correctly with a gender-neutral job title, the job description will appeal to a greater candidate pool and will convey to job seekers that you are an inclusive workplace. Remember, the job description is typically the employer's first interaction with a job seeker so make it count!

**Below is a sample framework that identifies what information should be included in a job description so that it's detailed and complete:**

## ***Job title:***

The title of the job should be gender-neutral and should be representative of the role.

## ***Job purpose:***

A brief summary explaining why the job exists (i.e. the Service Desk Clerk ensures the efficient day-to-day operations of the service desk and supports the work of the service team).

## ***Duties and responsibilities:***

List the duties and responsibilities that the individual will be required to perform. This is not an exhaustive list but should include the main duties.

## ***Qualifications:***

Identify the qualifications the candidate should have to be able to successfully perform the job. Qualifications include any professional designations, information about education, as well as expectations about degree of knowledge, skills, and abilities. Additionally, personal characteristics or competencies can be identified which can include, but are not limited to, "communicates effectively", "focuses on customer needs", and "solves problems".

## ***Experience:***

Identify the number of years of experience that is required to be able to successfully perform the job.

## ***Working conditions:***

Identify what environment the individual will be working in (i.e. office, shop floor, garage), what the hours of work will look like (i.e. regular office hours, early morning start times, weekend shifts), and if overtime is expected.



## Removing Gender Bias from Job Descriptions

A job description or a job posting is typically the first interaction between the employer and the job seeker. How the job description or the job posting is worded will directly influence whether a company is attracting or repelling individuals from applying to an opportunity within their organization; therefore, it's important that words associated with a specific gender are not used and instead the focus and value is placed on a diverse set of skills. To put it simply, to attract top talent from both genders, it's imperative that gender bias not be present in how roles are being marketed to job seekers.

### Recommended ways to remove gender bias from job descriptions:

**Use gender-neutral job titles:** When male-oriented job titles are used, it can discourage women from clicking on your job ad. Avoid using titles such as “salesman” and “businessman” and use neutral titles like “salesperson” or “business person”.

**Avoid gender biased phrasing:** Reframing your job description can make it more inclusive and more appealing to all job seekers. Instead of using male biased phrasing (i.e. candidates who are assertive...) or female biased phrasing (i.e. nurture and connect with customers...) use gender neutral phrasing (i.e. we are a team focused on...).

**Be conscious of pronouns:** When outlining the duties of the role, use “he/she” or “you” and avoid using a single pronoun which will assign a gender to the role. For example, use “as a Technician, you will be responsible for...” instead of using “as a Technician, he will be responsible for...”.

**Balance your use of gender-themed words:** When masculine-themed words (i.e. competitive, active, decisive) are used more than female-themed words (i.e. community, collaborate, responsible), the job description may be less appealing to female job seekers. These words can be interchanged. By using a mixture of both, you can appeal to both genders.

**Avoid superlatives:** The use of superlatives such as “expert,” or “world class” can prevent female candidates from applying to a role as females typically identify as being more collaborative than competitive in nature. Instead, use phrases such as “must be highly competent” to appeal to a more diverse candidate pool.

**Focus on job requirements:** Identify and include job skills that are requirements for the role and remove job skills that would be “nice to have” from the job description. Women are less likely to apply for roles when they feel they are less than 100% qualified for the role. By focusing on the job requirements, you are removing this deterrent for female job seekers.



One thing an exceptional employee never says is, 'That's not in my job description.'  
Exceptional employees work outside the boundaries of job descriptions.

*Travis Bradberry*

# Benefits of Diversity in the Workplace

Workplace diversity has become an increasingly important part of the Canadian workplace. Companies that embrace diversity are viewed as progressive and forward thinking. There are many benefits for organizations who are committed to a diverse workforce:

## ***Greater Customer Base***

Workplace diversity can influence your organization's overall appeal and expand your customer base as a direct result of your workforce talent. Customers feel more comfortable purchasing from companies that are relatable to them and that reflect their community. People are attracted to organizations with positive reputations for valuing diversity.

## ***Varied Viewpoints***

Diversity amongst employees encourages diversity in perspective which ultimately leads to innovative ways of approaching and solving problems. Different backgrounds and experiences promotes collaboration and learning about different ways of developing ideas and addressing issues.

## ***Talent Pool***

Access to a larger talent pool is one of the biggest advantages of having a recruitment policy that values diversity. People want to work for progressive organizations that are accepting and welcoming of individuals from diverse backgrounds.

## ***Reduced Discrimination***

Regular interaction with people from different countries or backgrounds can help reduce discrimination, prejudice, and misunderstandings. Taking time to celebrate fellow workers' cultures and holidays can boost morale and create a better bond amongst diverse employees.

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Strength lies in differences, not in similarities.

*Stephen Covey*

# READY TO HIRE?

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## Best Practices

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# Talent Sourcing Options

Talent or candidate sourcing is a proactive approach to searching for and identifying viable candidates for your organization. There are a variety of options an organization can choose from to source top talent.

**Below are some examples for your consideration:**

**1. *Source Candidates from Within the Organization:***

Internal recruitment provides existing employees with the opportunity to apply for the open role. The benefit of hiring from within is that you already know the candidate's skills and experience and he/she is already familiar with the company. The recruitment process must still be fair and consistent but hiring internally can encourage employee engagement.

**2. *Source Candidates Via Referrals:***

Accepting employee referrals is an effective way to connect with a candidate who is already well known by someone within your organization. The employee can provide additional insights into this individual's skills and experience.

**3. *Source Candidates Via the Internet:***

The majority of people use the internet these days to look for new jobs. Post the opportunity on an applicable website, job board, on a professional association website, or on the company website if one exists.

**4. *Source Candidates Via Internships or Co-Op Placements:***

Connect with a university, polytechnic school, or college career center to let them know you're interested in having students complete internships and co-ops within your organization. If the placement is successful perhaps there is an option to hire the individual or at the very least there is a potential candidate in the pipeline for in the future.

**5. *Source Candidates Through Career Fairs and Outreach Programs:***

A career fair provides you with an opportunity to showcase your company and engage with interested candidates informally before the official interview process. An outreach program can be focused on sourcing candidates from underrepresented groups or individuals looking to re-enter the workforce.

**6. *Source Candidates Via Networking:***

Company representatives can reach out to their existing network for candidate recommendations or attend networking events with the hopes of connecting with new potential employees.

# Fair Recruitment Practices

The goal of any organization should be to establish fair hiring practices that are straightforward, transparent, and non-discriminatory. The focus should be placed on each candidate's ability to perform the essential job duties regardless of their race, religion, gender, and the like. An individual who has the skills and experience to perform the role as identified in the job description has a right to be considered for the role.

## ***Embrace Diversity***

The focus should be simple - hire the best candidate for the job. An individual's age, race, gender or the like should not influence the decision-making process. It's a matter of whether the individual has the required skills to perform the role as outlined in the job description.

## ***Clear Job Description***

The job description should clearly outline all the duties and responsibilities of the role and identify all the essential skills required to perform the role. The selection criteria and the interview questions are based on the job description - it must be detailed, fair, and complete. Remember best practices and ensure that the job description is gender-neutral.

## ***Interview Standardization***

To ensure consistency and to avoid any discrimination concerns, the interviewer(s) should ask all candidates the same list of questions. The questions should be based on the skills, experience, and qualifications that have been identified as required in the job description.

## ***Contact Disqualified Candidates***

When a candidate is interviewed and does not receive an offer of employment, contact the candidate to explain why. When the candidate is provided with this feedback and the reasons why he/she was not the selected candidate, he/she is assured that gender, race, age, or the like was not part of the decision-making process.

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I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies.

