

**OTTAWA STREET BIA  
BUSINESS IMPROVEMENT AREA**

**RECRUITMENT  
AND  
HIRING POLICY**

**APPROVED BY  
BOARD OF MANAGEMENT**

**January 19<sup>th</sup>, 2023**

## **TABLE OF CONTENTS**

A. Recruitment and Selection Policy	Page # 3-6
B. Anti Nepotism Policy	Page # 7-11
C. Reference Consent Form	Page # 12-13
D. Conducting Reference Checks	Page # 14-17
E. Offer Letter	Page # 18-20

		Updated 2023-01-12
Policy No:		
Page 1 of 4		Approval: 2023-01-19

## ***Recruitment and Selection Policy***

<b>POLICY STATEMENT</b>	The ABC Business Improvement Area (the “BIA”) is committed to transparent and merit based selection in all of its hiring decisions. All applicants are given an equal opportunity for employment in compliance with the provisions in the Ontario <i>Human Rights Code</i> , the <i>Accessibility for Ontarians with Disabilities Act (AODA)</i> and any other applicable legislation.
<b>PURPOSE</b>	The purpose of this Policy is to set a consistent and equitable standard for the recruitment and selection of employees at the BIA. Effective recruitment, selection and promotion practices optimize the efficiency of human resources, and maximize the number of promotion and career development opportunities for existing employees.
<b>SCOPE</b>	This Policy applies to all BIA employees including but not limited to temporary and contract employees.
<b>DEFINITIONS</b>	
<b>Internal Candidate</b>	Applicants who are BIA Members, employees of BIA Members or current Board of Management employees.
<b>External Candidate</b>	All other applicants.
<b>Conflict of Interest</b>	A situation in which a member of the Selection Committee has a Conflict of Interest in participating in the hiring decision (e.g. they have a significant social or familial relationship with the applicant); or the Internal Candidate, or External Candidate has a Conflict of Interest in applying for a position that may compete with the interests of the BIA. Such competing interests can make it difficult to fulfill their duties impartially. <u>Refer to the <i>Code of Conduct Policy</i> for more details.</u>
<b>PRINCIPLES</b>	<p>The following principles apply to this Policy:</p> <ol style="list-style-type: none"> <li>1. <b>Merit</b> – all selections, appointments, and promotions shall be based on considerations of merit, and ability to perform effectively in a position. Hiring decisions will be free of nepotism in accordance with the BIA’s <u><i>Anti-Nepotism Policy</i></u>.</li> <li>2. <b>Objectivity</b> – selection criteria shall be developed in an objective and non-discriminatory manner and must be based on</li> </ol>



bona fide job-related requirements.

3. **Consistency** – selection systems and procedures will ensure that all candidates are treated in a fair and consistent manner.
4. **Equal Opportunity** - All BIA recruitment practices and procedures must comply with the *Ontario Human Rights Code*. All Internal Candidates and External Candidates receive equal treatment with respect to employment without discrimination because of race, ancestry, place of origin, color, ethnic origin, citizenship, creed, sex, sexual orientation, age, gender identity, gender expression, record of offences, marital status, family status or disability.
5. **Accessibility** - All BIA recruitment practices and procedures must comply with the AODA requirements for developing, implementing and enforcing accessibility standards for Internal Candidates and External Candidates who may have a disability. This includes identifying and removing any barriers that may exist for persons with disabilities to apply for BIA positions; and if qualified, to participate in the interview process.
6. **Accommodation** – The BIA is committed to the removal of barriers within the workplace and will consider the accommodation needs of employees and applicants based on the human rights protected grounds. The BIA will provide accommodation, where required, up to the point of Undue Hardship.

**TERMS & CONDITIONS**

1. All Internal Candidates whose performance is in good standing are eligible to apply for posted positions.
2. Short-term positions or vacancies that are six months or less may be filled without a competitive process.
3. External Candidates who were previous employees may apply where there were no performance issues.
4. Candidates must meet the position qualifications to apply.
5. If an Internal Candidate and External Candidate are both determined to equally meet all the selection criteria, preference for the selected position shall be given to the Internal Candidate (BIA to decide whether to include clause).



