



BRT Group - Human Resources Policy Manual

Policy Title:	Recruitment	Policy Number:	2.0
Effective Date:	May 1, 2017	Revision Number: Replaces:	New Policy
Prepared By:	Human Resources	Approved By:	President

2.0.1 Internal & External Recruitment

Our objective is to attract and retain the quality and caliber of employees required to meet the current and future needs of BRT Group.

Recruitment takes into account the needs and aspirations of existing employees and opportunities created by vacant positions. Therefore, available job opportunities will first be communicated internally as the normal practice, unless this is inappropriate (due to special, unique job requirements, seniority of the position or filling of the position through the development planning process.) Entry-level positions will not be posted internally.

2.0.2 Responding to an Internal Job Posting

Job vacancies may be posted internally. All employees who are interested in the job may apply in accordance with the procedure identified in the posting. Applications will not be accepted after the posting has expired.

The employee with the necessary skills, ability, experience, and qualifications in terms of attendance, productivity, work quality, safety record, teamwork, and initiative, will be considered for the position. The Company reserves the exclusive right to evaluate these criteria.

Based on the technical, managerial or leadership requirements for the position the Company may also elect to consider external applicants, however, existing employees will be given preference wherever qualifications, skills and ability are roughly comparable with those of external applicants.



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2.0.3 Re-Hiring of Former Employees

BRT Group may permit the re-hiring of former employees in instances where the prior termination was on good terms, and the former employee did not leave BRT Group for employment with a competitor. However, it is entirely at the discretion of the Company, and all recommendations for re-hire must be approved by the Senior Manager.

When approved, the re-hiring of a former employee will follow our established recruitment procedures and will be subject to Company policies related to the establishment of the hire date, salary level, benefits and seniority.

2.0.4 Reinstatement of Service

A former employee is one who has previously worked for the Company but who has, at a point in time, resigned for either personal or professional reasons. If a former employee returns to the Company, the appointment shall be regarded as a new hire and not a reinstatement. All original service rights are lost.

2.0.5 Hiring of Relatives

Subject to the Human Rights Code, it is BRT Group policy to discourage the employment of relatives where reporting relationships or job responsibilities are in conflict. The employment of relatives for full or part-time positions may be considered on an exceptional basis unless there is a compelling or overriding business necessity against such employment.



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Relatives who apply for a position will be subject to the same selection criteria applied to other candidates.

2.0.6 Part-Time / Casual / Contract Employees

Part-time, casual or contract employees may be considered for full-time employment when they meet the qualification requirements of an available full-time position. If a casual employee is being considered for a permanent position (part time or full time), BRT Group will follow the same recruitment and hiring procedures as they would for an outside candidate (i.e. reference checks, etc.)

2.0.7 Probationary Period

All employees hired for a full-time position must serve a probationary period during their first three months of employment. An employee whose services are not satisfactory during the probationary period should be dismissed with appropriate notice, as soon after hiring as the manager determines that the employee is not likely to succeed in the role. Similarly, during this period the employee may terminate his/her employment with appropriate notice.

Employees on probation are not eligible for group benefits, paid leave, paid bereavement leave or jury duty leave.

All new employees, prior to hire, will be informed of the probationary period.



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2.0.8 Hiring Procedures

Employment references (at least 2) should be obtained before an offer of employment may be extended. All Offer Letters must be prepared by a Manager, with approval from the Senior Manager, in order to be deemed binding by the Company.

Interviews will be conducted to ensure the most qualified candidate is selected for the opportunity and references in all cases must be completed. Offer letters must accompany all verbal job offers, confirming salary, start date, contract length and trial period. The prospective candidate must accept the terms and conditions of employment in writing before commencement of employment.

Any amendments to the normal employee benefit package must be included in the Offer Letter, otherwise they are not considered binding on the Company. The prospective candidate must sign off on the Offer Letter to acknowledge acceptance of all terms and conditions.

2.0.9 Orientation Procedures for New Employees

The new employee's Manager is responsible for completing a New Employee Form which includes all of the following information:

- Employee Name
- Date of Hire
- Social Insurance Number
- Job Title, Location, Rate of Pay, Grade, Full-Time (or not), Hours of Work & Department

A complete new hire file should include:

- Resume



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- References
- Offer Letter
- Void Cheque
- Benefits Enrolment Form, if applicable
- New Employee Form / Checklist

On the first day of work, the new employee will be greeted by their Immediate Supervisor. This meeting between Supervisor and Direct Report will include:

- A detailed discussion of their job description.
- A general review of the company policies.
- A brief examination of the company's organization charts.
- A short presentation of the history of the company.
- An introduction to the President personally, or if not possible, notified by "fax".
- Location of work area, washroom, etc.
- A tour of company grounds and an intercompany letter of introduction.

2.0.10 Accessibility & Diversity

BRT Group is committed to the principles of accessibility and diversity in its employment practices. It is Company policy to ensure that our employment practices and procedures are administered without discrimination on the basis of race, colour, religion, sex, age, marital status, nationality, ancestry, political belief, or sexual orientation, and to encourage the employment of physically challenged individuals.



