

CCC HOURS OF WORK AND VACATION POLICY

Preamble

1. The employees of Cross-Country Ski de fond Canada (CCC) are valued assets. Their productivity is critical to the achievement of CCC's mission. In exchange for this productivity, employees are entitled to fair compensation and to working conditions which promote the quality of life of themselves and their families. In regards to quality of life, CCC recognizes the value to employees of:

- a. hours of work and daily routines which enable a healthy and balanced lifestyle to be maintained; and
- b. an annual vacation entitlement which provides for a break or breaks from the demands and pressures of work.

2. CCC also recognizes that there are certain characteristics of the working environment of CCC which need to be considered in regulating and managing these issues:

- a. CCC operates as a "virtual" entity, in that some staff work from their homes and live in widely-separated parts of the country.
- b. Many of CCC's activities require work that must be accomplished outside of the conventional "nine to five", five-days-per-week mode. In particular, coaches, technicians and others who function in the high performance system frequently work at odd hours when athletes train and compete, and their job requires significant amounts of travel and extended periods away from home.
- c. CCC is operated by a combination of volunteers and full-time staff. In consideration of the limited time availability of volunteers, some activities such as conferences and workshops must be held on weekends.
- d. The CCC full-time work force is small, job descriptions are broad and work loads are heavy. If CCC is to manage its affairs effectively and be progressive, its employees need to be highly efficient, industrious, flexible and mission-focussed.

3. In this working environment, direct supervision of staff – including the monitoring of working hours - is problematic. Therefore, CCC expects its employees to be conscientious, responsible and accountable; to be self-starting and to display initiative in discharging their duties and completing assigned tasks; and to manage their time wisely in doing so. Overall, employees are expected to make a strong personal commitment to CCC and its mission.

4. The CCC policies regarding hours of work and vacation have been developed with a view to providing for the needs of both the employee and CCC in this unique set of circumstances, as well as to conform to the minimum requirements proscribed by law.

Hours of Work

5. Office Hours

- a. At the Canmore office, “regular” office hours are 08:30 to 16:30. Employees are entitled to breaks for lunch (30 minutes) and coffee (two x 15 minutes) totalling 60 minutes. As in the Federal Government, there will be flexible working hours based on a normal work day of 7.5 hours; with a maximum 90 minute break for lunch. In taking advantage of this flexibility, employees must recognize the need to be regularly (though not continuously) accessible in the office so that the office is “open and responsive” to other elements of CCC and external agencies.
- b. Additional flexibility in observing office hours is extended to employees working in home offices. However, core hours (10:00 to 15:00 (outside times – 07:00 to 18:00) are to be observed for the most part, in order to facilitate ease of contact and the smooth and timely flow of information. When the office is not occupied, employees must check their voice mail and e-mail immediately on return and respond to priority requirements.

6. **Compensating Time Off.** Inevitably, CCC staff will be required – by virtue of their duties and by seasonal demands – to work overtime and on weekends (e.g. for Board meetings, Management Committee meetings, event support, sponsor servicing, etc). To compensate fairly for this and to simplify accounting, the following guidelines are to be followed (note: this does not apply for casual employees, who are hired and paid on an hourly basis):

- a. For High Performance System staff, the Director of High Performance will coordinate compensating time off on an individual, case-by-case basis.
- b. Employees at the director level and above, are allocated compensating time off on the basis of twelve (12) days.
- c. For Coordinators and Administrative staff, the CEO (with the assistance of their immediate supervisors) will approve compensating time off on an individual, case-by-case basis.
- d. Any employee who considers they are owed further time off above these days must make such a request in writing to the CEO, and provide supporting evidence. If the CEO makes a request for additional time off, it will be to the President.
- e. Compensatory days are an annual entitlement which cannot be accumulated, and will not be paid on termination.

- f. For purposes of administrative control, compensatory days are to be treated as vacation days. They are to be requested on a leave form, and must have the supervisor's approval.

7. **Attendance.** Within the flexibility provided, employees are expected to be regular and punctual in their attendance. Employees are to arrange medical or dental appointments and other essential personal business so as to interfere as little as possible with the working day. Absences of more than ½ day are to be reported and deducted from the employee's vacation entitlement. For prolonged absences on vacation or business, "away from the office" messages are to be left on voice mail and e-mail auto-reply.