**RESPONSIBILITIES**

**Board of Management**

- Develop employment policies, procedures, guidelines and tools which promote a fair and equitable process, in support of making the best hiring decision possible.
- Identify and remove any employment practices or selection criteria that may result in employment barriers for any individual or group. Such barriers would include any requirement that is not a bona fide occupational requirement, a statutory requirement or a necessary requirement for the effective operation of the BIA.
- Ensure the principles in this Policy are abided by during the hiring process.
- Create an up-to-date job description that outlines duties and requisite qualifications.
- Strike a Selection Committee to carry out the recruitment process.
- Provide support to the Selection Committee related to specific recruitment strategies to attract quality candidates.

**Selection Committee**

- Ensure that all recruitment activities and staffing decisions comply with statutory requirements and corporate policies and procedures.
- Advertise the position.
- Conduct a fair and equitable selection process as per the Policy and other relevant policies, procedures and legislation.
- Maintain documentation associated with all phases of selection process.
- Ensure accessibility and accommodation is provided (as needed) for candidates.
- Safeguard the privacy and confidentiality of candidate information.
- Complete the reference checking once consent from a candidate is received.

**Candidate**

- Carefully read the position's posted requirements and only apply if have the requisite knowledge, skills, abilities and experience.
- Complete the application process to meet the posted closing date, and accurately and fully disclose all related information to allow for an objective determination of knowledge skills and experience.
- Disclose any potential Conflict of Interests at the beginning of the selection process and do not apply for roles where the manager is a family member.
- Satisfy all employment conditions and provide proof of the qualifications identified on the posting if requested.
- Correspond and consult with the designated BIA contact, to disclose and request accommodation for any disability as required.
- Safeguard and keep confidential any BIA related information disclosed during the recruitment process.

**COMPLIANCE**

Any attempt to improperly influence a recruitment or selection decision will be reviewed by the Board of Management and, if verified, result in appropriate disciplinary action.

Failure to comply with this Policy and its associated procedures may result in appropriate disciplinary measures up to and including dismissal.

Candidates who do not comply with responsibilities listed above may be disqualified from the selection process.

**RELATED DOCUMES**

1. BIA Code of Conduct
2. Anti-Nepotism Policy)
3. *Accessibility for Ontarians with Disabilities Act (AODA)*
4. *Ontario Human Rights Code*

	 <small>OTTAWA STREET</small>	Updated: 2023-01-12
Policy No:		
Page 1 of 5		Approval: 2023-01-19

## ***Anti-Nepotism Policy***

<b>PURPOSE</b>	<p>The ABC Business Improvement Area (the “BIA”) makes all hiring and employment related decisions based on transparency, equitable opportunity, and an overall emphasis on merit. This Policy aims to eliminate the influence of nepotism in BIA hiring and employment related decisions to maintain confidence in the integrity of the BIA’s hiring and employment practices.</p> <p>The purpose of this Policy is to ensure that employment related decisions concerning existing or potential BIA employees are free from any real or perceived improper influence based on family or significant social relationships.</p>
<b>DEFINITIONS</b>	
<b>Conflict of Interest</b>	<p>A Conflict of Interest is a situation in which an employee has personal or private interests that may compete with the interests of the BIA. Such competing interests can make it difficult to fulfill the employee’s duties impartially. A Conflict of Interest can create an appearance of impropriety or a perception of bias that can undermine confidence in the person and in the BIA generally. A conflict exists even if no unethical or improper act results from it. A Conflict of Interest can either be an apparent conflict or a real conflict.</p> <p><b>Apparent Conflict:</b> exists where an informed and reasonable person reviewing the matter and having thought the matter through could conclude that a Conflict of Interest exists.</p> <p><b>Real Conflict:</b> exists where a personal interest exists and that interest:</p> <ol style="list-style-type: none"> <li>1. is known to the employee; and</li> <li>2. has a connection to the employee’s duties that is sufficient to influence the exercise of those duties.</li> </ol>
<b>Direct Reporting Relationship</b>	<p>Involves a reporting relationship where an individual or group of individuals has the authority to direct and control the activities and work assignments of an employee; review or approve performance reviews, wage and salary adjustments; and administer disciplinary action and recommend or approve the hiring or firing of an employee.</p>
<b>Director</b>	<p>Means a Director on the BIA Board of Management</p>

