

2017 Bow Valley Workplace Inclusion Charter



Tools and strategies to build a welcoming workplace and community.

CONTACT:

Bow Valley Immigration Partnership
110 Bear St | Banff, AB, T1L 1A1
p. 403 431 0705 e. bvip@banff.ca
www.bvipartnership.com/charter



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Background

To the 2017 Workplace Inclusion Charter

Increasingly, businesses are recognizing that inclusive practices improve innovation, retention, and productivity. Research by Deloitte, Catalyst, McKinsey, and more all point to the same conclusion: diverse and inclusive businesses perform better.

Developed by a partnership of community agencies and employers, the ideas and resources that follow make it easy to support the health, success, and retention of your diverse team members.

The charter includes three parts:

- A declaration of principles
- A list of commitments
- Tools and resources to support implementation

The commitments in this charter are designed to meet pressing local integration needs. They're straightforward, flexible for business of all sizes, and effective. For this pilot phase, the focus is on foreign-born locals, but many of the strategies described can be applied to support inclusion of other marginalized groups.

We'll provide support and recognize your efforts every step of the way. Read on to learn more and sign up.

We look forward to working with you to create a more prosperous and welcoming community!



Access the Charter Online
www.bvipartnership.com/charter

Contact Us
Meagan Reid 403.431.0705 BVIP@BANFF.CA

SUPPORTED BY

The Bow Valley Immigration Partnership is funded by Immigration, Refugees & Citizenship Canada. The 2017 Workplace Inclusion Charter is supported by the Banff Lake Louise Hospitality Association and the Canmore Hotel & Lodging Association with funding from Alberta Human Rights Commission.



“[There is a] tangible uplift in business performance when employees think that their workplace is highly committed to, and supportive of, diversity and they feel highly included.”

(DELOITTE, 2013)



Photo: Banff Lake Louise Tourism / Paul Zizka Photography.

Benefits

Implementing the commitments in this charter will improve:



Productivity

Research indicates that diverse teams outperform homogeneous teams, provided inclusion is valued and protected.

Your diverse colleagues have many skills and talents. Employing an inclusion lens will help identify these gifts.



Morale

The Inclusion Charter represents an opportunity to clearly declare that your diverse colleagues are highly valued and lays out simple changes to promote a sense of belonging for all.



Wellness

Newcomers and minorities face many challenges and barriers to accessing services. The commitments in this charter will help your team access support for health and wellbeing in and outside of work.



Customer Experience

Developing cultural competency will help your colleagues perform better together; it will also allow your team to better serve international clientele.

The charter promotes use of free skill development opportunities proven to improve communication skills.



Retention

Whatever the reasons employees leave their roles, our consultation indicates these are often not shared with employers. In addition to promoting career development and morale, policies in this charter will empower team members to bring forward and resolve concerns.



Recognition

Participating organizations will be issued a certificate of recognition as an Inclusion Champion and named in a media release from the Bow Valley Immigration Partnership. These tools signal to job seekers, customers, and the community that your organization is serious about valuing diversity.

Other benefits

The benefits of diversity and inclusion are many and well documented. To learn more and read the research, please visit www.bvipartnership.com/charter

Recognition

Go ahead, set a goal and go for it! Whether you make 5 or 15 commitments this year, we'll recognize your efforts at every milestone with certificates, marketing collateral, and media releases.



PLATINUM LEVEL

Inclusion leadership

Complete all 15 commitments, including some of the biggest challenges we've put forward.



GOLD LEVEL

Serious commitment

Complete 10 or more commitments, including at least 1 from each category.



SILVER LEVEL

Excellent effort

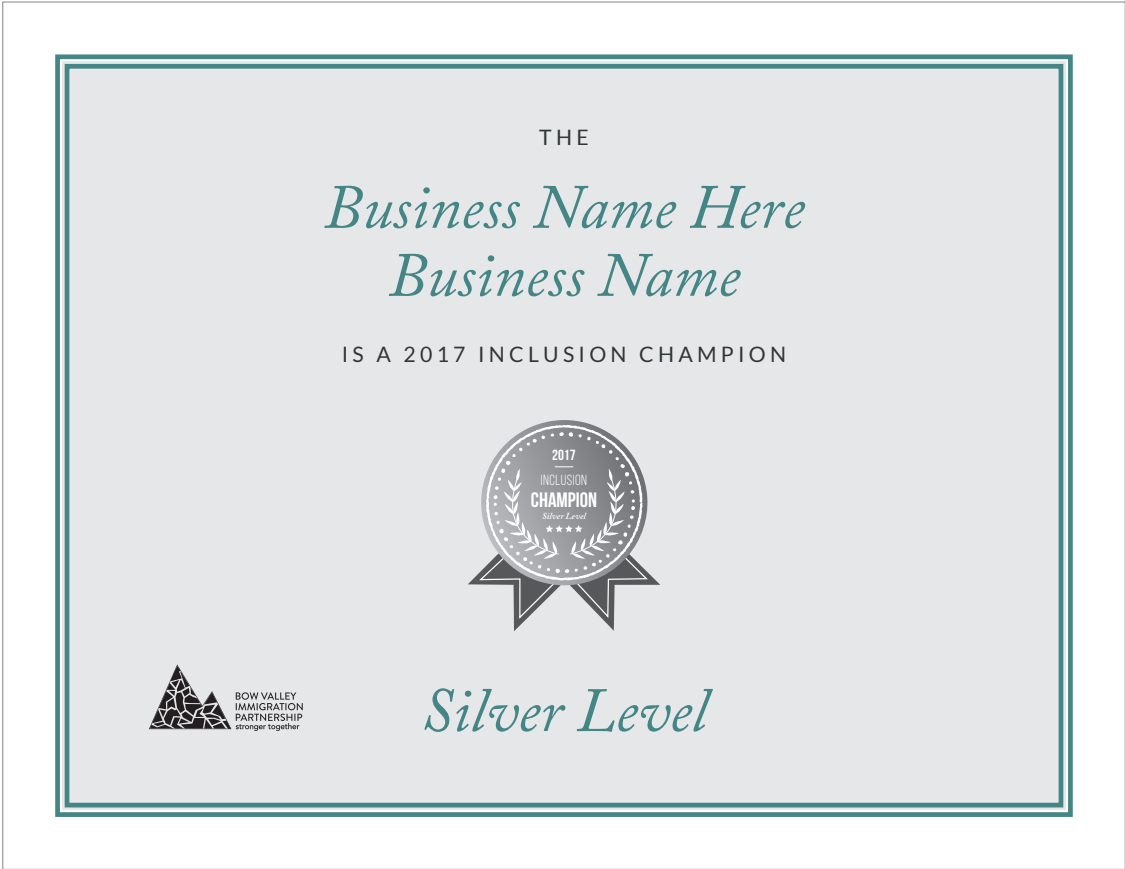
Complete 6 or more commitments, including at least 1 from each category.



