

<b>HUMAN RESOURCES POLICY &amp; PROCEDURE MANUAL</b>	<b>SECTION: ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES ACT, 2005 ("AODA")</b>	
<b>BY AUTHORITY OF:</b> CHIEF OPERATING OFFICER	<i>Subject: Integrated Accessibility Standards Regulation (IASR) Employment Policy</i>	
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**INTEGRATED ACCESSIBILITY STANDARDS REGULATION (IASR)  
EMPLOYMENT POLICY**

This policy is intended to meet the requirements of the Integrated Accessibility Standards, Ontario Regulation 191/11 for the Employment Standard set forth under the Accessibility for Ontarians with Disabilities Act, 2005. This policy applies to the provision of accessible employment services for persons with disabilities.

All employment services provided by Glendelle Retirement Living properties (the Company) shall follow the principles of dignity, independence, integration and equal opportunity.

The Company is committed to meeting the reasonable accessibility needs of persons with disabilities in a timely manner through the application of its policies. These documents will be made publicly available in an accessible format, upon request. In accordance with the *Integrated Accessibility Standards, Ontario Regulation 191/11 (Part III)*, this policy addresses the following:

- a) Recruitment, Assessment and Selection
- b) Accessible Formats and Communication Supports for Employees
- c) Workplace Emergency Response Information
- d) Documented Individual Accommodation Plans
- e) Performance Management and Career Development and Advancement
- f) Return to Work
- g) Review

*Note: Policies pertaining to the other three (3) Accessibility Standards (i.e. Customer Service, Integrated Accessibility Standard ("IAS") - Parts I & II, and IAS Part IV) can be found in the Administration manual).*

**Definitions**

Accessible Formats– Include but are not limited to large print, recorded audio and electronic formats, braille and other formats usable by persons with disabilities.

Communication Supports – Include but are not limited to captioning, alternative and augmentative communication supports, plain language, sign language and other supports that facilitate effective communications.

Performance Management – Activities related to assessing and improving employee performance, productivity and effectiveness with the goal of facilitating employee success.

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EMPLOYMENT POLICY (cont'd)**

**1) Provisions**

**a) Responsibilities**

The Executive Director (and designates) and the Director, Human Resources, are responsible for ensuring the appropriate application and administration of this Policy in accordance with legislative requirements.

**b) Recruitment, Assessment and Selection**

Through the Company website, external applicants (i.e. the "public") will be informed about the availability of accommodation for disabilities, and that accommodations are available, upon request, for the interview process and for other candidate selection methods. Where an accommodation is requested, The Company will consult with the applicant and provide or arrange for reasonable, suitable accommodation.

Successful applicants will be made aware of The Company's policies and supports for accommodating people with disabilities via letters of offer and/or employment agreements and the Employee Handbook.

**c) Accessible Formats and Communication Supports for Employees**

The Company will ensure that employees are aware of our policies regarding reasonable accommodation for disabilities and any changes to these policies as they occur. This information shall be contained in the Employee Handbook.

If an employee with a disability requests it, The Company will provide or arrange for the provision of accessible formats and communication supports for the following.

- Information needed in order to perform his/her job; and
- Information that is generally available to all employees in the workplace.

The Company shall consult with the employee making the request to determine the best way to provide the accessible format or communication support.

**d) Workplace Emergency Response Information**

Where required, the Company will create individual workplace emergency response information for employees with disabilities. This information will take into account the unique challenges created by the individual's disability and the physical nature of the workplace, and will be created in consultation with the employee.

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This information will be reviewed when:

- The employee moves to a different physical location in the organization;
- The employee's overall accommodation needs or plans are reviewed; and/or
- The Company reviews general emergency response policies.

An employee who requires individualized workplace emergency response information shall make such request, in writing, to their Manager.

**e) Documented Individual Accommodation Plans**

The confidential process for developing an Individual Accommodation Plan (*see Appendix A to this policy*) for an employee shall be as follows:

- The employee who requires an Individual Accommodation Plan shall complete the **attached form** and submit it to their Manager. If an accessible format of the plan is required the employee shall specify this to their Manager, who will make arrangements for reasonable accommodation.
- Within three (3) business days the Manager shall meet with the employee to identify the elements of an accommodation plan and any necessary assessments.
- If it is determined that an evaluation by an outside medical expert, or other experts (at the employer's expense) is required for reasonable accommodation to be achieved, the Executive Director shall contact the Disability Management Co-ordinator to arrange an assessment by a qualified medical practitioner.
- The final Individual Accommodation Plan shall be placed on the employee's Human Resource File.
- The Individual Accommodation Plan shall be reviewed or updated during the annual performance management process, in the event of a change to an Employee's job duties or work schedule, or upon notification by the Employee of any changes required.