***Lawrence Bossidy***

## [TEMPLATE] Top 50 Interview Questions

The job interview is an essential part of the employee selection process. It is recommended that an interviewer ask a combination of behavioral based questions (i.e. tell me about a time when...) and direct questions (i.e. tell me about yourself) during an interview. The goal of the interview is to determine if the candidate has the necessary skills and experience required to do the job and if the candidate will be a good fit for the team and the organization. Here are 50 interview questions to consider when you are recruiting for your next hire:

#	Question	✓
1.	Tell me about yourself?	
2.	How did you hear about this job?	
3.	What are you looking for in your next job?	
4.	What are your career goals?	
5.	Why are you leaving your current job or why did you resign from your job?	
6.	What do you know about this industry?	
7.	What do you like the most and least about working in this industry?	
8.	What do you know about this company?	
9.	Why do you want to work here?	
10.	Why do you believe you're the right candidate for this job?	
11.	What were the main responsibilities of your last job?	
12.	Tell me about your job relevant qualifications?	
13.	How has your schooling (internships) prepared you for this job?	
14.	What would you look to accomplish in the first 30/60/90 days on the job?	
15.	What motivates you?	
16.	What are your strengths?	
17.	Are you a self-starter?	
18.	Tell me about an accomplishment you are most proud of?	
19.	What do you do at your current (or last) job that has increased profit, reduced expenses, or improved efficiency?	
20.	How do you best deal with an angry customer?	
21.	What have you done to promote great customer service?	
22.	How have you utilized customer feedback to ensure business excellence?	
23.	Describe a recent difficult experience at work and how you handled it?	
24.	How do you approach difficult situations with customers and co-workers?	

#	Question	✓
25.	How would you prioritize tasks on a busy day to ensure that customers feel supported and valued?	
26.	What skills do you have that you believe require improvement? Where are your flat spots?	
27.	How well do you handle change?	
28.	What types of people do you have trouble getting along with?	
29.	Do you anticipate problems or just react to them?	
30.	What is your biggest professional regret and why?	
31.	What techniques and tools do you use to keep yourself organized?	
32.	What is one characteristic of people that really irritates you? Why? How do you handle it in the workplace?	
33.	What do you look for in terms of workplace culture — structured or entrepreneurial?	
34.	Do you prefer to work independently or within a team?	
35.	What traits do you like in your manager? What management style do you prefer?	
36.	Can you give me an example of a time when you had to motivate and develop a team in a challenging work environment?	
37.	How do you react to feedback from supervisors?	
38.	What professional organizations are you a member of?	
39.	Do you intend to further your education?	
40.	How did your university/school experience change you?	
41.	What have you done to improve your knowledge in the last year?	
42.	How would your previous managers describe you? What would they say your greatest contributions were to their business?	
43.	How would your co-workers describe you?	
44.	What motivates you to do your best on the job?	
45.	How do you believe you can be successful in this job?	
46.	What are your hobbies and interests outside of work?	
47.	What are your aspirations beyond this job?	
48.	Is there anything else about you I should know?	
49.	What salary are you expecting?	
50.	What questions haven't I asked you?	

## Questions to AVOID During a Job Interview

The job interview is an essential part of the recruitment process. It is important to ask questions that will help you better understand the candidate's skills and experience; however, it's equally important to avoid certain questions that are discriminatory and that are not helpful in making hiring decisions. Here are some examples:

- 1. Age:** Questions about the candidate's age should not be asked because it can be misperceived as age or generational discrimination.  
Permitted: Are you between the ages of 18 and 64?  
**Not Permitted:** How old are you? When did you graduate? What is your birth date?
- 2. Marital or Family Status:** Questions related to marital and family status are discouraged except when they relate to the requirements of the job.  
Permitted: Would you be willing to relocate if necessary? Would you be willing to travel as needed for the job? Would you be willing to work overtime as necessary?  
**Not Permitted:** What is your relationship status? Whom do you live with? Do you plan to have a family? Do you have children? What are your childcare arrangements?
- 3. Disability:** You may ask if candidates can perform essential job functions, with or without reasonable accommodation.  
Permitted: Are you able to perform the essential functions of this job?  
**Not Permitted:** What is your medical condition? What was the date of your last physical exam?
- 4. Race, Color, Ancestry, Ethnic Origin, or Citizenship:** It's legal to ask whether someone is legally authorized to work in Canada; however, questions relating to a person's physical characteristics (i.e. color of eyes, hair, skin), about their birth-place or nationality, or offensive remarks of a racist nature are not permitted in any circumstance.  
**Not Permitted:** What country do you come from? What is your nationality? Why don't you have an accent?
- 5. Sex, Sexual Orientation, or Gender Identity:**  
Sexual orientation and gender are not relevant when you are interviewing someone.  
**Not permitted:** Are you male or female? What are the names and relationships of persons living with you?
- 6. Creed or Religion:** Questions regarding an individual's religion or religious beliefs cannot be asked.  
**Not permitted:** What is your religion? What is your religious affiliation or denomination? What church do you belong to?
- 7. Record of Offences:**  
Avoid any questions relating to arrests if it is not directly related to the job.  
Permitted: Have you ever been convicted of \_\_? (the crime named should be reasonably related to the job in question).  
**Not permitted:** Have you ever been arrested?



# [TEMPLATE] Reference Check

It is a best practice to complete reference checks for candidates that you are considering hiring. Ask the candidate to provide you with a list of up to three references and plan on contacting at least two of them. When you contact the reference be sure to:

- Introduce yourself
- Explain why you are calling
- Let them know the candidate's name that you are calling about
- Describe the role you are considering the candidate for

## Here are some questions to consider asking:

1. How long have you known (the candidate)?
2. What was your working relationship with them?
3. What are their greatest strengths? What areas require improvement?
4. Could you discuss their work style? Do they work well independently and/or with others?
5. Did they have anyone reporting to them? If so, what was their management style?
6. Can you comment on their interpersonal skills?
7. Can you comment on their communication skills? (written, oral, listening)
8. What level of supervision do they require?
9. How would you describe their punctuality and attendance?
10. What, in your opinion, motivates them?
11. How adaptable are they to changing systems, conditions, and priorities?
12. Can you comment on his/her productivity level? (scale of high, medium, or low)
13. Have they demonstrated to you a willingness to put in extra hours as required and the ability to make good use of their time (productivity)?
14. Can you comment on their ability to plan and meet their objectives?
15. Would you recommend them to a future employer?
16. Is there anything else you would like to add that we have not already discussed?

# AFTER YOU HIRE

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## Best Practices

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# [TEMPLATE] New Hire Checklist

Being organized and well prepared to welcome your new hire to the company will help them feel accepted, secure in knowing that they made the right decision to join the team, and will help set them up for success in the long term.

## **When planning for your new hire's start, consider some of the following:**

1. As soon as the new hire has confirmed their start date, begin planning for their first day:
  - Determine where the employee is sitting (if applicable).
  - Prepare the employee's workstation. Add special touches like providing a new employee with a company pen or notebook.
  - Ensure that you have placed all signed documents including employment agreements, completed background checks (if required), and reference check documents in the employee's file.
  - Make arrangements to ensure the new employee has all applicable equipment assigned to them and are ready for their use.
2. Arrange to have the new employee's manager onsite for the first day. Arrange for them to meet first thing in the morning.
3. Ensure the new employee is provided with a tour of the office, facilitates, and introduce them to the team.
4. If the manager is not available to take the new employee to lunch, make arrangements for someone else to accompany them.
5. Prepare a New Hire Package that includes all the relevant documents and forms that the new employee needs to review and sign. This may include (but is not limited to):
  - Benefits enrollment forms
  - Retirement benefit enrollment forms
  - Any applicable Tax Credit Forms
  - Security Policy
  - Company Handbook including Health and Safety policies and procedures
6. Plan for the employee to have time to complete applicable new hire training.
7. If possible email the employee ahead of time:
  - Welcome them to the team and let them know how excited everyone is for them to be joining the team.
  - Provide them a general overview/outline of their first day (including their start time and who they should ask for when they arrive).
  - Remind them to bring in all necessary ID and documents that may be required to set up payroll (including: financial institution information, SIN).
  - Remind them of any dress code requirements (such as steel toed boots, etc.).