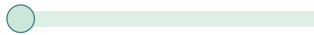
BRONZE LEVEL

A good start

Complete 5 commitments including at least 1 from each of the following categories:
Community Connections, Employment Standards, Language Learning, Culture & Leadership.



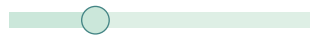
Timeline



ENDORSE

Endorse the declaration and commit to complete a minimum of five commitments by January 31, 2018. Return the signed declaration to BVIP.

IMPLEMENT



Within 30 days of signing

Tell the World!

Announce your participation internally and externally. A sample press release and employee memo are enclosed.

Assign responsibility

Determine which commitments to prioritize and assign a specific leader to oversee implementation of each. Provide a copy of the resource package and contact BVIP for additional resources.



1-3 months after signing

First Check In

We'll contact you to see how things are going. Be sure to let us know if you need any help or additional resources!



4-6 months after signing

Second Check In

We'll contact you to see how things are going. Be sure to let us know if you need any help or additional resources!



By January 2018

Completion Survey

Complete the attached questionnaire and provide evidence of commitments implemented. Let us know what you liked and didn't like about the charter program.



April 2018

CELEBRATE

Press release & Certificates Issued

BVIP will issue a media release celebrate participating employers as Inclusion Champions at the bronze, silver, gold, or platinum level. Certificates and decals will be issued for marketing and recruitment use.

Repeat annually with revised commitments & support.



“Our industry is known for its inclusiveness in terms of both our guests and employees. As our workforce and communities evolve it is important that as employers we continue to provide our colleagues tools to succeed in the workplace and be contributing members of our community.

The Inclusion Charter is a fantastic toolkit to help employers achieve this goal and to celebrate our successes.”

(BRENDA STANTON, BANFF LAKE LOUISE HOSPITALITY ASSOCIATION)

Declaration

Of commitment to the 2017 Workplace Inclusion Charter

VISION

Bow Valley employers are leaders in creating a welcoming and inclusive community. Bow Valley residents feel respected, valued, and supported to participate, succeed, and stay in the workplace and the community. Employers celebrate diversity, encourage intercultural understanding, uphold worker rights, and support colleague development.

PRINCIPLES

- Cultural diversity contributes to the strength and prosperity of our organization and our community.
- Everybody deserve a safe and respectful work environment.
- Employers play an important role in reducing integration barriers for Bow Valley residents.

ENDORSEMENT

On behalf of, _____, I/
we the undersigned endorse the spirit of the Bow Valley Inclusion Charter and commit to carry out a minimum of five (5) Inclusion Charter commitments by the end of January 2018 and to share this commitment throughout our organization.

SIGNED

Name, Title

Date

Name, Title

Date

2017 Commitments

COMMUNITY CONNECTIONS

1. Community Supports Resources:

A copy of the Community Supports Package (enclosed) will be distributed to a minimum of one leader in each department. A copy of the 'New Here, Start Here' Guide will be given to all new colleagues at onboarding and posted on employee communication boards.

2. Memo re: Settlement Support:

A memo will be sent to all managers and supervisors encouraging scheduling accommodations to allow foreign-born colleagues to attend Settlement Services in the Bow Valley and Temporary Foreign Worker Support Services workshops, regardless of date of arrival, immigration status, or country of origin.

3. Workshop Referrals:

Colleagues with permanent resident status, whether new arrivals or long term locals, will be given a copy of the Living in Canada as a Permanent Resident workshop schedule. A specific, named colleague will be responsible for reviewing workshop attendance reports from Settlement Services in the Bow Valley.

4. New Permanent Residents:

A system will be implemented to identify and refer to Settlement Services in the Bow Valley all colleagues with work permits who are planning to apply for permanent residency. (See *Resources* for sample waiver system. Other measurable systems are also acceptable.)

EMPLOYMENT STANDARDS

1. Onboarding & Communications:

Easy reading (plain language) employment standards brochures will be distributed to all new colleagues. At least one plain language employment standards poster will be displayed year round in staff areas.

2. Supervisor Training:

60% of all supervisors will attend an employment standards workshop or webinar by January 31, 2018.

3. Measuring Knowledge & Adherence:

A memo will be sent to all colleagues encouraging participation in BVIP's anonymous employment standards survey.

4. Open Door Policy:

A specific, plain language, open door and fair treatment policy will be adopted for all colleagues. The policy will be explained as part of onboarding and shared via at least one of the following means: internal newsletter, intranet, announcements at colleague or community meetings, posted in public areas, during periodic performance or employee handbook review.

5. Ethical Purchasing:

A copy of the Supplier Guidelines document will be provided to all local suppliers.

LANGUAGE LEARNING

1. English Language Brochures:

Copies of the Connect to Language brochure will be made available in employee areas and distributed at onboarding to all English language learners.

2. Scheduling for Language Courses:

A memo on the importance of English language instruction will be shared with all managers and supervisors. Managers and supervisors will be encouraged to prioritize scheduling request related to English language study, regardless of the level of English required for colleagues' workplace duties.