**f) Performance Management and Career Development and Advancement**

The Company will consider the accessibility needs of employees with disabilities when implementing performance management processes, or when offering career development or advancement opportunities. *Individual Accommodation Plans will be consulted, as required. Refer also to HR Policy Section: Performance Management.*

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EMPLOYMENT POLICY cont'd**

**g) Return to Work**

Refer to **HR Policy Section: Health, Safety and Wellness** for the processes involved in creating a return to work plan for an employee with a disability.

**h) Review**

This policy will be reviewed regularly to ensure that it is reflective of The Company's current practices as well as legislative requirements.

**Acknowledgment & Agreement**

I, \_\_\_\_\_, acknowledge that I have read and understand the AODA – *Integrated Accessibility Standards Regulation (IASR) Employment Policy* of The Company. I agree to adhere to this policy and will ensure that employees working under my direction adhere to this policy. I understand that if I violate the rules set forth in this policy, I may face corrective action.

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

Witness Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**APPENDIX 'A'**

**Individual Accommodation Plan**

*This Section to be completed by Employee, then submitted to their Manager:*

Community/Residence: \_\_\_\_\_

Employee's name: \_\_\_\_\_ Position: \_\_\_\_\_

Department: \_\_\_\_\_ Manager: \_\_\_\_\_ Date: \_\_\_\_\_

**Please attach Job Description.**

<b>Limitations/ Abilities</b>	<b>Job-related tasks/ activities affected by limitations</b>	<b>Is this an essential job requirement? Y / N</b>

Sources of expert input into the individual accommodation plan (e.g., Executive Director, Manager, family doctor, specialists):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Accommodation measures are to be implemented from [\_\_\_\_\_] to [\_\_\_\_\_].

If no end date is expected, the next review of this accommodation plan will occur on [\_\_\_\_\_].

*(The accommodation measure(s) should be reviewed annually, at a minimum.)*

**Description of Accommodation Measure(s)**

Which job requirements and related tasks require accommodation?	What are the objectives of the accommodation (i.e., what must the accommodation do to be successful)?	Which accommodation strategies/tools have been selected to facilitate this task/activity?

**Roles and Responsibilities**

Outstanding actions to implement accommodation	Assigned to	Due date

**Additional Documents Included**

Document	Yes	No
Emergency Plan		
Accessible Communications		
Return-to-Work Plan		

Employee's Signature:	Date:	Manager's Signature:	Date:
Executive Director's Signature:	Date:		

<b>HUMAN RESOURCES POLICY &amp; PROCEDURE MANUAL</b>	<b>SECTION: HEALTH, SAFETY &amp; WELLNESS</b>	
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## RETURN TO WORK PROGRAM

### Policy

It is the goal of GRL to provide reasonable accommodation for an Employee who was absent from work due to illness or disability (both occupational and non-occupational) to enable the employee to return to work in a meaningful capacity that is suited to the needs of both the employer and Employee. As such, a Return to Work Program is available in accordance with provincial human rights and/or **accessibility legislation.**

Each case shall be managed under the supervision of the Executive Director (ED) and the Director, Human Resources, in conjunction with SRL's third party Disability Management Co-ordinator (DMC).

*\*Note: Properties under a government sponsored Workers' Compensation insurance program shall follow the RTW process prescribed by legislation, regulations and/or government agency policy.*

### Procedures:

The return to work (RTW) process begins when the DMC informs the property that an employee who has been absent from work due to an illness or disability is deemed capable of returning to work.