# Get to Know Your New Hire

Within the first week take the opportunity to sit down with your new employee. Use these guiding questions to have a productive discussion where you can both share your answers.

## *Questions to help you get to know the new hire:*

- What excites you most about working with us?
- What is your learning style? (i.e. If you were to build a chair how would you learn how to do it?)
- What is something you really enjoy doing and you want to get to do more of? What is something that you would likely put off doing?
- How do you like to receive recognition for a job well done?
- How do you like to receive constructive feedback?
- How will we know when you are frustrated?
- What do you feel makes people difficult to work with? How do you find a way to work with these people?
- What else would you like to know about me, our company, and/or our culture?

## *Questions to help you review company goals and priorities and set expectations for the new hire's first three months:*

- Review the company's goals and priorities for the next three months.
- Work with the employee to create a three month plan.
- Take the time to discuss what you would like the employee to focus on and what you would like to see them accomplish.
- Agree on a day and time when you will connect on a weekly basis.

## *Questions to gather feedback on your new hire's orientation experience*

After the employee's first week consider asking them these questions so that you can continue to improve your orientation program:

- Was the orientation program provided helpful and informative?
- Was the length of the program appropriate?
- What did you like most about your first week?
- What did you like least?
- Were there any topics or specific content missing that you feel should be added to future sessions?
- Were there any topics or specific content that you felt were unnecessary?

# [TEMPLATE] ONE MONTH CHECK IN

The purpose of this discussion is to provide the hiring manager with a touch point with the new employee and to ensure that the new employee is on track for success.

Employee's Name:	Today's Date:
Employee's Start Date:	Hiring Manager's Name:
Do you feel like you made the right decision to join our company?	Employee Response
Has orientation been helpful? What could we do to make orientation more beneficial for you and future team members?	Employee Response
Is the job you are doing today what was described to you during the hiring process? If not, in what ways does it differ?	Employee Response
Are we (am I as your manager) providing you with an appropriate amount of feedback?	Employee Response
Are you starting to feel comfortable with (list specific tools and sites here)? Do you need any additional training on (list specific tools and sites here)?	Employee Response
What do you want to know about the company and/or our team today, that you didn't feel comfortable asking a month ago?	Employee Response
What is one thing we (I and you) can start doing, stop doing, and continue doing to ensure your continued success?	Employee Response
<b>Action</b>	
<b>Reason</b>	
<b>Responsible Person</b>	
<b>By When</b>	

## [TEMPLATE] 3 MONTH CHECK IN

Hiring Manager: Take the opportunity to share with the new employee how you think they are doing. Review any recent successes, observations you have made, feedback you have received, explore opportunities for growth and development, etc.

Employee's Name:	Today's Date:
Employee's Start Date:	Hiring Manager's Name:
What are the things you like best/least about your job at this stage?	Employee Response
What are the things you like best/least about the support you are receiving from me, our team, and the company at this stage?	Employee Response
Who do you talk to when you have questions about your role? Would you be able to share anything your peers/colleagues have done to help make you feel welcome and assist you during your onboarding?	Employee Response
Do you feel that you are set up for success?	Employee Response
Internal Tools/Technology/Process/Procedures: Are you feeling more confident using xx?	Employee Response
What can you/we start doing, stop doing, or continue doing to ensure that you are successful?	Employee Response
Other Comments:	Employee Response
<b>Action</b>	
<b>Reason</b>	
<b>Responsible Person</b>	
<b>By When</b>	

# [TEMPLATE] PERFORMANCE FEEDBACK

## Year in Review & Planning

Employee's Name:	
Hiring Manager's Name:	
Discussion Date:	

## Year Goals Review

Include your goal(s) summary here:
Do you feel you achieved more than expected, as expected, and/or less than expected:
Include any roadblocks that you faced in achieving your goal(s). Share any insights and/or next steps:

**Your Position Review: If applicable, describe any significant changes in your position and/or job description since last year's performance review.**

As a company what would you recommend we:		
Start Doing?	Stop Doing?	Continue Doing?



# S.M.A.R.T GOALS

Set three (3) new goals for the next twelve (12) months

S.M.A.R.T GOALS	
GOAL #1	
GOAL #2	
GOAL #3	

## SMART Goal Review Checklist:

Once you have developed your goals, ask yourself the following questions:

- Is the goal specific and clearly stated using an action verb? (**S**pecific)
- Is the goal measurable and based on data? (**M**easurable)
- Is the goal challenging yet achievable? (**A**chievable)
- Does the goal align with team priorities and add value to *Company Name*? (**R**elevant)
- Does the goal specify a timeline for achievement? (**T**ime-bound)

## Additional Questions:

- As your manager what can I do to support you in doing your job and accomplishing your 2018 goals?
- What else would help you perform your job better and provide great job satisfaction?

## DEVELOPMENT & CAREER PLANNING

- What are you doing to further your skills and knowledge?
- What jobs are of interest to you within the next 2-3 years?
- What do you enjoy most about your current position?
- What would you like to do more of?

Employee Overall Feedback:	
Manager Overall Feedback:	



# INCLUSIVE WORKPLACE

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## Best Practices

**>>** *for the automotive industry*

# How to Promote an Inclusive Workplace

Inclusion and a sense of belonging should be an important focus for all employers to ensure that employees feel welcome and supported in the workplace. Building and promoting a diverse and inclusive workplace involves:

- Management leading by example setting a clear expectation from the top down that diversity is important.
- Embracing recruitment strategies that focus on inclusion and equal opportunity for all candidates during the interview and selection process.
- Adopting policies and procedures that support diversity and inclusion and remove discrimination and harassment.
- Providing regular awareness training in the workplace.
- Ensuring fair and equitable pay for all employees performing the same or similar jobs within the company.
- Providing a transparent and open work environment that encourages communication and trust.
- Treating everyone with dignity and respect regardless of their culture, background, or gender.

## Federal Legislation

Two key pieces of federal legislation have been created that set the groundwork for supporting an inclusive workplace and creating workplace diversity:

1. ***The Employment Equity Act*** ensures improved job opportunities for four specific groups: women, Aboriginal people, members of visible minorities, and people with disabilities.
2. ***The Canadian Human Rights Act*** entitles all individuals to equal opportunities without regard to race or colour, national or ethnic origin, religion, age, family or marital status, sex (including pregnancy or childbirth), pardoned conviction, disability, or sexual orientation.

## Provincial and Territorial Legislation

Each province has slightly different grounds for discrimination - please review the grounds in your province or territory carefully to ensure you understand your rights.

# [TEMPLATE] INCLUSIVE WORKPLACE CHECKLIST

#	Question	Yes	No
1.	Is your organization/automotive repair shop committed to changing the common perception of the industry as overwhelmingly “male dominated”?		
2.	As a manager/shop owner, do you lead by example to ensure an inclusive workplace?		
3.	Do you check-in with your employees on a regular basis to understand their perception of the workplace culture?		
4.	Are all technicians and staff members treated as valued and respected members of the organization?		
5.	Does your automotive repair shop provide a safe and neutral workplace environment for everyone, for eg. walls are free of any “pin-up posters”, “sexist” jokes and language is not tolerated, etc.?		
6.	Does your organization invest in ‘sensitivity training’ for all technicians and staff members?		
7.	Is there a mentorship program that employees can access?		
8.	Is it easy for employees to report concerns or provide suggestions on how to be more inclusive?		

## [TEMPLATE] Discrimination in the Workplace Policy

*Company Name* recognizes the dignity and worth of every employee, and to that end believes in providing and maintaining a work environment in which all employees are free from all forms of discrimination, in accordance with all applicable federal and provincial laws. This policy applies to all employees as well as contractors, students, co-ops, temporary employees, clients and visitors. It also applies not only during working time, but to any activities on or off the organization's premises that take place within the course of employment (e.g. *Company Name* social events).