3. On-Site Instruction:

Bow Valley College or the Bow Valley Learning Council will be invited to offer English language instruction on-site or in partnership with a nearby property.

CULTURE & LEADERSHIP

1. Intercultural Training:

A minimum of one on-site intercultural competency professional development opportunity will be scheduled for no later than January 31, 2018.

2. Plain Language:

Colleagues responsible for marketing of team events and activities will be provided resources on plain language and intercultural marketing.

3. Statement of Values:

Training and internal communication materials will reinforce the message that inclusion is a core organizational value.

PLEASE RETURN SIGNED TO:

Meagan Reid
Bow Valley Immigration Partnership Coordinator

bvip@banff.ca

p. 403.431.0705

110 Bear St. Box 1260.
Banff, AB. T1L 1A1.

f. 403.762.1264

Resources

FOR ADDITIONAL RESOURCES, PLEASE VISIT
WWW.BVIPARTNERSHIP.COM/CHARTER



“In a community with such diverse demographics, practicing inclusion, not only in policy but in day-to-day procedure, is central to our retention strategies. The tools and resources in the Inclusion Charter make those practices easier than ever.”

(KARLI FLEURY, THE RIMROCK RESORT HOTEL)

Charter Signatory Press Release

GOOD NEWS TRAVELS FAST

The following is a simple media release you can adapt and share with local and regional media once you've endorsed the charter. You can also use language from this release to craft an internal announcement so your whole team can get excited about the project. Alternatively, you may choose to simply post the release on your website. Whatever you do, bear in mind that other signatories to the charter will have a copy of this same release, so we recommend you personalize the message.

FOR IMMEDIATE RELEASE

[BUSINESS NAME] champions workplace inclusion

[TOWN], Alberta.

[BUSINESS NAME], a [DESCRIBE BUSINESS HERE], announced this week a plan to strengthen its commitment to diversity and inclusion through a partnership with local service providers. As one of the first organizations to endorse the new Bow Valley Workplace Inclusion Charter, [BUSINESS NAME], plans to lead by example to build a culture of inclusion throughout the region.

The Inclusion Charter, a project of the Bow Valley Immigration Partnership (BVIP), outlines targeted actions employers agree to take over the next year, paired with appropriate resources and support. Developed by a partnership of service providers and employers, the charter includes 15 commitments that have been identified as key for integration and inclusion in the Bow Valley.

[NAME, TITLE] says endorsing the charter is a step forward in the company's inclusion efforts. [QUOTE HERE, ex. "We are excited to be at the forefront of this important initiative. At [BUSINESS NAME] we see the value of supporting our diverse teammates in the workplace and in the community, but the support that is needed is changing. The Inclusion Charter gives us an easy to follow roadmap to improve our efforts where they are most needed."]

[BUSINESS NAME] will begin/has begun implementing its charter commitments [TIMEFRAME], beginning with [DESCRIPTION OF FIRST COMMITMENT TO BE IMPLEMENTED]. The company intends to complete [NUMBER] commitments by January 31, 2018.

About [BUSINESS NAME]

[BIO]

###

For more information or to schedule an interview, please contact [CONTACT NAME], [CONTACT EMAIL] or [CONTACT PHONE NUMBER].

For more information on the Workplace Inclusion Charter, please visit www.bvipartnership.com/charter Or contact Bow Valley Immigration Partnership Coordinator, Meagan Reid, at 403-431-0705 or bvip@banff.ca.

Community Connections Resources

WHY THESE COMMITMENTS?

The commitments in this section focus on connecting foreign-born locals with the most important community resources available to them. The information and services provided by Settlement Services in the Bow Valley, Temporary Foreign Workers Support Services, and others in this section, can be critical for the well being and success of foreign-born locals, but many don't hear about, or can't find the time to access these resources. To make it easy as possible to support your colleagues in making these connections, we've provided lists of key contacts, simple memo templates, and a referral form. Need additional support or additional print materials? Contact us anytime at bvip@banff.ca.

COMMUNITY SUPPORTS PACKAGE CONTENTS:

Bow Valley Community Resource Directory

Bow Valley Affordability Guide

Settlement Services in the Bow Valley brochure

Temporary Foreign Worker Support Services brochure

Community Connections brochure

Workplace Communication for Rural Immigrants Brochure

Connect to Language brochure

For additional copies, please contact bvip@banff.ca 403.431.0705

Community Connections: Key Contacts for Human Resources

GENERAL INFORMATION, QUESTIONS, REFERRALS: DIAL 211
24 hours a day. 7 days a week. Over 200 languages.

SERVICES FOR IMMIGRANTS & FOREIGN WORKERS

<i>Settlement Services in the Bow Valley</i>	403 762 1149
<i>Temporary Foreign Worker Support Services</i>	403 763 1700

HEALTH & WELLNESS

<i>Health Link Alberta</i>	811
<i>Victim's Services</i>	403 760 0197
<i>YWCA Banff</i>	403 762 3560
<i>Addictions & Mental Health</i>	403 678 3133
<i>Outpatient Mental Health Services</i>	403 678-4696

*Walk in Counselling/Urgent Mental Health
Banff Mineral Springs Hospital or Canmore General Hospital,
7 Days a Week, 2:00 - 9:00 p.m.*

AFFORDABILITY & COMMUNITY PROGRAMMING

<i>Banff Family & Community Support Services</i>	403 762 1251
<i>Canmore Family & Community Support Services</i>	403 609 3743

New Here? Start Here.

QUICK REFERENCE GUIDE TO FREE RESOURCES IN THE BOW VALLEY

Welcome to the Bow Valley! We're glad you're here!

If you're new to Lake Louise, Banff, Canmore, Harvie Heights, Exshaw, Lac Des Arcs, Dead Man's Flats, or Kananaskis or just not sure where to get help, this list is the place to start. You can also find links to all of these resources at: www.bvipartnership.com/new-here.

For Everyone:

211

211 is a free, confidential, multilingual (over 200 languages) phone service available 24 hours a day, 365 days a year. Dial 211 if you need any social or community support in the Bow Valley.