- 1) If an employee requires modified work or accommodation in order to return to full duties, the DMC shall then prepare a RTW plan, in consultation with the attending physician, the Employee and the ED (or designate). **The return to work plan for an employee with a disability within the meaning of the applicable human rights legislation shall also be compliant with the AODA (See HR Policy Section: AODA, Subject: IAS - Employment).** The return to work plan shall be documented and kept in the employee's file **(See HR Policy Section: AODA)**
- 2) The employee's medical information is protected by PHIPA and, as such, is only to be kept by the individual authorized by the employee's consent (i.e. the DMC).
- 3) Should the ED, in conjunction with the DMC, deem that the medical information is inconclusive for the successful completion of a RTW program, the Property may, at their expense, request that the Employee be examined by an independent medical practitioner, and/or complete a functional abilities evaluation (FAE).
- 4) The DMC shall monitor the RTW plan and periodically connect with the Employee and the Employee's Manager to ensure that the plan is being followed and to make any alterations to the plan, including extending or shortening the completion date as deemed appropriate.



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### **RETURN TO WORK PROGRAM cont'd**

#### **5) Completion of RTW Program**

Upon completion of the RTW program, the Executive Director, in consultation with the DMC, shall determine if the Employee is able to return to full duties. If the Employee is unable to return to full duties the following courses of action may be taken:

- Re-examination by an independent medical practitioner to determine the Employee's physical and/or mental capability to perform their regular duties and duties of a new RTW.
- Extension of the current RTW plan with a new completion date assigned.
- **Creation of an Individual Accommodation Plan. (See HR Policy Section: AODA)**
- Return to Leave of Absence status under WSIB, or Application for Long Term Disability Insurance

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## **PERFORMANCE PLANNING & EVALUATION**

### **Policy**

The GRL Performance Management Program is designed to align an Employee's performance with Company mission, vision, values and corporate goals and objectives. The objectives of the program are as follows:

- To establish clear performance standards, competencies, goals and objectives with Employees.
- To recognize achievements and reward desired performance.
- To promote continuous learning and development.
- To promote continuous feedback on performance.
- To identify skill development and performance improvement plans.

Managers are responsible for monitoring performance and for providing Employees with feedback on an ongoing basis throughout the year. As part of the performance management process, Managers are required to consider the accessibility needs of employees with disabilities.

### **Procedure:**

#### **1) Performance Planning/Setting Objectives:**

On an annual basis Managers shall conduct a Performance planning meeting with each Employee on his/her anniversary date. The purpose of this meeting is to set annual performance goals and objectives; to communicate any changes to an Employee's duties, salary/wages where applicable; and to address areas for development/improvement.

Where applicable, during the performance planning meeting the Manager shall discuss with the employee any accommodation plans and take into account the accessibility needs of employees with disabilities when preparing performance objectives. This shall include but is not limited to accessible training needs, performance management documents in accessible formats (e.g. large print). Ensure all options are considered in exploring ways to support employees.

These discussions shall result in the formation of the Employee's annual performance objectives and development plan that will be recorded on the annual Performance Appraisal Form<sup>6</sup> (P.A.F.) provided by Human Resources.

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## EMPLOYMENT AGREEMENTS

### Policy

All new hires shall receive an employment agreement which outlines the terms and conditions of employment. The Employee must sign the agreement prior to the date of commencement.

### Procedure:

- 1) Upon completion of the selection process (see Section: Recruitment & Hiring; Subject: Job Posting & Hiring Process), the Property shall prepare an employment agreement using a template provided by the Human Resources Department at Support Office.
- 2) Successful applicants will be made aware of the Company's policies and supports for accommodating people with disabilities via letters of offer and/or employment agreements.
- 3) Such employment agreement is conditional on the completion of a Police Check and vulnerable sector screen (VSS) that are satisfactory to the Property.
- 4) In accordance with human rights legislation, the results of the screening checks shall be reviewed to determine the person's suitability for a position at the Property.
- 5) Employment agreements shall also include an Averaging Hours of Work Agreement (provided by Support Office) in accordance with provincial employment standards legislation.
- 6) Where an Employee transfers to a different position or status within a Property, a change letter (template provided by Support Office) must be signed off by the Employee.
- 7) Where an Employee is promoted to a management position within the Property, or to another Property within the GRL family, a new employment agreement must be signed off by the Employee.

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## JOB POSTING & HIRING PROCESS

GRL is committed to fair and equitable hiring practices, while ensuring that the most qualified and skilled individuals are selected to meet the needs of our Community Members and to achieve our business objectives.

GRL has adopted this policy to ensure that all Property Employees and potential candidates are considered for employment opportunities in a fair and consistent manner, and in compliance with legislative obligations (i.e. Human Rights, Accessibility, and E mployment Standards). GRL properties will support the reasonable accommodation of Employees and job applicants who require workplace accommodation under any of the grounds described in human rights or accessibility legislation.