For the purpose of this section, "Workplace" means any place where business or work-related activities are conducted. It includes, but is not limited to, the physical work premises, work-related social functions (e.g. *Company Name* social events), work assignments outside the *Company Name's* worksite, work-related travel, and work-related conferences or training sessions.

### Responsibility

All employees are responsible for ensuring that discrimination is not tolerated and, where possible, such issues are addressed. All employees are required to report promptly when they become aware of alleged actions or complaints of discrimination. *Company Name* expects all persons to cooperate fully in the event that they are requested to participate in any investigative procedure.

Managers are responsible for providing a work environment that is free from discrimination and violence. This responsibility includes actively promoting a positive work environment and intervening when problems occur. Discrimination by a manager directed at any employee is considered a serious violation of this policy. Any manager or other member of management team receiving a complaint about discrimination is required to report that complaint promptly.

### Discrimination

Discrimination based on certain grounds is prohibited under provincial/territorial human rights laws. At *Company Name*, discrimination is unacceptable. It deprives employees of dignity and respect, and is detrimental to a healthy environment; however, as detailed in this section, help is available. *Company Name's* Discrimination Policy prohibits discrimination on the basis of the following grounds, and any combination of these grounds ("Code ground"):

- Age;
- Creed (religion);
- Sexual orientation;
- Gender;
- Family status (such as being in a parent-child relationship);
- Marital status (including the status of being married, single, widowed, divorced, separated, or living in a conjugal relationship outside of marriage, whether in a same sex or opposite sex relationship);

- Disability (including mental, physical, developmental or learning disabilities);
- Race;
- Ancestry;
- Place of origin;
- Ethnic origin;
- Citizenship;
- Political beliefs;
- Colour; and
- Record of offences (a conviction for an offence in respect of a provincial statute or a criminal conviction for which a pardon has been received).

Discrimination means any form of unequal treatment based on a Code ground, whether imposing extra burdens or denying benefits directed against the welfare of any of the above listed prohibited grounds mentioned in the previous section. It may be intentional or unintentional. It may involve direct actions that at first seem discriminatory, or it may involve rules, practices or procedures that appear neutral, but have the effect of disadvantaging certain groups of people. Discrimination may take obvious forms, or it may occur in very subtle ways. In any case, even if there are many factors affecting a decision or action, if discrimination is one factor, that is a violation of this Policy.

### **Complaint Procedure in Discrimination Situations**

If an employee feels they are being discriminated against in the workplace, the employee should follow these steps to address the problem:

#### **Step 1 - Say “No” and Seek Help**

Where employees feel comfortable in doing so, they should communicate disapproval in clear terms to the person(s) whose conduct or comments are in violation of this policy or any of the prohibited behaviours described in this section. The employee should inform the person(s) that he/she finds the behaviour offensive and ask that it be stopped. If the employee does not feel comfortable communicating disapproval with their co-worker, it is recommended that the actions in question be brought to the attention of their manager.

The employee should ensure to document the specific incidents, dates, and any witnesses. Any employee who becomes aware of any such objectionable conduct by any employee, clients, or visitors should immediately advise their manager to discuss the situation and their concerns to ensure that such conduct does not continue. Should the objectionable conduct be by the employee’s manager, another manager or Human Resources should be notified.

#### **Step 2 - Filing a Formal Complaint**

The employee, at all times, has a right to file a formal complaint. To file a formal complaint:

- It is desirable that the employee provide a letter of complaint that contains a brief account of the discrimination (i.e. when it occurred, the persons involved, names of witnesses, if any). The letter should also be signed and dated by the person filing the complaint. Verbal complaints will also be investigated.
- File the complaint with the Manager or where applicable, with Human Resources
- Cooperate with those responsible for investigating the complaint

All formal complaints will be investigated.

The investigation process will involve interviews of the complainant, the respondent, and any witnesses named by either. Generally, within fifteen (15) business days of the incident or notice thereof, the individual charged with completing the investigation will do so and will prepare a written report of the investigation findings. The report will be provided along with recommendations, if any, to the leadership team for action.

All complaints will be handled in a sensitive and confidential manner, to the extent possible. The name and the circumstances relating to the complaint will have to be disclosed to the individual(s) alleged to have engaged in the objectionable conduct. Information contained in the complaint may also have to be disclosed to others involved in the investigation. Information concerning a complaint, or action taken as a result of the investigation, will not be released to anyone who is not involved with the investigation.

At the conclusion of the investigation, Company Name will review its findings with the person(s) who made the complaint. If the investigation reveals that the complaint is justified, appropriate corrective and/or disciplinary action will be taken to prevent the situation from occurring again up to and including termination for cause of any employee(s) found to be guilty of discrimination. In any case, management will ensure that all parties review and acknowledge the Company Name policy that prohibits the behaviour.

Disciplinary action for violations of this policy will take into consideration the nature and the impact of the violations. Similarly, deliberately false accusations are of an equally serious nature and will also result in disciplinary action. Note, however, that an unproven allegation does not mean that the objectionable behaviour did not occur or that there was a deliberately false allegation. It may simply mean that there is an insufficient evidentiary basis to proceed.

### **Complaints Against Third Parties**

Company Name recognizes that an employee may be subject to discrimination by clients or by other individuals who conduct business with Company Name. An employee who believes that he or she has been subjected to discrimination by a person who does not work for the organization is asked to immediately contact their manager.

# [TEMPLATE] Workplace Harassment Policy

This policy describes *Company Name's* commitment to provide a workplace free of harassment and intimidation for all employees. It is intended to give guidance to all employees, including managers, to provide a clear understanding of what harassment is, describe their responsibility to maintain a professional environment free from harassment, and to ensure consistent and fair handling of complaints.

## Harassment Defined

Harassment is defined as a course of vexatious comments or conduct against an employee in the workplace that is known to be unwelcome or ought reasonably to be known to be unwelcome. Harassment can be sexual in nature or can be based on the employee's body, attire, creed, race, place of origin, ethnic origin, religion, citizenship, age, ancestry, disability, colour, gender, sexual orientation, family status, marital status, or any other reasonable ground. Examples of such misconduct may include, but are not limited to:

- A request or demand for sexual favours accompanied by a threat concerning an individual's employment status or a promise of preferential treatment;
- Unnecessary and unwelcome touching of an individual; for example, patting, pinching, hugging, or repeatedly brushing against another individual's body;
- Offensive jokes, comments, slurs, e-mails, memos, faxes, posters, cartoons, or gestures.

## Standard of Conduct Policy

*Company Name* upholds the principle that every employee is entitled to employment free of harassment. This is consistent with *Company Name's* commitment to fostering a relationship with and among its employees characterized by mutual respect and trust. As such, *Company Name* will not tolerate any form of harassment of or by any of its employees in the workplace. *Company Name* also recognizes that no employee shall be victimized for making a claim under this entitlement.

It is the responsibility of all employees to uphold this standard of conduct and to maintain an awareness of what behavior is appropriate in the workplace.

## Definition of Workplace

For the purposes of this policy, the workplace is any place where *Company Name* business is conducted and includes:

- *Company Name's* premises. Please note this includes common or shared areas such as hallways, parking lots, sidewalks, etc.;
- Off-site locations where *Company Name* business occurs (including employees working from home);
- *Company Name* sponsored functions and recreational or social events, whether taking place on *Company Name* grounds or elsewhere; and
- Travel for *Company Name* business.

## Policy Application

This policy applies to all *Company Name* employees of any classification, including but not limited to permanent, full-time, part-time, student, temporary employees and contract employees.

## Responsibilities

The recipient of the unwelcome conduct who feels that they have been the subject of harassment should advise the offender that the behavior is unwelcome and unacceptable. If the employee is uncomfortable confronting the offender, then help should be sought from their manager or another manager within *Company Name*. The employee should also keep a written record detailing the conduct, dates, times, and names of any possible witnesses.