RESOURCE DIRECTORY

The complete guide to community resources in the Bow Valley.

Download the directory: <http://banff.ca/heretohelp>

Or pick up a copy from your Human Resources office, Town Hall, public library, or health centre.

AFFORDABILITY GUIDE

Tips and tricks for saving money in the Bow Valley.

Download the guide: <http://banff.ca/affordability>

Or pick up a copy from your Human Resources office, Town Hall, public library, or health centre.

COMMUNITY CONNECTIONS IN THE BOW VALLEY

If you are new to Banff, Canmore, Lake Louise or Kananaskis, Community Connections is here to help! Get matched with a Volunteer Connector or Connector Family who will help you get to know your new community.

For more information

Contact: 403.497.4471. heather.bates@banff.ca

Visit: <http://www.banff.ca/connections>

BANFFLIFE

For young adults 18-30 who live in Banff, BanffLIFE provides low-cost guided activities in the mountains, as well as yoga classes and free pasta dinners. If you're new to Banff, this is a great place to start to connect with the community and make friends.

For more information

Contact: 403.760.2423. Banff.Life@banff.ca

Visit: <http://www.banff.ca>

FAMILY & COMMUNITY SUPPORT SERVICES (FCSS)

With services that extend from Lake Louise to Kananaskis, the Town of Banff and Town of Canmore's FCSS departments offer programs, courses, activities, and referrals for all Bow Valley residents. If you are not sure who can help you, your local FCSS department is a good place to start.

For more information - Town of Banff

Contact: 403.762.1251. fcss@banff.ca.

Visit: <https://www.banff.ca/heretohelp>

For more information - Town of Canmore

Contact: 403.609.3743. fcss@canmore.ca

Visit: <http://canmore.ca/residents/family-community-services>

For Foreign Workers & Immigrants:

SETTLEMENT SERVICES IN THE BOW VALLEY

Free and confidential support for Permanent Residents of Canada, Live-in Caregivers, Refugees, and Temporary Foreign Workers who are in the final stage of transitioning to permanent status. Services include: individual and family support, group workshops, in-school support, counselling services, information and referrals to community services, and more.

For more information

Contact: 403.762.1149. settlement.support@banff.ca.

Visit: www.banff.ca/settlement or www.facebook.com/settlement.services.in.the.bow.valley

TEMPORARY FOREIGN WORKER SUPPORT SERVICES

Free and confidential support for Temporary Foreign Workers including Working Holiday Visa Holders. Offers individual and group information and support on topics like employment rights and responsibilities, visa questions, becoming a permanent resident, wildlife safety, community integration, and more.

For more information

Contact: René Dumont. 403.763.1700. tfw@banff.ca.

Visit: www.banff.ca/tfw or www.facebook.com/ForeignWorkersBowValley/

For English Language Learners

ENGLISH LANGUAGE COURSES

There are many FREE and low cost English language courses available for all levels of learner. Please contact Community Connections in the Bow Valley to learn about available courses.

For more information:

Contact: 403.762.4471. heather.bates@banff.ca.

Visit: www.banff.ca/connections

Sample Memo: Settlement Services in the Bow Valley

TO: Department Managers
SUBJECT: Scheduling Accommodations for Integration Support

Dear [Manager Name],

As you know, [Business Name] is proud of our diverse team. Our colleagues from all over the world offer a variety of skills, ideas, and perspectives and in doing so help our business to perform better.

One of the most important things we can do to help our foreign-born colleagues' succeed in [Business Name] is to support their access to the free information and services provided by Settlement Services in the Bow Valley, Temporary Foreign Worker Support Services, and Bow Valley College.

Settlement Services in the Bow Valley and Temporary Foreign Worker Support Services offer one-on-one support, workshops, and information sessions on a number of important topics, including: rights and responsibilities in Canada, understanding cultural differences, communication, services for immigrants, and more. In particular, the Living in Canada as Permanent Resident Workshop provides a critical overview of what every permanent resident of Canada needs to know.

As part of our commitment to our colleagues, our retention strategy, and Bow Valley Workplace Inclusion Charter commitments, we ask that you prioritize scheduling requests related to Settlement Services in the Bow Valley and Temporary Foreign Worker Support Services workshops and information sessions.

It is particularly important that every permanent resident in your department be given an opportunity to attend a Living In Canada as a Permanent Resident Workshop (see attached schedule) by January 31, 2018. We are tracking our colleagues' participation in this workshop as part of our Inclusion Charter commitments.

To learn more about the programs described above or the workplace Inclusion Charter, or for support in facilitating access to these programs, please contact: [CONTACT INFORMATION]

Please share this message with supervisors in your department.

Thank you for your commitment to ensuring [Business Name] is a fair, inclusive, and productive place to work.

Sincerely,

[CONTACT INFORMATION]

Sample Waiver: Colleagues Pursuing Permanent Residency

CONSENT FORM

For employees applying for Permanent Resident Status

I, _____, give permission for my employer, _____, to share my name, phone number, and email address with Settlement Services in the Bow Valley for the purposes of sharing information regarding workshops, information sessions, and other free supports for Permanent Residents of Canada.

Name: _____

Phone Number: _____

Email Address: _____

Signed: _____ Date: _____

*Employer, please send copy of signed form to:
Settlement Services in the Bow Valley
settlement.support@banff.ca or fax:
403.762.1264*

English Language Learning Resources

WHY THESE COMMITMENTS?

Language fluency is the single biggest factor in successful integration. Regardless of job requirements, every Bow Valley local needs English language fluency to access important services, stay healthy, and settle here. Yet, many foreign-born locals tell us they are unaware of English language courses or unable to access them due to employment schedules. We believe we can overcome these barriers by working together. The commitments in this section are a first step towards improving access to language services. We look forward to working with you to discover more ways for locals to access the language learning they need.