<p><b>Family Member</b></p> <p><b>Indirect Reporting Relationship</b></p> <p><b>Nepotism</b></p> <p><b>Significant Social Relationship</b></p>	<p>Includes the following family relationships:</p> <ul style="list-style-type: none"> <li>ï spouse (includes married and common-law of the same or opposite sex)</li> <li>ï mother, father, or legal guardian (foster or step)</li> <li>ï son, daughter (foster or step)</li> <li>ï sister, brother, step-sister, step-brother</li> <li>ï aunt, uncle, niece and nephew</li> <li>ï mother-in-law, father-in-law, sister-in-law, brother-in-law,</li> <li>ï son-in-law or daughter-in-law</li> <li>ï grandchild, grandparent, step-grandparent, step-grandchild</li> <li>ï child, mother or father in a relationship where the role of parent has been assumed</li> </ul> <p>Exists between the employee and the second-removed manager.</p> <p>Favoritism granted to a family member or individual with whom there is a significant social relationship, usually in the form of hiring practices or other employment decisions without regard or with lesser regard to the individual's merit, qualifications or performance.</p> <p>An emotional association, personal relationship or strong friendship that is not defined by blood or legal bonds, e.g. god-child.</p>
<p><b>PRINCIPLES</b></p>	<ol style="list-style-type: none"> <li>1. The BIA is committed to eliminating nepotism in any employment related decisions to preserve employee morale; to provide the highest quality service possible to the businesses the BIA serves; and to ensure equitable opportunities, and real and perceived integrity in the recruitment process.</li> <li>2. This Policy abides by the Recruitment and Selection Policy.</li> </ol>
<p><b>TERMS AND CONDITIONS</b></p>	<ol style="list-style-type: none"> <li>1. This Policy is in accordance with the Ontario <i>Human Rights Code</i>. S. 24 (1) (d) of the <i>Code</i> states that the right under section 5 to equal treatment with respect to employment is not infringed where an employer grants or withholds employment or advancement in employment to a person who is the spouse, child or parent of the employer or an employee.</li> <li>2. The hiring process promotes equitable opportunity, and</li> </ol>





candidates are selected and employment decisions made in accordance with the BIA's Recruitment and Selection Policy and procedures, Code of Conduct, as well as any other applicable BIA policies.

3. No employee or Director shall misuse their authority to influence or make an employment related decision. Employment related decisions where a benefit may be gained or authority may be misused include but are not limited to the following:
  - ï the approval/denial of compensation increases;
  - ï hire, transfer, promotion, demotion decisions;
  - ï performance rating, discipline or termination;
  - ï the assignment and approval of overtime;
  - ï the assignment or direction of work assignments;
  - ï approval of leaves of absences;
  - ï the negotiation of salary level.
4. No employee or Director shall attempt to improperly influence a recruitment or selection decision to benefit a family member or an individual with whom they have a significant social relationship
5. All job applicants will be requested to disclose the names of any spouse, child or parent who is a current employee or Director. Job applicants will be asked whether they are aware of any family or significant social relationship with an individual who currently works as an employee, acts as a Director or is a BIA Member by disclosing a "yes" or "no" response. With the exception of a spouse, child, or parent relationship with a current employee or Director, applicants will not be requested to provide the names of any other family member or individuals with who they have a significant social relationship, in accordance with the Ontario *Human Rights Code*.
6. A spouse, child or parent of a current employee or Director shall not be considered for employment, or changes in employment, if placement would create a direct or indirect reporting relationship with the above mentioned family members.
7. No employee or Director shall be in a direct or indirect reporting relationship; or be placed in a position of influence over an employed family member or individual with whom



they have a significant social relationship.