Managers are responsible for being familiar with this policy and for maintaining acceptable workplace behavioral norms. Managers are also expected to promptly address complaints of harassment taking immediate and appropriate action, including participating in or leading the investigation and resolution process that may result.

Managers who fail to meet this expectation may themselves be subject to disciplinary action. Management is responsible for ensuring that a consistent procedure is applied to each reported case of harassment and that all parties are treated fairly during the conduct of a confidential and impartial investigation of the allegation.

## Procedure

- Employees should discuss their concerns with the offender, advising him/her that the behaviour is unwelcome and unacceptable. If the employee is uncomfortable confronting the offender, then the employee should seek help from their manager or another manager within *Company Name*.
- The employee should keep a written record detailing the alleged misconduct, as well as dates, times and any possible witnesses to the misconduct.
- Any employee who becomes aware of any such harassing conduct by any employee, contractors, students, co-ops, temporary employees, clients and visitors should immediately advise their manager to discuss the situation and his/her concerns to ensure that such conduct does not continue. Should the objectionable conduct be by the employee's manager, another manager or Human Resources where applicable should be notified directly.
- If the unwelcome behaviour persists, employees should provide a written complaint to their Manager that contains a brief account of the harassment (i.e. when it occurred, the persons involved, names of witnesses, if any). The letter should also be signed and dated by the person making the complaint. Verbal complaints will also be investigated.
- The investigation process for any complaint will involve interviews of the complainant, the alleged offender, and any witnesses named by either. Generally, within fifteen (15) business days of the incident or notice thereof, the individual charged with the investigation will investigate the incident and prepare a written report of the investigation findings. The report will be provided along with recommendations, if any, to the leadership team for action.



- All complaints will be handled in a confidential manner, to the extent possible. The name and the circumstances relating to the complaint will have to be disclosed to the offender. Information contained in the complaint may also have to be disclosed to others involved in the investigation. Information concerning a complaint, or action taken as a result of the investigation, will not be released to anyone who is not involved with the investigation.
- At the conclusion of the investigation, *Company Name* will review its findings with the person(s) who made the complaint. If the investigation reveals that the complaint is justified, appropriate corrective action will be taken to prevent the situation from occurring again up to and including termination for cause of any employee(s) found to be guilty of harassment. In any case, management will ensure that all parties review and acknowledge this policy. Disciplinary action for violations of this policy will take into consideration the nature and impact of the violations.
- No employee shall suffer reprisals as a result of making a good faith complaint under this procedure or supplying information regarding a complaint, including but not limited to, retaliation by colleagues, managers, demotion, and unwanted transfer or denial of opportunity because of the complaint. Only in the circumstance where it is found that an employee has intentionally made a false complaint of harassment might disciplinary action be taken against the complainant. No action will be taken against a complainant where a complaint is made in good faith, from a genuine concern, and not for any improper purpose whether or not it is subsequently found to be substantive on investigation.
- Nothing outlined in this policy revokes a complainant's right to file a complaint or exercise any other legal avenues available under any other law.

## [TEMPLATE] Workplace Violence Prevention Policy

*Company Name* is committed to providing a safe and healthy workplace free from actual, attempted, or threatened violence. *Company Name* recognizes that workplace violence is a health and safety and human resources issue and will take reasonable precautions to prevent workplace violence and to protect employees at the workplace.

### This policy is intended to:

1. Create and foster a work environment free from workplace violence;
2. Provide a definition of workplace violence;
3. Establish and detail the responsibilities of all persons in *Company Name's* workplace to maintain a workplace free of actual, attempted, or threatened violence;
4. Ensure that incidents of workplace violence are reported to *Company Name* management and/or law enforcement as appropriate; and
5. Ensure that complaints of workplace violence are handled in a timely and equitable manner by *Company Name*.

This policy applies to all *Company Name* employees regardless of position or classification. This policy also applies to all persons who attend a *Company Name* workplace including, but not limited to, all visitors, customers, contractors, temporary employees, suppliers, and delivery persons.

For the purposes of this policy, a *Company Name* workplace includes all places where *Company Name* business occurs and includes all:

- *Company Name's* premises. Please note this includes common or shared areas such as hallways, parking lots, sidewalks, etc.;
- Off-site locations where *Company Name* business occurs;
- *Company Name* sponsored functions and recreational or social events, whether taking place on *Company Name* grounds or elsewhere; and
- Travel for *Company Name* business.

### Workplace Violence Defined

In this policy, workplace violence includes but is not limited to the following:

1. The use of physical force against or by an employee in the workplace that causes or could cause physical injury. This includes, but is not limited to, physical acts such as punching, hitting, kicking, pushing, damaging property, or throwing objects;
2. The attempted use of physical force against or by an employee in the workplace that could have caused physical injury; and
3. A statement or behaviour reasonably believed to be a threat of physical harm against or a threat to safety or security of an employee in the workplace.

This is the companion policy to the *Company Name's* Workplace Harassment Policy which addresses harassment, including conduct that is not covered by the definition of workplace violence but that demeans, embarrasses, humiliates or is known, or ought to be known to be unwelcome.

## Zero Tolerance

Company Name values the health and safety of its employees and expects that its workplace will be free of workplace violence. Company Name will not tolerate incidents of workplace violence perpetrated against or by any employee, client, customer, supplier, contractor, temporary employees, visitor or any other person at a Company Name workplace or involved in Company Name business.

Every person at a Company Name workplace is responsible for acting in compliance with this policy. With respect to acts of workplace violence, as defined in this policy, Company Name may, where appropriate:

- Remove the alleged perpetrator from the workplace by security or the police;
- Discipline any employee, up to and including dismissal, and/or report the conduct to the police; and
- Report the conduct of any other person to their employer, manager and/or principal and/or to the police.

All physical assaults involving an employee or occurring at the workplace will be reported to police. Threats of physical violence will be reported to police as appropriate.

## Responsibilities and Obligations

It is the responsibility of:

### 1. Company Name

- To take reasonable preventative measures to protect employees and others in the workplace from workplace violence;
- To ensure that a workplace violence assessment is conducted;
- To develop procedures to address the workplace violence risks identified in the violence assessment;
- To ensure that all employees are trained in this policy;
- To post this policy in a conspicuous place in the workplace;
- To ensure that this policy is communicated to contractors and other persons who attend the workplace;
- To establish a process for reporting and responding to incidents of workplace violence;
- To ensure the process for reporting and responding to incidents of workplace violence is communicated, maintained, and followed; and
- To ensure that this policy is reviewed at least annually.

### 2. Managers

- To understand and abide by the requirements of this policy;
- To communicate and review this policy with the employees they manage;
- To verify that all contractors and others who attend the workplace are aware of this policy;
- To adequately train employees in Company Name procedures that address the workplace violence risk(s) applicable to the employee;
- To encourage employees to report complaints or incidents of workplace violence;
- To respond to all complaints or incidents of workplace violence in a professional manner appropriate for the circumstances of the complaint or incident; and
- To promptly report all complaints or incidents of workplace violence they receive or witness to the leadership or to Human Resources where applicable.

### 3. Employees (Including Managers and Other Management)

- To comply with this policy at all times to protect themselves and others in the workplace from workplace violence;
- To immediately notify their manager or Human Resources where applicable of any incident of workplace violence, whether the notifying employee is the victim or not. In the case of an extreme or imminent threat of physical harm to themselves or any person from workplace violence, the employee should contact the police;
- To participate in training regarding this policy and *Company Name* procedures directed at workplace violence risks in the workplace; and
- To fully cooperate in any investigation of complaints or incidents of workplace violence or breaches of this policy.