English Language Learning Programs

LANGUAGE INSTRUCTION FOR NEWCOMERS TO CANADA (LINC) - FREE

This course is for Permanent Residents of Canada and provides English language training for all levels of learners. It will help learners successfully integrate into a new community and develop language skills used in everyday life. It is helpful for obtaining Canadian Citizenship, as well as some university/college programs. Both classroom and home study options are available.

For more information or brochures,

Contact: Lynn Webb 403-923-8259 lwebb@bowvalleycollege.ca

Visit: <http://bowvalleycollege.ca>

BOW VALLEY LITERACY PROGRAM - FREE

The Bow Valley Literacy Program (BVLV) supports adult learners including English speakers who need help with reading and writing and all levels of English language learners. BVLV places learners with tutors, small groups or other programs. BVLV works with learners to set and work on learning goals.

BVLV also offers registered and drop-in classes in Banff and Canmore.

For more information or brochures,

Contact: Debbie Peninga bowvalleyliteracy@gmail.com

Visit: <http://bowvalleylearning.ca/bow-valley-literacy-program>

WORKPLACE COMMUNICATION FOR RURAL IMMIGRANTS - FREE

Workplace Communication for Rural Immigrants helps learners develop soft skills for the workplace, such as non-verbal communication, conflict resolution, and problem-solving. Each learner is paired with a mentor in their local community, and the course includes 12 hours of online study as well as 10 hours of mentor meetings.

For more information or brochures,

Contact: 1.866.428.2669 ext. 1449 wcrip@bowvalleycollege.ca

Visit: www.bowvalleycollege.ca/workplace-communication

BOW VALLEY COLLEGE ENGLISH CLASSES

These classes provide English language instruction in listening, speaking, reading, and writing, with a focus on the skills and topic areas that are needed in the local community. These courses are an excellent option for learners who are not Permanent Residents of Canada.

For more information or brochures,

Contact: 403-678-3125 bvcbowcorridor@bowvalleycollege.ca

Visit: www.bowvalleycollege.ca

For additional programs, please see the Connect to Language brochure (enclosed) or visit www.bvipartnership.com/charter

Sample Memo Re: English Language Learning

TO: Department Managers
SUBJECT: Support for English Language Learners

Dear [Manager Name],

Ensuring our team is fluent in English is very important for retention, productivity, visitor experience, and the wellbeing of our colleagues. Fluency in English makes it easier to access services in the community, make connections, share ideas, and grow in our roles. In other words, it is important regardless of the level of English required in day to day work activities.

This year, we have made a special commitment to increase our support for English language learners as part of our participation in the Bow Valley Workplace Inclusion Charter.

We are fortunate to have access to a number of free and low cost English language programs. For example, Bow Valley College administers Language Instruction for Newcomers (LINC) and Workplace Communication for Rural Immigrants. Both are free for permanent residents.

Please support this important commitment by prioritizing scheduling accommodation requests related to:

- English language programs offered through the Bow Valley Learning Council
- English language programs at Bow Valley College, and in particular Language Instruction for Newcomers to Canada (LINC)

To learn more about the programs described above or the Workplace Inclusion Charter, or for assistance facilitating access to these programs, please contact:

[CONTACT INFORMATION]

[CONTACT NAME] is available to help plan creative solutions such as on-site English instruction in cases where scheduling around classes is challenging.

Please share this message with supervisors in your department.

Thank you for your commitment to ensuring [Business Name] is a fair, inclusive, and productive place to work.

Sincerely,

[CONTACT INFORMATION]

Employment Standards Resources

WHY THESE COMMITMENTS?

In a 2014 BVIP survey, 30% of foreign-born respondents told us they did know their workplace rights and responsibilities. In the same study, 70% of those who had experienced discrimination in the Bow Valley indicated it was work related. Throughout our research and consultation process, both immigrants and non-immigrants identified knowledge and adherence to employment standards as a priority for our community. Feedback from foreign-born residents indicated both an unfamiliarity with workplace rights and responsibilities in Alberta and a reluctance to raise concerns within the workplace. The commitments in this section are designed to help identify and address these gaps to support a better informed, healthier workforce.



Employment Standards Contacts & Resources

EASY READING EMPLOYMENT STANDARDS RESOURCES

Brochures

Easy Reading Employment Law Protects Workers

Order copies: <http://jobresourcecentre.com/contact>

Download: <http://alis.alberta.ca/pdf/cshop/ERemploylaws.pdf>

Posters

Employment standards posters

Download: <http://work.alberta.ca/documents/employment-standards-posters.pdf>

All Temporary Workers Have Permanent Rights poster

Download: https://work.alberta.ca/documents/WRR-ES-PUB_Ethnic_Poster_English.pdf

For additional copies, please contact: <http://jobresourcecentre.com/contact>

EMPLOYMENT STANDARDS TRAINING

Workshops

<http://jobresourcecentre.com/contact>

Webinars

<https://work.alberta.ca/employment-standards/courses-and-training.html>

KEY CONTACTS

<i>Alberta Employment Standards Contact Centre</i>	<i>1 877 427 3731</i>
<i>Job Resource Centre Banff Office</i>	<i>403.760.3311</i>
<i>Job Resource Centre Canmore Office</i>	<i>403.678.6601</i>
<i>Stoney Nation Job Resource Centre</i>	<i>403 881 2630</i>
<i>Temporary Foreign Worker Helpline</i>	<i>1 877 944 9955</i>

Fair Treatment Policy

Best practices for effective communication & conflict resolution

BACKGROUND

Throughout our consultation process, we heard from foreign-born Bow Valley residents that a lack of familiarity with Canadian systems and norms, cultural differences, language barriers, and a sense of vulnerability related to immigration status can all make it more difficult to seek resolution for workplace concerns. Individuals may be fearful of retaliation or other negative consequences if they speak up, may believe their concerns will be ignored, or may simply be unsure about organizational procedures. These barriers have the potential to allow problems to worsen, leave colleagues feeling undervalued and unheard, increase employee turnover, and ultimately harm to your organization's reputation through word of mouth regarding problems you may not have been aware of.