### Procedures: 1) Job Posting/Advertising

a) Internal:

- i) Using a template provided by Human Resources, the Property shall post all vacant, approved positions for a period of seven (7) calendar days, with the exception of temporary positions. Such positions may be filled at the discretion of the Executive Director.
- ii) Qualified internal applicants shall be subject to the normal hiring processes, including interviews, etc. All internal applicants shall be contacted by the hiring Manager to discuss their suitability for the vacant position.
- iii) Internal applicants may request accommodations during the recruitment process. The property shall consult with the applicant to understand and take into account the individual's needs in order to provide or arrange for suitable accommodations.

b) External:

- i) The Property shall post the position on its' website for a period of at least seven (7) calendar days.
- ii) External applicants may request accommodations during the recruitment process. The property shall consult with the applicant to understand and take into account the individual's needs in order to provide or arrange for suitable accommodations.

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## JOB POSTING & HIRING PROCESS cont'd

### 2) Hiring Process

#### a) Short-Listed Applicants:

- i) Each qualified applicant shall be formally interviewed by a Manager and may be interviewed by other staff or Managers as deemed suitable by the hiring Manager.
- ii) The Manager shall conduct a minimum of two reference checks on approval by the applicant. Where such approval requires the Manager to contact the applicants current Manager, the employment offer shall be made conditional on receiving a qualified reference. *In such cases, it is not our policy to contact an applicant's current employer until after an offer is made and accepted on these conditions.*
- iii) The Manager shall recommend the most suitable applicant.

#### b) All potential new hires for employment must:

- i) Provide an original copy of their CV or Resume, certificates and/or diplomas.
- ii) Complete, in full, all information requested on the application form and indicate that they understand all information contained therein.
- iii) Provide a reference list, and approval to contact references shall be obtained, from the applicant.
- iv) Where applicable, the applicant must also provide a current certificate of registration from a regulated health profession college (e.g. College of Nurse of Ontario).

3) A job offer\* to an applicant must be made conditional upon submission of a Tuberculin Test, in accordance with legislative requirements (Retirement Homes Act, 2010, O.Reg.166/11, s. 27), as well a suitable police background check (vulnerable sector screen) prior to being offered the position or as a condition of employment. If the police background check was completed prior to date of hire, the Employee is required to sign a declaration disclosing any offences as outlined in O.Reg.166/11 s. 13(1). (See attached declaration).

4) At the time of the job offer, the Manager shall give every successful applicant another opportunity to discuss any accommodation they require to perform the duties of the job.

\*Refer to Policy on Employment Agreements (Section: Recruitment & Hiring Process)

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## TRANSFERS & PROMOTIONS

### Policy

GRL is committed to developing and promoting Employees into positions within the Company that are well-suited to their skill sets. This policy addresses the terms and conditions of any transfers or promotions within a property, or to other properties. When considering an employee for a transfer or promotion within the Company, the employee's individual accommodation plan shall account into

### Provisions:

- 1) When an Employee moves from one position to another within a Property, the length of service, accumulated sick hours, and vacation hours with the Company shall be carried forward into the new position.
- 2) When an Employee moves from one Property to another within the Glendelle family the terms and conditions of such change shall be at the discretion of the Director, Human Resources and the Chief Operating Officer.
- 3) When an Employee moves into a position which has the same job description within the same Property, and a successful probationary period has already been completed, an additional trial period is not required.

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## MANDATORY TRAINING & IN-SERVICES

### Policy

GRL is committed to the implementation and ongoing evaluation of all training programs for Employees that are required by legislation as well as GRL and Property issued standards. Furthermore, where applicable, properties shall endeavour to provide ongoing in-service training to Employees that will enhance the services and programs that are provided to our Community Members.

An employee's Individual Accommodation Plan shall be taken into account with respect to training materials and media.

Employees who do not attend and complete **mandatory** orientation and training may be subject to discipline up to and including termination of employment.

### Provisions:

- 1) At the time of hire, and annually thereafter, all employees are required to complete mandatory training provided by the Property through the web-based O.R.C.A. Tutors and such other tools as identified by the Property.
- 2) Employees engaged in mandatory orientation, training and/or in-services shall be considered to be working and, therefore, shall be paid accordingly.