Vacation Policy

8. **General.** The entitlements provided in this policy apply to permanent employees only; the entitlements of contract employees will be specified in their contracts. Vacation is an "earned" entitlement. Vacation days are earned through continuous employment with CCC. Accumulated days will be taken in the current year of employment following any probationary period applicable to new employees.

9. Definitions

- a. The "vacation year" (for accounting purposes) is between 1 April and 31 March.
- b. A "vacation day" is a working day. Weekends which fall within scheduled vacation periods do not count against vacation time

10. **Vacation Requirement.** Employees are strongly encouraged to take at least 50% of earned vacation time in one block to a maximum of four weeks at one time. A special request must be made in writing for vacation blocks greater than three weeks. The remaining portion must be taken before the end of the vacation year (31 March). These provisions do not apply to National Ski Team coaches; the Director of High Performance will approve leave requests for coaches in a manner that will fit within training and competition requirements

11. **Continuous Employment.** New employees with CCC will serve a three-month "probationary period", during which they are not eligible for any vacation benefits other than sick leave. If CCC determines at the end of this period that the employment relationship is satisfactory, employment is considered to be continuous for the purpose of vacation entitlement from that point.

12. **Vacation Scheduling.** The scheduling of vacation time must be arranged by mutual agreement between employees and their immediate supervisors. In cases where two or more employees in the same area of responsibility or activity apply for the same period, seniority will regulate the choice.

13. Vacation Entitlement

Subject to specific terms of employment agreements between CCC and Employees (which are determinative, if applicable):

- a. Employees who commence continuous employment during April-August inclusive are entitled to five days of vacation during the current vacation year.
- b. During the first full or partial qualifying year, the employee earns up to 15 days vacation - on a pro rata basis of 1.25 days per complete month worked (other levels may apply relative to individual contracts). The accrued vacation time is to be taken in the current vacation year.
- c. During 2-5 years – employee earns 15 days vacation annually.
- d. During 6-15 years – employee earns 20 days vacation annually.
- e. After 15 years – employee earns 25 days vacation annually.

14. Statutory Holidays. CCC recognizes 12 days in each calendar year as paid statutory holidays. If a holiday falls on a non-working day, employees shall be given another normal working day off with pay. Employees who are absent from work on days immediately preceding or following a statutory holiday must take the day(s) as vacation time or present a medical certificate if illness is the cause. CCC will not accept casual sick leave as a reason for absence. Employees absent without cause will lose pay for the time involved. The recognized statutory holidays are:

New Year's Day
Family Day
Good Friday
Easter Monday
Victoria Day
Canada Day
August Bank Holiday (the first Monday in August)
Labour Day
Thanksgiving Day
Remembrance Day
Christmas Day
Boxing Day

15. Accumulation of Vacation Time. Employees are not permitted to accumulate vacation entitlement. As a matter of policy, they are to take their vacation entitlement in the year in which it is meant to be taken. It is a joint employee-supervisor responsibility to ensure that this happens. However, CCC will consider special circumstances. A request to accumulate vacation time must be made in writing to the CEO by the end of December in the entitlement year. On the approval of the CEO, up to five days per vacation year may be accumulated, to a maximum of 15. Accumulated days may be taken as vacation time in subsequent years after the annual entitlement has been taken (subject to work requirements). Accumulated vacation days remaining at the time of termination may be taken as paid holiday on termination or may be cashed out.

16. Advance Vacation. Employees in continuous employment may draw up to five days of vacation in advance against the total vacation time to which they will be entitled in the current vacation year. If an employee leaves CCC's employment and has not yet earned the vacation days taken they will be required to re-pay any unqualified advance vacation.

17. Illness Before or During Vacation. An employee who becomes sick before the commencement of scheduled vacation will be permitted to reschedule the vacation to another mutually agreeable time. An employee who becomes sick during vacation will not be entitled to reschedule or to take any extra vacation.

18. Absence during Qualifying Year. No deductions will be made from vacation credits for absence from work due to illness, accident or approved leave of absence unless the time lost during the qualifying year amounts to three months or more. If such an absence in the qualifying year is of three months duration or more, vacation entitlement will be earned on a percentage, and days off will be on a pro rata basis. Employees receiving payment under Long Term Disability Insurance will not earn vacation time for the period during which they are paid under Long Term Disability.