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BRT Group is committed to providing accommodation for persons with disabilities. Accommodation will be provided as part of our hiring process (*if accommodation is required, Applicants are requested to make their needs known in advance*).

To help ensure this policy BRT Group will:

- Recruit and select applicants for employment based solely on their qualifications.
- Ensure that equal consideration is given to all candidates qualified for promotion or transfer by basing these decisions on job requirements, job performance and qualifications.
- Comply with all legislation in regards to employment and recruitment standards.

2.0.11 Outside Employment

If you are employed by BRT Group in a full-time position, we expect that your position with BRT Group will be your primary employment. Any outside activity must not interfere with your ability to properly perform your job duties at BRT Group. If you are considering taking on a second job, it is strongly advised that you notify your supervisor immediately, and thoroughly discuss how this second position will affect your role with BRT Group.

2.0.12 Spouse Working with a Competitor

Should your spouse or common-law partner accept employment with a competitor, BRT Group management reserves the right to discuss this situation with you. Should we find that this employment situation poses a breach of security or an undesirable competitive situation, it may be



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required that we terminate your employment with us, or implement other measures to address the situation.

2.0.13 Hiring Additional Temporary Labour

In certain situations, it will be necessary for BRT Group to hire extra labour for special projects or operations. Permission from the President or a Senior Manager must be obtained before any hiring is arranged. If you should find yourself needing extra labour, please complete the following request form and submit it to Management.

- Sample Only - A copy of this approved form on Company letterhead must accompany the timesheet for payroll.

DATE: _____

PLEASE GIVE A BRIEF BUT CLEAR DESCRIPTION OF WHY THIS EXTRA LABOUR IS
REQUIRED AND HOW LONG IT WILL BE NECESSARY:

REQUESTED BY: _____

APPROVED BY: _____

DATE APPROVED: _____



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Policy Title:	Performance Management	Policy Number:	2.1
Effective Date:	May 1, 2017	Revision Number: Replaces:	New Policy
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2.1.1 Performance Appraisals

BRT Group's success depends on the contributions of its staff. Our Performance Appraisal system is intended to develop staff professionally and to promote individual growth and organizational success. BRT Group supports a systematic approach to identifying and agreeing on desired performance goals and to providing positive and constructive feedback to develop performance.

Performance Appraisals are conducted for all full-time and part-time employees. The primary objective is to maintain and improve employee performance on the job. The most effective type of performance feedback is that which occurs through day-to-day coaching and informal discussions.

2.1.2 Appraisal Sessions

Performance appraisal sessions serve to reinforce and document these ongoing discussions. These sessions should be a collaborative discussion between the employee and manager regarding the employee's performance and development to-date. Therefore, performance appraisals should be conducted at a mutually agreeable time, giving the employee and manager sufficient time for preparation and discussion. Employees and managers will both have advance notice of the performance review.

An equally important reason for performance appraisal sessions is to outline a plan designed to assist the employee in further developing their skills. Consideration should be given to organizational and team objectives, the employee's potential for growth, and career goals.

BRT Group may conduct periodic appraisal sessions with each staff member. New employees may be reviewed more frequently. Employees and managers are free to request additional reviews at any time.



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There are 5 steps to be followed in Performance & Development Appraisals:

- 1) Managers are to review and update the current job descriptions with the employees to ensure they accurately reflect their responsibilities. This must be completed first since performance is appraised on how tasks are being accomplished as set out in the job descriptions.
- 2) Managers provide employees with a copy of the Performance & Development Appraisal Form (PDA). Employees complete a self-appraisal using the form with emphasis on adding comments. Employees should focus on what they did well, how they feel they can improve and provide examples where possible. Managers must set a date for the Pre-Appraisal Meeting with the employee to review the self-appraisal.
- 3) Pre-Appraisal Meeting: Managers and employees meet to discuss the completed form. The employee is to review the information they reported and provide comments on their performance. Before this meeting is completed, the manager & employee set a date for the Formal Appraisal review.
- 4) From information gathered at the pre-appraisal meeting, the manager's observations and evaluation, the Manager completes the final PDA form. Managers are to review this completed form with the Senior Manager and then meet with the employee to discuss.
- 5) Manager meets with employee to review & discuss the Final Appraisal form. Employee and manager both sign & date the form and forward to Senior Manager.

2.1.3 Performance Management

BRT Group recognizes an employee's first three (3) months with the Company as a probationary period. Formal written Performance Appraisals should be conducted with each employee during the third month of employment, and thereafter on a regular basis as well as at the time of any job change.



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This period enables Management to evaluate the new employee's work performance and to provide feedback. It also provides an opportunity to determine whether the job placement is appropriate.

Feedback and evaluation will be ongoing throughout the employee's career with BRT Group. There will be a regular evaluation cycle. Please note it may be necessary to perform an evaluation more than once per year depending on the progress of the new employee or the performance of an existing employee.

Performance Appraisals will be conducted separately from salary review processes that may occur.

Please note: Further to Accessibility requirements, BRT Group will take into account the accessibility needs of employees with disabilities, as well as individual accommodation plans, when using its performance management process in respect of employees with disabilities.