## Reporting and Investigating Workplace Violence

### 1. Reporting threats of workplace violence:

- All incidents of workplace violence or reprisal must be immediately reported to a management employee;
- Any person subjected to workplace violence should, where appropriate, go to a safe location at the workplace and report the incident to their manager, another manager or Human Resources where applicable so that the incident can be investigated and addressed;
- All complaints and incidents are to be recorded in writing by the reporting person/employee, or manager receiving the statement. The date, time, location, potential witnesses and nature of the incident should be documented;
- If the police have not previously been summoned, management or Human Resources where applicable may report all incidents of workplace violence to police;
- If an incident of workplace violence involves a person who is not an employee of *Company Name*, *Company Name* management will report the incident to that person's employer and/or such other person as *Company Name* determines is appropriate in the circumstances.

### 2. Investigation:

- All complaints or incidents of workplace violence or reprisal will be promptly investigated by the leadership team or Human Resources where applicable. Where the perpetrator is a *Company Name* employee, the investigation will be conducted as quickly and as confidentially as possible. Complete confidentiality is not possible in all circumstances and cannot be guaranteed;
- The investigation will include:
  - (a) A documented interview with the complainant and/or victim;
  - (b) A documented interview with the alleged perpetrator(s);
  - (c) A documented interview with any witnesses with relevant information to provide;
  - (d) Any other step the investigator(s) deems necessary to fully and fairly investigate the complaint or incident.
- At the conclusion of the investigation into an incident or complaint, the leadership team or Human Resources where applicable will prepare a written report of the findings of fact and – after evaluating existing policies, procedures, physical premises and devices, employee training – any suggestions to prevent a recurrence;
- Where the perpetrator is a *Company Name* employee, the manager of the perpetrator, in consultation with the leadership team, will take any necessary disciplinary action, up to and including termination for cause.

## No Reprisal

Workplace violence and this policy are serious matters. This policy prohibits reprisals against employees who have made good faith complaints or provided information regarding a complaint or incident of workplace violence. Employees who engage in reprisals or threats of reprisals may be disciplined up to and including termination for cause.

### *Reprisal includes:*

- Any act of retaliation that occurs because a person has made a complaint of or provided information about an incident of workplace violence;
- Intentionally pressuring a person to ignore or not report an incident of workplace violence;
- Intentionally pressuring a person to lie or provide less than full cooperation with an investigation of a complaint or incident of workplace violence.

An employee who makes a false complaint or otherwise abuses this policy may be disciplined up to and including termination for cause. Such discipline is not a reprisal or breach of this policy. This policy will be reviewed at least annually.

# [TEMPLATE] Social Media Policy

## Introduction

This social media policy presents and explains the rules governing social media use at *Company Name*, including those working in the marketing department and employees in general.

This policy describes how employees are expected to use the company's social media accounts. It also explains the rules surrounding personal social media use during work hours and what employees may say about *Company Name* and company-related issues on their personal social media accounts.

## Why This Policy Exists

The social media policy exists to ensure that employees, regardless of their positions within *Company Name*, use their social media accounts both safely and effectively. Although social media can benefit the company in terms of marketing, relationship building, and prospect communication, poorly timed or misjudged activity can hurt the company's reputation.

## Policy Scope

*Company Name* social media policy pertains to all employees, as well as contractors and volunteers, who login to social media platforms during working hours or to complete work-related activities outside of standard work times; therefore, it applies to social media activity that relies on company Internet, occurs on company premises, happens while travelling, and happens while working from home.

For the purposes of this policy, social media may refer to:

- Popular social networks such as Twitter and Facebook.
- Photo-sharing websites such as Pinterest and Instagram.
- Professional social networks such as LinkedIn.
- Discussion forums such as the ones found on 4chan and Reddit.
- Question and answer-based networks such as Quora and Yahoo Answers.
- Review sites such as Yelp and Google Reviews.

## Basic Advice and General Guidelines

Whether *Company Name* employees are posting from company or personal accounts, we encourage them to follow basic best practice rules.

### *Adhere to these standards to avoid common social media mistakes:*

- **Understand the social network.** Different social media platforms have different purposes; for example, it's common to see more personal status updates on Facebook than on LinkedIn. Before posting, become familiar with the network by reading FAQs and quickly researching what is and is not acceptable.

- **Correct your own mistakes.** When you make a factual error in a post, create an update to correct it. Deleting or editing the original post should come at your own discretion, depending on the situation.
- **Beware potential security threats.** Hackers can use social media networks to distribute spam and malware. They can also launch phishing attempts. You should report any suspicious activity, including questionable comments and friend requests.
- **Be careful when sharing information about yourself or others.** Hackers can also use your personal information to their advantage.
- **Don't escalate issues.** Responding to other social media users, especially concerning a contentious subject, can result in a heated argument. To avoid such arguments, it may be best to avoid commenting if you feel you may initiate a conflict.
- **Think before posting.** This is the golden social media rule. Not only should you check grammar and spelling but ensure there won't be any negative effects from posting a status update. These include creating arguments and divulging sensitive information.

### Use of Company Social Accounts

*Company Name* social media accounts must only be used and created by authorized individuals for the purpose of meeting defined company goals.

### Approved Users

The company only permits certain employees to post on social media sites in an effort to ensure its social media voice and approach stay consistent and align with marketing and customer service objectives.

### Use of Personal Social Media Accounts at Work

As personal social media use can yield clear professional benefits, such as expanding industry knowledge and establishing networking connections, *Company Name* understands it is advantageous for its employees to use personal accounts during working hours.

Below are acceptable uses for accessing personal social media accounts during working hours:

- Competitor research
- Monitoring company accounts
- Connecting and interacting with users who may benefit your professional development
- Emergency purposes, such as contacting friends and family members who cannot be reached otherwise

Below are unacceptable uses for accessing personal social media accounts during working hours:

- Browsing friend photos and accounts
- Adding contacts to your networks for non-professional reasons
- Participating in conversations not pertaining to work-related topics

Note that during breaks and lunches, employees may use their personal social media accounts freely; however, activity should not conflict with the following section: See Inappropriate Uses.

## Inappropriate Uses

Regardless of whether the social media account is personal or under company name, employees should not:

- Conduct illegal or criminal activities
- Distribute material that could be interpreted as libelous or defamatory
- Share updates, images, or messages that could tarnish the company's public image
- Discuss colleagues, customers, or suppliers without their expressed consent
- Harass others by sending them offensive content and messages
- Communicate with company competitors disrespectfully
- Distribute spam and chain messages

## Policy Enforcement

Employees who violate this social media policy could face disciplinary action. Depending on the nature and severity of the violation, this could include termination of employment. *Company Name* reserves the right to monitor how social media networks are being accessed and used through company Internet resources. These include, but are not limited to, computers and mobile devices such as tablets and smartphones that are provided for business use.

Moreover, the company maintains official records that includes data related to social media activity and usage. These include, but are not limited to, messages sent and received through the company's computer systems. In the event the company deems it necessary to involve law enforcement officials and agencies, *Company Name* will do so which means the company may be compelled to share stored data.



# [TEMPLATE] Alcohol and Substance Abuse Policy

## Purpose

Substance abuse and alcohol and chemical dependency are serious medical, social, public health, and employment issues impacting communities today. *Company Name* is committed to providing a safe, healthy, and productive workplace where all employees are protected from the harmful effects of substance misuse.

Consistent with the spirit and intent of this commitment, *Company Name* has established a policy regarding alcohol and substance abuse. To promote this goal, employees are expected to perform and execute the duties of their jobs safely, efficiently, and free from the limitations caused by using substances to minimize the safety risk posed to all employees and visitors in the workplace.

## Scope

This policy applies to all employees (part-time, full time, or casual), students, co-ops, contractors, and visitors who are performing their jobs either at work or offsite as a representative of the *Company Name*.

## Principles

*Company Name* will comply with applicable laws concerning alcohol, illegal drugs, and controlled substances (i.e. marijuana, opiates, etc.). While on the premises of *Company Name*, while conducting business related activities off the premises, and while operating vehicles, no employee or contractor may use, possess, distribute, sell, purchase, transport, or be under the influence of alcohol, illegal drugs, and/or controlled substances.