8. Employees who become involved in a spousal relationship, significant social relationship, or who otherwise become related with another employee or a Director over the course of their employment may continue as employees if no direct reporting or indirect reporting relationship exists between such employees and another employee or a Director.. If there is a direct or indirect reporting relationship, the BIA Board of Management will make a decision as to appropriate next steps.
9. Subject to item 6 of the Terms and Conditions, family members of employees, Directors or BIA Members and individuals who significant social relationships with employees, Directors or BIA Members will be considered for employment or advancement provided they:
  - ï have made application in accordance with established procedure;
  - ï have been considered in accordance with established procedure;
  - ï possess the necessary qualifications; and
  - ï are considered to be the most suitable candidate.

		Updated: 2023-01-12
Policy No:		
Page 5 of 5		Approval: 2023-01-19

<p><b>RESPONSIBILITIES</b></p> <p><b>Employee</b></p>	<ul style="list-style-type: none"> <li>○ Immediately notify their manager, whether that is another employee or the BIA Board of Management, in writing of any Conflict of Interest. This includes the existence or formation of a direct or indirect reporting relationship with a family member or an individual with whom there is a significant social relationship.</li> </ul>
<p><b>Manager (employee or Board of Management)</b></p>	<ul style="list-style-type: none"> <li>○ Do not knowingly place employees in positions where their duties could create a Conflict of Interest with a family member or and individual with whom there is a significant social relationship.</li> <li>○ Where a Conflict of Interest exists and the manager is an employee, notify the Board of Management, which shall determine whether the employee has breached or may potentially become in breach of this Policy.</li> <li>○ If a real or apparent conflict exists, and it is duly reported, such that the employee is or may be or may become in breach of the Policy, instruct the employee, in writing, to withdraw from participation in any dealings or decision-making processes relative to the issue at hand. If the employee has knowingly or willfully breached the Policy, determine the appropriate disciplinary measure, in consultation with the Board of Management, if the manager is an employee</li> <li>○ Provide consultation as requested by employees on this Policy and specific situations involving a Conflict of Interest.</li> </ul>
<p><b>COMPLIANCE</b></p>	<p>Every employee and Director is expected to be aware of and act in compliance with this Policy. Violations of this Policy may result in appropriate disciplinary measures, up to and including dismissal.</p>
<p><b>RELATED DOCUMENTS</b></p>	<ol style="list-style-type: none"> <li>1. BIA Code of Conduct</li> <li>2. Recruitment and Selection Policy</li> <li>3. <u>Ontario Human Rights Code, 1990</u></li> <li>4. <u>Accessibility for Ontarians with Disabilities Act, 2005</u></li> </ol>

## Reference Consent Form

***Please Print:***

**Candidate's Full Name:** \_\_\_\_\_

**Position:** \_\_\_\_\_

As part of the assessment process, we ask that you complete this reference consent form that authorizes the Ottawa Street Business Improvement Area (BIA) to contact the references you list as part of the final stage of our selection process. Please note that the Ottawa Street BIA may use an external agency to conduct reference checks. That agency must keep all information confidential as between the agency and the Ottawa Street BIA's authorized representatives

Please provide at least three employment and/or professional references. **Please note that at least one of the references must be someone you *have reported to within the last three years*. Personal references are not acceptable.**

Current Organization/Employer: \_\_\_\_\_

Name of Contact Person: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Email of Contact Person: \_\_\_\_\_

Relationship to Contact Person: \_\_\_\_\_

Title of Contact Person: \_\_\_\_\_

Current Organization/Employer: \_\_\_\_\_

Name of Contact Person: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Email of Contact Person: \_\_\_\_\_

Relationship to Contact Person: \_\_\_\_\_

Title of Contact Person: \_\_\_\_\_

Current Organization/Employer: \_\_\_\_\_

Name of Contact Person: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Email of Contact Person: \_\_\_\_\_

Relationship to Contact Person: \_\_\_\_\_

Title of Contact Person: \_\_\_\_\_

The Ottawa Street BIA's *Anti Nepotism Policy* prohibits any employee from being placed in a direct or indirect reporting relationship with a family member or an individual with whom they have a significant social relationship.