This is a complicated problem to solve, but we believe the following will help:

- Carefully examining existing policies and practices through an inclusion lens,
- Adopting fair, accessible, and clearly stated protocols for escalating concerns,
- Clearly, frequently, and consistently communicating that fair treatment policies are in place to protect all team members

WHAT TO INCLUDE

Every workplace and every set of policies is different, but we recommend a policy that addresses:

- Purpose of the policy
- Who the policy applies to (e.g. every employee regardless of role, immigration status, length of service etc.)
- Definition of unfair treatment, including specific terms such as: harassment, discrimination, abuse, exploitation, and bullying
- A mechanism for bypassing immediate supervisors to raise or escalate unfair treatment complaints. Many organizations adopt an 'open door' policy which encourages or requires complainants to begin the resolution process with their immediate supervisor and escalate the issue up the management chain as needed. Feedback from foreign-born locals tells us that hierarchical and rigid procedures like this can prevent complaints from being raised at all. Instead, a 'no wrong door' approach in which concerns can be raised with human resources, an ombudsperson, or even upper management at any stage can help build trust and help important concerns to be brought forward. If a formal escalation policy is in place, consider how the policy might be reworded to add flexibility.

YOU MIGHT ALSO INCLUDE

- Anonymous complaint procedure, such as a suggestion box or via an annual employee engagement survey
- Overview of roles and responsibilities of employees, managers, and human resources with respect to the policy
- Time line for resolution and response from human resources/management
- Recruitment, selection, and promotion criteria
- Discipline and termination procedures and appeal procedure

NEXT STEPS

Enacting policies that build trust and make it easy for colleagues to raise questions and concerns is a great first step, but sharing the policy is equally important. If your organization experiences high seasonal turnover and/or frequently promotes from within, it is especially important to have a plan to train all leaders in your fair treatment policy and how to uphold it. Anecdotally, we've heard that employment standards and fair treatment problems happen most frequently during busy times when training can't keep pace with hiring and promotions. To combat this, we recommend:

- Have all new employees sign to signify their understanding of the policy at onboarding;
- If some of your teammates are English language learners, consider hiring a translator or write your policies in plain language;
- Make detailed review of the policy part of mandatory new leader training;
- Mandate an annual or bi-annual (depending on frequency of turnover) review of an employee manual, including fair treatment policy;
- Post the policy on a staff Intranet;
- Print and post the policy in staff public areas;
- Discuss the policy in internal announcements and/or meetings;
- Regularly follow up with team leaders to ask how the policy is being shared within their teams

Sample: Supplier Guidelines

BACKGROUND

The following guidelines draw from purchasing policies and supplier codes of conduct used by the City of Calgary, City of Ottawa, and others.

These sample guidelines can be adapted and used by your purchasing manager or equivalent to communicate employment standards expectations to your suppliers in a manner that suits your operations. For example, these guidelines can be provided to suppliers as information only, be incorporated into a code of conduct with required sign off by suppliers, or shared in conjunction with a new or revised ethical purchasing policy. You may also want to consider addressing additional considerations such as those relating to goods and services produced outside of Canada or environmental standards.

To see the original codes of conduct, visit www.bvipartnership.com/inclusion charter

SAMPLE SUPPLIER GUIDELINES

[Business name] is committed to upholding human rights in all aspect of our business, including procurement. The following outlines minimum standards we expect our suppliers to adhere to.

1. **Legal compliance:**
 - a. Supplier will abide by all national and other applicable laws, including, but not limited to the following considerations:
2. **Foreign workers:**
 - a. Supplier will employ only individuals who are legally entitled to work in Canada (Canadian Citizens, Permanent Residents of Canada, or individuals in possession of a valid work permit.)
 - b. Supplier will uphold the conditions set out in the Immigration and Refugee Protection Regulations (IRPR) and Immigration and Refugee Protection Act (IRPA).
 - c. If employing workers through the Temporary Foreign Worker Program or International Experience Canada Program, supplier will conduct regular reviews to ensure the conditions of the Temporary Foreign Worker Program are met, rectify errors or non-compliance, and contact ESDC/ Service Canada regarding any changes or concerns.
 - d. Supplier will not use promises of support for permanent residency applications to coerce or compel employees.
 - e. Where an agency or consultant is used to recruit foreign workers, employees will not be compelled to pay for any part of agency or consultant fees.
3. **Child Labour:**
 - a. Supplier will abide by Canadian and Alberta law with respect to the minimum legal age of workers and restrictions on child labour.
4. **Forced Labour & Exploitation:**

- a. Supplier will not use forced or involuntary labour including prison labour, indentured labour, bonded labour or other form of forced labour.
 - b. Employees will not be compelled or coerced to remain in employment against their will. Employees will not be penalized financially or otherwise for resigning.
 - c. Workers will not be required to lodge papers or money as a condition of employment.
5. **Hours of work:**
- a. Employees will not work more than the maximum hours per week allowed by Canadian and Alberta law.
 - b. Employees will be given a minimum of one (1) full day off per seven (7) day work period.
 - c. Employees will be given paid and unpaid rest periods in accordance with Canadian and Alberta law.
 - d. Overtime work will be voluntary, and compensated in accordance with Canadian and Alberta law.
6. **Remuneration**
- a. Employees will be compensated wages and benefits in accordance with Canadian and Alberta law.
 - b. Supplier will make every effort to exceed minimum compensation required by Canadian and Alberta law and provide a wage that meets local standards.
 - c. Meal, lodging, and other deductions will be made in accordance with Canadian and Alberta law.
7. **Health and Safety:**
- a. Supplier will provide a clean and safe work environment that meets or exceeds the standards outlined by Canadian and Alberta law.
 - b. If staff housing is provided, housing will be clean and safe in accordance with Canadian and Alberta law.
8. **Freedom of Association:**
- a. Employees will not be denied the right to freedom of association and collective bargaining.
 - b. Employee representatives will not be subject to discrimination, harassment, or retaliation.
9. **Discrimination:**
- a. With respect to hiring, compensation, access to training, promotion, or termination, employees will not be subject to discrimination on the basis of age, race, caste, national origin, religion, disability, gender, marital status, sexual orientation, union membership, political affiliation or other characteristic protected by Canadian and Alberta law.
10. **Harassment & Dispute Resolution:**
- a. Employees will be treated with dignity and respect. No employee will be subject to abusive, threatening, or coercive behaviour including sexual and other forms of harassment and corporal punishment.
 - b. Supplier will establish a fair treatment policy that provides a clear process for employees to raise and escalate workplace concerns without fear of harassment, discrimination, or retaliation.
11. **Sub-Contractors:**
- a. Supplier will ensure Canadian sub-contractors are in compliance with the minimum standards outlined in this Code of Conduct.
 - b. For goods and services produced outside Canada, Supplier will make every effort to ensure and verify that national laws, local laws, and the minimum standards outlined in this Code of Conduct are met.