- Employees shall remain fit and work ready when reporting to work and/or when they are on a standby list (if applicable); otherwise, they must notify their employer and/or decline the shift.
- Employees must not bring alcohol, illegal drugs, controlled substances, or paraphernalia to the workplace with the intent of using it or distributing it in the workplace.
- Employees shall report to their manager or where applicable Human Resources if they have concerns about another employee working while under the influence of a substance.
- Employees who present for work or during the course of their shift become unable to work due to impairment will be sent home and may face disciplinary consequences.
- Employees must use medication responsibly and ensure that it does not affect their ability to perform their role safely.
- Employees must report the use of medication that may produce mood altering side effects that could impact the employee's ability to perform their job safely (a temporary accommodation of duties may be necessary).

## Optional

Please note that the only exception to this is when light and reasonable alcohol consumption is permitted if an employee is participating in a social company function, outside of working hours, (i.e. holiday party) or if an employee is conducting business, outside of working hours, in a social environment that is serving alcohol, provided that the:

- Individual is not under the minimum legal drinking age;
- Personal safety of the individual and others are not endangered;
- Employees will not operate a vehicle while under the influence and will find alternative transportation;
- Consumption does not interfere with the individual's ability to be professional and perform their role effectively.

Any suspected breach of this policy should be immediately reported to your manager or to Human Resources where applicable. Anyone reporting for work and found to be under the influence of alcohol, illegal drugs, or controlled substances will be asked to leave the premises but, in light of their condition, will be provided with transportation to ensure that they arrive home safely.

Non-compliance with this policy may result in disciplinary action up to and including termination. The degree of discipline will be based on the employee's previous history with substance concerns in the workplace.

## Self-Identification

*Company Name* encourages anyone who is having difficulty controlling their use of alcohol, drugs, or prescribed medication to self-identify, to seek immediate medical attention, and to begin a rehabilitation program. To "self-identify" means the attribution of certain characteristics or qualities to oneself; how a person defines himself or herself in social or cultural terms.

An employee who self-identifies should notify their manager and where applicable Human Resources. *Company Name* will support and assist the employee to return to work within a reasonable period of time once the employee has produced medical from his/her treating physician confirming the employee's fitness and capacity to return to work. In the event the employee is unable to return to full time duties, *Company Name* will offer an accommodation provided that it is reasonable and does not result in undue hardship for the employer.

# Employment Standards

Employment standards are the minimum standards of employment that workplaces are expected to follow as required by law. Employment standards cover many aspects of employment including, but not limited to, minimum wage, hours of work, overtime, statutory holidays, annual vacation, vacation pay, and leave from work. Below you will find the links to provincial/territorial sites dealing with employment standards:

Province	Link
Alberta:	<a href="#">Alberta Human Resources and Employment - Employment Standards</a>
British Columbia:	<a href="#">BC Ministry of Skills Development and Labour - Employment Standards Branch</a>
Manitoba:	<a href="#">Manitoba Labour and Immigration - Employment Standards Division</a>
New Brunswick:	<a href="#">Employment Standards Branch</a>
Newfoundland and Labrador:	<a href="#">Newfoundland and Labrador Labour Relations Agency - Labour Standards Division</a>
Northwest Territories:	<a href="#">Northwest Territories Department of Justice - Labour Standards</a>
Nova Scotia:	<a href="#">Nova Scotia - Labour &amp; Workforce Development</a>
Nunavut:	<a href="#">Government of Nunavut - Department of Justice</a>
Ontario:	<a href="#">Ontario Ministry of Labour - Employment Standards Program</a>
Prince Edward Island:	<a href="#">Prince Edward Island Workforce Information - Employment Standards</a>
Québec:	<a href="#">Commission des normes du travail - Labour Standards in Québec</a>
Saskatchewan:	<a href="#">Saskatchewan Department of Labour - Labour Standards</a>
Yukon:	<a href="#">Department of Community Services - Labour Services</a>

# Health and Safety Legislation

Occupational health and safety legislation regulates the standards for workplace health and safety with the goal of preventing workplace accidents, injuries and diseases, and outlines consequences for breaches of those standards. It details the responsibilities of everyone in the workplace: employers, supervisors, and employees. Generally, the legislation requires that the employer do everything it can reasonably do to protect the health and safety of their employees in the workplace. This includes, but is not limited to, providing appropriate training for handling potentially dangerous equipment and/or material, informing employees of potential dangers in the workplace, and setting up safe work practices. Under the legislation, employees have the right to refuse to perform work that they feel is unsafe.

To help an organization plan and adhere to this legislation, employers are responsible for establishing a health and safety committee or to have a delegated health and safety representative (see below) in the workplace.

## Health and Safety Committee

A health and safety committee is a forum for improving workplace health and safety. A committee is required to consist of both worker and management representatives. Generally, the role of the committee is to identify and assist in preventing hazards in the workplace, recommend solutions to any issues, and promote and maintain health and safety in the workplace.

All Canadian jurisdictions outline requirements for a health and safety committee, however the name, legal requirement, number of people on the committee, composition of the committee, and mandatory training requirements vary for each province/territory.

*The Canadian Centre for Occupational Health and Safety has an excellent and comprehensive website that includes the OHS Answer section. This section addresses common health and safety questions including information about legislation (i.e. requirements for health and safety committees, etc.) and is one of the best sources of information about any topic relevant to occupational health and safety. Additionally, many of the sites below specific to each province/territory link directly to this website for further information about key issues relevant to where you live.*

### Alberta:

[Alberta Human Resources and Employment - Workplace Health and Safety](#)  
[Workers' Compensation Board of Alberta](#)

### British Columbia:

[Workers' Compensation Board of BC](#)

### Manitoba:

[Manitoba Labour and Immigration - Workplace Safety and Health Division](#)  
[Workers' Compensation Board of Manitoba](#)

**New Brunswick:**

[WorkSafe New Brunswick](#)

**Newfoundland & Labrador:**

[Newfoundland & Labrador Occupational Health & Safety Division](#)  
[Workplace Health, Safety and Compensation Commission](#)

**Nova Scotia:**

[Labour and Advanced Education - Health and Safety](#)  
[Workers' Compensation Board of Nova Scotia](#)

**Northwest Territories & Nunavut:**

[Workers' Compensation Board for the Northwest Territories and Nunavut](#)

**Ontario:**

[Ontario Ministry of Labour - Occupational Health and Safety](#)  
[Workplace Safety and Insurance Board for Ontario](#)

**Prince Edward Island:**

[Workers Compensation Board of Prince Edward Island](#)

**Québec:**

[La Commission de la santé et de la sécurité du travail \(CSST\)](#)

**Saskatchewan:**

[Saskatchewan Department of Labour - Occupational Health and Safety](#)  
[Saskatchewan Workers' Compensation Board](#)  
[Work Safe Saskatchewan](#)

**Yukon:**

[Yukon Workers' Compensation Health and Safety Board](#)

## [TEMPLATE] Absenteeism & Tardiness Policy

We do not support unnecessary tardiness where employees are consistently late to work and late on deadlines (without good reason). Good attendance and punctuality are expected from all employees and are important factors for your continued success at *Company Name*.

Absenteeism and tardiness places a burden on other employees and on our clients. From time to time, however, it may be necessary for you to be late or to be absent from work. We are aware that emergencies, illnesses, or pressing personal business that cannot be scheduled outside your work hours may arise. If you know in advance that you will need to be absent, you are required to request this time off directly from your manager. In the instances when you cannot avoid being late for work or are unable to work as scheduled, you should notify your manager as soon as possible in advance of the anticipated late arrival or absence.

Where appropriate, you should call in/or email each day that you are absent. Continued excessive or unacceptable patterns of absence can necessitate the application of progressive corrective action including written notifications to the employee with a copy added to the employee's file, and as a last resort, termination of employment.