Are you aware of any family or individual with whom you have a significant social relationship currently working as a Ottawa Street BIA employee or a member of the BIA Board of Management?

Yes \_\_\_\_\_ No \_\_\_\_\_

Please indicate the name of any spouse, child, or parent currently employed at the ABC BIA or serving as a member of the Ottawa Street BIA Board of Management: \_\_\_\_\_  
\_\_\_\_\_

I authorize the Ottawa Street BIA, or its agent, to contact the aforementioned person(s) and/or organization(s) for the purpose of obtaining an employment related reference. By signing, I acknowledge full understanding of this Reference Consent Form's content and meaning.

Candidate Signature: \_\_\_\_\_

Date: \_\_\_\_\_

<b>Conducting Reference Checks Procedure</b>	
<b>PURPOSE</b>	<p>The Ottawa Street Business Improvement Area (“The BIA”) recognizes the importance of reference checks as a means of substantiating information obtained from the Candidate’s application, resume and the interview; and collecting and clarifying any other position related information.</p> <p>This Procedure outlines how the Ottawa Street BIA conducts reference checks, which is an important step in the recruitment and selection process to make the best hire decision possible.</p>
<b>SCOPE</b>	This Procedure applies to both internal and external Candidates who have applied for a Ottawa Street BIA position. Reference checks must be performed for all positions including temporary, permanent, contract, and casual.
<b>DEFINITIONS</b>	
<b>Referee(s)</b>	Current or previous supervisors / managers who have first-hand knowledge of the Candidate’s work and abilities
<b>Candidate</b>	Job applicant whether internal or external Candidate
<b>Hiring Manager</b>	The Executive Director or Chair who has requested that a position be filled and to whom the new employee will report when hired
<b>STEPS</b>	<ol style="list-style-type: none"> <li>1) References must be successfully completed and documented prior to any job offer extended (verbal or written). If the reference check results raise any significant concerns or issues, the Selection Committee Chair/BIA Chairperson will consult with the Board of Management on what further actions to take. The Board of Management makes the final decision whether or not to proceed with a job offer</li> <li>2) References are only checked on the final Candidate if there is one clear superior Candidate compared to the applicant pool, and only after all assessments have been completed. If necessary, references are performed on the short-list of Candidates (top two or three) following the final interview.</li> <li>3) For external hires, a minimum of three Referees are contacted; and for internal hires; a minimum of two Referees are contacted as per the following provisos: <ul style="list-style-type: none"> <li>ï The best practice is to ask Candidates for referees who are current and former supervisors.</li> </ul> </li> </ol>

- 4) As per the *Ontario Human Rights Code*, no questions can be asked that give consideration to a Candidate's race, ancestry, place of origin, color, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity and expression, age, record of offences, marital status, family status or disability.
- 5) In accordance with the *Municipal Freedom of Information and Protection of Privacy Act*, all Candidates must sign off on a "Reference Consent Form (see Appendix A) that provides their consent for the Ottawa Street BIA to proceed to contact the referees as provided. Alternatively, Candidates can grant their permission through email.
- 6) All reference checks should be conducted via personal contact e.g. over the phone as opposed to receiving a letter of recommendation. Exceptions can be made for Referees who need accommodation.

All reference checks must be performed by the Chair or a person designated by the Chair to carry out this activity.