19. Statutory Holidays within Vacation. Statutory holidays that fall within a scheduled vacation period will not be counted as vacation time. By mutual agreement, the day or days may be added to the scheduled vacation or taken at some other time.

20. Pay in lieu of Vacation. As noted in paragraph 15 above, CCC expects employees to take their vacation entitlement when earned. Where this is not possible for valid reasons, employees may request payment in lieu of vacation for the minimum prescribed by governing law. Payment will not be made for untaken vacation entitlement beyond the minimum, except upon mutual agreement between the employee and the CEO.

21. Sick Leave

- a. Time off for sickness for periods of three working days or less and not requiring a doctor's care is referred to as casual sick leave.
- b. Employees are entitled to six working days of sick leave per vacation year. This is not cumulative. If the six day limit is exceeded, a medical certificate is required. Otherwise, days beyond the six will be deducted from the employee's current vacation entitlement or, failing such entitlement, from the employee's salary. Extended sick leave (greater than five days) will be covered by the extended care package within the Group Insurance benefit incorporated within CCC Employment Agreements negotiated with CCC permanent employees.
- c. The sick leave entitlement will be applied on a percentage basis in the case of contract employees who begin their employment after the vacation year has commenced.

22. Maternity and Parental Leave

- a. All CCC female employees are entitled to maternity leave without pay, in accordance with the *Employment Standards Code*, provided they have been employed by CCC for at least 52 consecutive weeks. Maternity leave can begin at any time within 12 weeks of the estimated date of delivery. An employee must give CCC at least 6 weeks written notice of the expected start date of maternity leave. At least 4 weeks written notice of the intention to return to work or to change the return date is also required. The employee on maternity leave also needs to provide a 4 weeks written notice if she does not intend to return to work at the end of the leave.
- b. In accordance with the *Employment Standards Code*, fathers and/or adoptive parents that have worked for CCC for at least 52 consecutive weeks are eligible for up to 37 consecutive weeks of unpaid job-protected parental leave. Parental leave can begin at any time after the birth or adoption of the child and must be completed within 52 weeks of the date a baby is born, or an adopted child is placed with the parent.
- c. Employees of CCC on maternity or parental leave have the option to continue to be registered in a group medical and dental plan, with the costs being shared between CCC and the employee on a 50/50 basis. Should the employee on maternity or parental leave wish to continue coverage through CCC, the employee must give post-dated cheques to CCC for the 50% portion of the monthly group benefits costs, which will be deposited at the beginning each month. Should the employee decide not to return to CCC at the end of the maternity or parental leave, she/he will be required to reimburse 50% of the employer's share paid towards the group benefits plan while on maternity or parental leave.
- d. An employee returning from maternity or parental leave must be reinstated in the same or a comparable position with earnings and other benefits at least equal to those received when the leave began.

Leaves of Absence

22. A leave of absence with or without pay is defined as an excused absence from work, other than for annual vacations, compensatory time off, CCC recognized holidays, Short Term Disability and Long Term Disability. Employees may apply for a leave of absence in the following circumstances:

- a. **With Pay**
 - compassionate,
 - witness and jury duty, and
 - Election Day voting.
- b. **Without Pay**

- maternity or paternity,
- adoption, and
- personal requirements (dependent on circumstances, may be approved at the discretion of CCC).

Administration

23. The Director of Administration and Communication (DAC) is responsible for the implementation and administration of this policy.

24. The CCC “Request for Leave” form is attached to this policy. The Request for Leave is to be submitted in writing by employees to their respective supervisor. The CEO will submit such a request to the President. Approved forms are to be forwarded to the DAC for recording on the annual vacation spreadsheet and the employee’s personal file.



CROSS COUNTRY CANADA • SKI DE FOND CANADA
#100-1995 Olympic Way, Canmore, Alberta, T1W 2T6
TEL: 403-678-6791 FAX: 403-678-3885
E-mail: info@cccski.com Web Page: <http://www.cccski.com>

REQUEST FOR LEAVE

Employee Name: _____ Date: _____

Dates of Leave Requested:

First Day: _____ Last Day: _____

- Vacation (with pay)
- Sick Leave
- Leave of Absence (with pay)
- Leave of absence (without pay)
- Compensatory Day (Please mention day worked when requesting a comp day)
- Special Leave

Explanation of Leave (if necessary):

Approved

Not Approved

Employee

Supervisor