# [TEMPLATE] Business Conduct Policy

Company Name expects its employees to act in a professional and responsible manner, use common sense, and good judgment. As a rule of thumb, any conduct which is dishonest, illegal, or reflects poorly on the organization will not be tolerated. Company Name employees shall:

- Conduct the business affairs of Company Name in accordance with all applicable laws and using the highest standards of business ethics;
- Be fair and honest in all dealings;
- Treat all persons with dignity and respect (in person and online), knowing that unlawful harassment of, or discrimination against, any Company Name employee, client, or vendor shall not be tolerated;
- Not use their positions with Company Name, or the assets of Company Name, for personal profit or advantage, in a manner contrary to the interests of Company Name or that violates any law;
- Avoid engaging in any behaviour which causes public embarrassment to Company Name or damages Company Name's reputation.

# [TEMPLATE] Confidentiality Policy

We have an obligation to preserve and protect our own and others confidential data. The confidentiality of data (including e-mail messages) sent via the Internet cannot be assured. The transmission of sensitive material, trade secrets or any other proprietary information, without approval from management, is prohibited.

Confidential data is information protected by statutes, regulations, *Company Name* policies or contractual language. Managers may also designate data as confidential. All client data is deemed to be confidential unless otherwise expressed by the client. Confidential data may be disclosed to individuals on a need-to-know basis only. Disclosure to parties outside *Company Name* should be authorized by *Company Name* leadership with special measures in place including signed Non-Disclosure Agreements.

By way of illustration only, some examples of confidential data include: client data under *Company Name* management; employee records and/or medical records; personal financial information such as bank accounts and credit card data; any data identified by government regulation to be treated as confidential, and/or sealed by order of a court of competent jurisdiction.

Rules to follow regarding confidential data:

- When stored in an electronic format, must be protected with strong passwords and on servers that have protection and encryption measures in order to protect against loss, theft, unauthorized access, and unauthorized disclosure;
- Must not be disclosed to parties without explicit management authorization;
- Must be stored only in a locked drawer or room or an area where access is controlled, locked, and/or that otherwise has sufficient physical access control measures to afford adequate protection and prevent unauthorized access by members of the public, visitors, or other persons without a need-to-know;
- Must not be posted on any public website.



## [TEMPLATE] Dress Code and Personal Hygiene Policy

*Company Name's* objective in establishing a business casual dress code is to allow our employees to work comfortably in the workplace. That being said, we still require our employees to project a professional image to our clients, potential employees, community visitors, and stakeholders. Generally, if you have any doubts about an article of clothing, it is most likely not the most appropriate attire for work. *Company Name* is confident that each employee will use his or her best judgment in following this guideline. If clothing is inappropriate, the employee will be asked not to wear the inappropriate item to work again.

Employees are always expected to maintain acceptable standards of personal grooming and hygiene. Please ensure that you always maintain a high standard of personal cleanliness. This also includes, covering your mouth and nose when you sneeze or cough, cleaning your hands, and ensuring your work station remains tidy.

### **No Scents Is Good Sense Policy**

More than one in four individuals suffers from some type of respiratory disease. Medical evidence has clearly shown that scented products are harmful to the health of sensitive individuals. *Company Name* is dedicated to providing a healthy, comfortable, and productive work environment for our employees and visitors. We can achieve this by avoiding the use of highly scented products when coming to work.

# TAKE CARE OF EMPLOYEES

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## Best Practices

**>>** *for the automotive industry*

# Employee Recognition

It's critical that employees feel appreciated and valued for the hard work that they perform. It's important to recognize employees who go beyond their typical job expectations so they not only remain committed and engaged to their job but also to their organization as well. Employees who feel appreciated are more likely to go beyond standard expectations and job requirements, be more productive, and are more likely to stay with the organization.

## What is employee recognition?

It's the employer's acknowledgement of an individual or team's behavior, effort, and accomplishments that support the organization's goals and values. Recognition is not a one-size fits all process. Thought and consideration needs to be given to how individuals like to receive recognition and what would be appreciated by the person being recognized.

Recognizing an individual's contribution does not need to cost money, it can be delivered in a matter of minutes, but most importantly, it can have a lasting impact on the person receiving it.

## Why is employee recognition important?

- It helps build a collaborative and supportive work culture.
- Employees feel more loyalty towards their employer.
- Employees feel they have more ownership over their work.
- Employees feel valued and appreciated for the work they do.
- It can improve morale and improve retention.
- It can increase productivity.

Employee recognition should be a commonplace practice within organizations. To be effective, the recognition should be authentic and heartfelt; it should not feel like the person delivering the recognition is doing so out of obligation. Additionally, acknowledgement of an employee's achievement must be timely for it to be effective.

There are endless ways to deliver employee recognition. Again, managers need to tailor their approach for each individual to ensure that the recognition aligns with the interest of the employee being rewarded. Finally, the recognition process must be designed to correspond with the needs of the workplace culture as not all ideas will suit all workplaces.

## Recognition ideas for managers:

- An informal thank you note or email or an in person exchange with a manager thanking an employee for a job well done. The key is to be clear on what you're appreciative of and how it helps support the organization's goals and/or values.
- Sharing positive comments you've received from other staff with the employee.
- Create a recognition board where an 'Employee of the Month' or positive comments from clients can be posted.
- Recognize an individual at a staff meeting with their peers present. This can be rewarding for the person and inspirational to their colleagues.

- Ask an employee to represent you at a meeting which will show them you have confidence and trust in their abilities.
- Bring in food for your team at the conclusion of a successful project or after a major sale has been completed.
- Say a simple “hello” and “good-bye” to your employees each day. Doing this simple check in can open the lines of communication and can set the tone for the rest of the day.

“

People work for money but go the extra mile for recognition, praise and rewards.

*Dale Carnegie*

# Happy Holiday Planning!

'Tis the season for annual holiday lunches, dinners and get togethers either at the worksite or outside of the workplace. What do we do? Who do we invite? Daytime or nighttime? What's our budget? Do we allow alcohol? These tips will ensure you have a festive gathering with your team while also being prudent and responsible.

## Twelve Holiday Party DOs

1. Involve your employees in as much of the event planning as possible.
2. Consider booking the party before the busy holiday season and/or in the "off season" so that employees are not faced with conflicts. Remember to communicate the date as soon as possible even if you have to confirm the venue, time, and other details later.
3. Find a venue that can accommodate your employees and their guests comfortably and is in a central location that is accessible for employees, especially those that need assistance.
4. Ensure the venue is open long enough so that the party does not need to relocate to another location for any "after-parties".
5. Ensure there is a well lit parking lot and that the venue is accessible by public transit, taxi, and other forms of transportation. Best practice: Set up a corporate Uber account and/or provide taxi chits upon arrival or ahead of time and/or arrange to have expense forms sent out ahead of time with a reminder afterwards so employees can expense their rides home.
6. Ensure the venue has the ability to accommodate a variety of dietary requirements and/or restrictions.
7. If possible canvas employees ahead of time for food allergies, intolerances and/or other dietary restrictions or preferences. If you are going the buffet route, select a variety of food that will be able to accommodate all types of preferences.
8. Ensure that there are early and late night snacks (depending on how long you expect the party to go).
9. Select a venue that has staff serving alcohol who are trained and certified to do so.
10. Provide drink tickets (including non-alcoholic drinks) to employees (common practice is two (2) per person) and have a variety of non-alcoholic beverages available.
11. A few days prior to the holiday party have a company leader and/or HR send a reminder email to the employees outlining the details of the event, with reminders about social media policies, appropriate behavior (this is a company event!) and safe transportation.
12. If you don't want your team members, employees, and/or colleagues to embarrass themselves, simply lead by example.

# HR TOOLKIT FOR THE AUTOMOTIVE INDUSTRY



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