Sample Memo Re: Employment Standards Survey

TO: Department Managers
SUBJECT: Employment Standards Survey

Dear [Manager Name],

As part of our participation the Bow Valley Inclusion Charter program, we have committed to encourage participation in an anonymous and confidential survey on employment standards. This important survey will help our organization and local service providers ensure everyone in the Bow Valley understands their workplace rights and responsibilities. Individuals, businesses, and departments will not be identified in the report for this study.


Please help us complete our commitments by sharing the following link with your team:

www.bvipartnership.com/employment-survey

If your team members do not have computer access, please ask them to visit Human Resources for a paper copy of the survey.

Thank you for your assistance in helping [Business Name] to reach [Gold] Inclusion Champion status!

Sincerely,



“Our team of talented people are from various backgrounds and come armed with ideas, talent and potential. Our task is to help and encourage our various teammates to grow as individuals and as part of our team. The only way this can be accomplished is if there is inclusion in the workplace.”

(JENN CAVANAGH, CLIQUE HOTELS)

Culture & Leadership Resources

WHY THESE COMMITMENTS?

Inclusion in the workplace needs to start from the top, so these commitments ask your leadership team to send a strong message that inclusion and diversity are core organizational values.

An additional commitment seeks to promote social inclusion by helping your team to craft messages about events and activities that are accessible for everyone.



Sample Values Statement

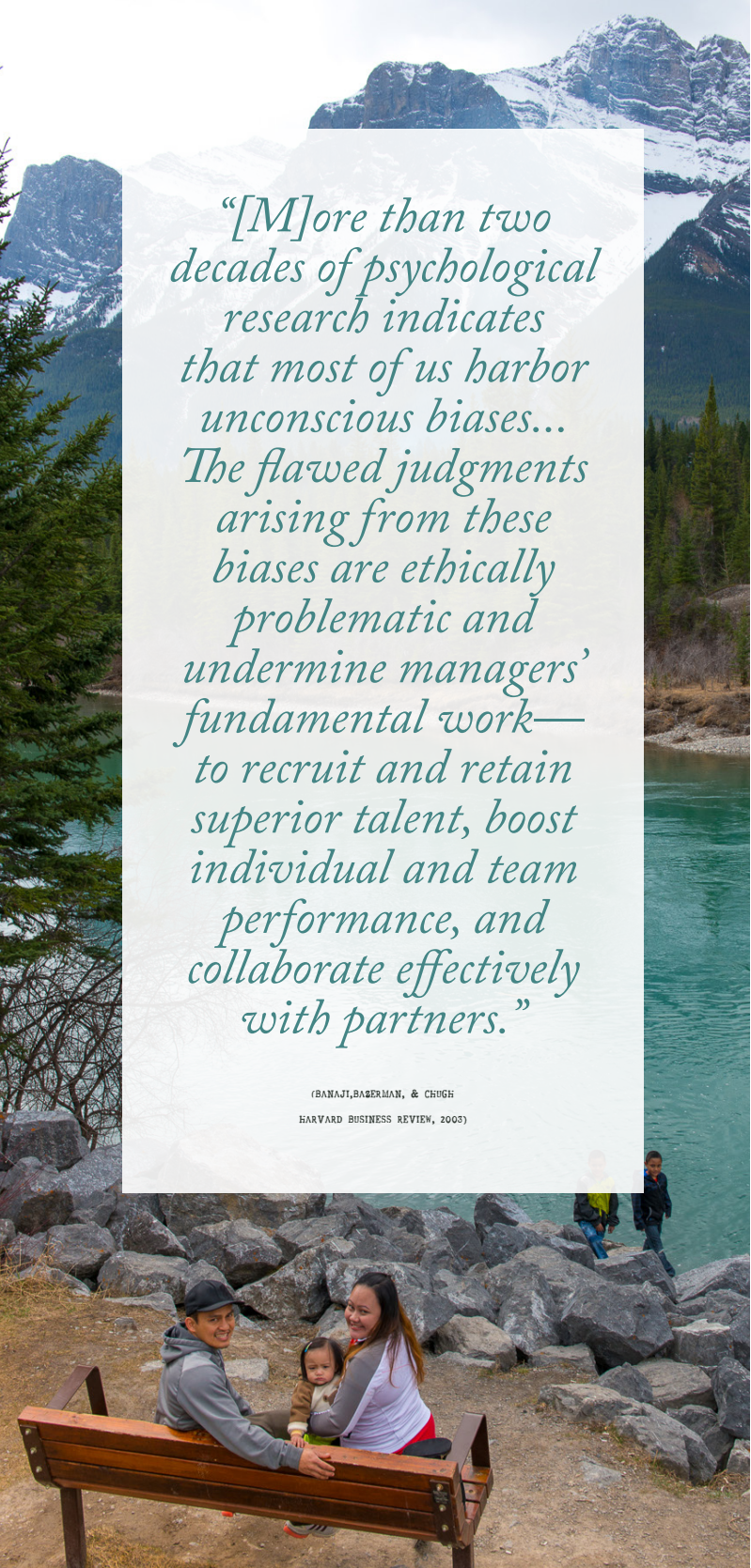
WHAT YOU SAY MATTERS

Here are some ideas of how you can remind your team of the commitment you've made to support inclusion and diversity. Make these statements your own, then embed them in your signature line, employee manual, and internal communication:

"[BUSINESS NAME] is proudly diverse and committed to inclusion. Read about our 2017 Workplace Inclusion Charter commitments at [URL]"

"At [BUSINESS NAME] we're proud of our diverse team and committed to supporting inclusion for all our colleagues. That's why we've signed the 2017 Bow Valley Workplace Inclusion Charter. Learn more about our inclusion efforts at [URL]"

"Colleagues from across the country and around the world make [BUSINESS NAME] an amazing place to work and [STAY/SHOP/DO BUSINESS.] That's why we're proud to participate in the 2017 Bow Valley Workplace Inclusion Charter. Learn more at [URL]."



“[M]ore than two decades of psychological research indicates that most of us harbor unconscious biases... The flawed judgments arising from these biases are ethically problematic and undermine managers’ fundamental work—to recruit and retain superior talent, boost individual and team performance, and collaborate effectively with partners.”

(BANAJI, BAKERMAN, & CHUGH
HARVARD BUSINESS REVIEW, 2003)

OVERCOMING UNCONSCIOUS BIAS

Unconscious biases are the hidden beliefs and stereotypes we all carry with us. They can help us make quick decisions, but those decisions are not always the right ones. Without meaning to, you could be preventing talented individuals from joining and moving up in your team.

That’s why we encourage your leadership team to enroll in cultural awareness training listed on the following pages; not only to help your team understand other cultures, but to help them understand their own biases in order to address them.

Learn more:

bvipartnership.com/charter

Intercultural Competency Training



JEANIE GODFREY

SETTLEMENT SERVICES IN THE BOW VALLEY

Offers public and group workshops on cultural awareness as well as custom, on-site training. Jeanie is a certified cross-cultural trainer with in depth knowledge of the Bow Valley.



403 762 1248



Jeanie.Godfrey@banff.ca



INDIGENOUS LEADERSHIP AND MANAGEMENT

THE BANFF CENTRE

Contact the Banff Centre leadership team for assistance arranging Indigenous cultural training.



888 255 6327



leadership@banffcentre.ca



SINELA JURKOVA

CALGARY CATHOLIC IMMIGRATION SOCIETY

Offers customized workshops exploring the concept of cultural awareness, sensitivity and competency. Participants examine their own cultural values, beliefs, and attitudes, their work environment and work practices to become more conscious and culturally responsive in their daily interactions with others.



403 290 5134



sjurkova@ccisab.ca



BOW VALLEY COLLEGE

CENTRE FOR EXCELLENCE IN IMMIGRANT &

INTERCULTURAL ADVANCEMENT

Offers online Indigenous awareness training for employers, customized intercultural training, and an online Intercultural Competencies for Leaders certificate program.



403 410 3411



ceia@bowvalleycollege.ca

Plain Language Guidelines

Tips for communication that works for everybody

WHAT IS PLAIN LANGUAGE

Plain language is communication that is simple and easy to understand. It is not a 'dumbing down' of language, but rather a clarification of it. The principles of plain language follow guidance by H.W. Fowler in *The King's English* (1906):

“Prefer the familiar word to the far-fetched.
Prefer the concrete word to the abstract.
Prefer the single word to the circumlocution.
Prefer the short word to the long.
Prefer the Saxon word to the Romance”

WHEN AND HOW TO USE PLAIN LANGUAGE

It is always a good idea to communicate as plainly and as clearly as possible. This is especially important when communicating with your whole team and when sending messages about complex topics such as benefits or policies. When designing plain language materials, aim to:

- Avoid the use of jargon or technical terms.
- When you have the choice of words, use the one that is most commonly understood.
- Provide easy to understand definitions of key words if necessary.
- Avoid complex sentence structure. Use short sentences with as few clauses as possible.

Use the active tense instead of passive (ex. “You will be paid by...” rather than “Payment will be made by...”)

TOOLS FOR CLEAR DOCUMENTS

- Microsoft Word Readability Tool- Aim for a reading level of 6-8
bit.do/officereadability
- Canadian Literacy & Learning Network Clear Language Tools & Resources
www.literacy.ca/research-and-resources/clear-writing-tools
- US Government Plain Language Guidelines and Resources
www.plainlanguage.gov/training

WHY USE PLAIN LANGUAGE?

Plain language makes your communication easier to understand for:

- Busy people looking to find and understand information fast
- Literacy learners (42% of Canadians have low literacy skills, according to the Canadian Literacy and Learning Network.)
- English language learners

The Bow Valley Immigration Partnership

Working together for a welcoming community

The Bow Valley Immigration Partnership is a collaborative initiative dedicated to improving immigrant integration from Lake Louise to Kananaskis.

Funded by Immigration, Refugees, and Citizenship Canada, our partners include the Town of Banff, Town of Canmore, Canadian Rockies Public Schools, Bow Valley College, Banff Lake Louise Hospitality Association, Canmore Hotel & Lodging Association, Job Resource Centre, Settlement Services in the Bow Valley, Banff Ministerial Association, Alberta Parks, Primary Care Network, Parks Canada, and more. Foreign born volunteers participate in a permanent advisory group to our council.

Together, we are working to build a welcoming community: a place that has both the desire and the capacity to receive and include immigrants.

What drives us:

VISION

The Bow Valley values diversity and supports the inclusion of all residents.

MISSION

To educate, collaborate, and bridge community.

STRATEGY

This charter represents one tactic in a 6 point, 3 year strategy to improve immigrant integration.

To read the strategy and see other ways you can help, please visit: bvpartnership.com/integration-strategy

FOUNDED
February 2014

MEMBERS
15 organizations, 6 sectors

LEARN MORE
www.bvpartnership.com

 403.431.0705  bvip@banff.ca



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Human Rights
Education and
Multiculturalism
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