- 7) All reference checks need to be accurately documented and treated as strictly confidential. This information needs to be included in the Candidate's application file for the Chair's Review.
- 8) Letters of reference provided by candidates are not deemed to be acceptable unless specifically verified. Often more job specific information is required which is not addressed in a letter of reference.
- 9) Any unsolicited, inappropriate comments provided by the Referee should not be written up or given consideration as part of the reference.
- 10) If an internal Candidate refuses to include the names of his or her current or former supervisor(s), he or she should be asked the reason. The Chair/Executive Director will normally inform the Candidate that any issues of concern raised by him or her will be taken into account. However, the normal practice is that an internal Candidate cannot be considered without a reference provided by the current supervisor or manager. Exceptions are considered on a case-by-case basis.

If an internal Candidate is currently working for or has previously worked under or has a close relationship with the Chair / Executive Director or a panel member, the Chair must

	<p>disclose this information to the Selection Committee. The Selection Committee will then make a recommendation to the Board of Management regarding whether the member should recuse themselves from the process.</p> <p>11) In the case where feedback from the Referee on the Candidate has been negative or indicates that the Candidate might not be the best choice for the position, the person conducting the reference checks is advised to consult with the Selection Committee for further direction.</p> <p>12) In the event that the Referee provided by the Candidate is unable to give a reference due to their company's policy, the person conducting the reference checks should consult with the Selection Committee for further direction.</p>
<b>COMPLIANCE</b>	<p>Any attempt to improperly influence a recruitment or selection decision will be reviewed by management and, if verified, may result in appropriate disciplinary action.</p> <p>Candidates (internal and external) who do not provide permission to contact references by signing off on the "<i>Authorization for Release of Information Form</i>" or through equivalent measures will be disqualified from the selection process.</p> <p>Discrepancies from the information provided by the Candidate uncovered during the reference check process may lead to disqualification as assessed on a case-by-case basis.</p>
<b>RELATED DOCUMENTS</b>	<ol style="list-style-type: none"> <li>1. <i>Recruitment &amp; Selection Policy</i></li> <li>2. <i>Reference Consent Form</i></li> </ol>
<b>HISTORY</b>	<p>This procedure was developed by Ottawa Street BIA DATE 2023-01-12</p>
<b>APPROVAL</b>	<p>Approved by Ottawa Street BIA 2023-01-22</p>



## SAMPLE REFERENCE CHECK QUESTIONNAIRE

**Organization:** \_\_\_\_\_  
**Reference's Name:** \_\_\_\_\_  
**Reference's Title:** \_\_\_\_\_  
**Relationship to Candidate:** \_\_\_\_\_

- 1) Do you feel comfortable providing a reference for this Candidate?
- 2) How long have you known the Candidate?
- 3) What was the Candidate's position and primary duties?
- 4) What was the Candidate's level of commitment to the position?
- 5) Please comment on their punctuality and attendance?
- 6) Reason for leaving previous position or why willing to leave current position?
- 7) Please comment on the Candidate's strengths and areas for improvement?
- 8) Please comment on the Candidate's interpersonal skills and working relationships?
- 9) Has the individual demonstrated that they are an effective team player?
- 10) Has this individual demonstrated flexibility in his or her approach to work?
- 11) What is the most effective way to manage this individual?
- 12) What motivates them?
- 13) Areas for development?
- 14) Eligibility for rehire (for external Candidates)?
- 15) If you were to send this individual on one training course what would it be?
- 16) Is there any other information you would like to add?

Reference Check completed by: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Name: \_\_\_\_\_  
Position Title: \_\_\_\_\_  
Date: \_\_\_\_\_

**\*Note: The questions on this sample are examples, and hiring managers may alter or add questions as required.**



Ottawa Street BIA  
3 Britannia Avenue  
Hamilton, ON  
L8H 1W3

Date:

**PERSONAL AND CONFIDENTIAL**

Name:  
(INSERT ADDRESS)

Dear \_\_\_\_\_:

**Re. Offer of Employment**

It gives me great pleasure, on behalf of the Ottawa Street Business Improvement Area (BIA) to extend you this offer of employment as BIA Events Coordinator and Office Administrator commencing \_\_\_\_\_. This is a 12-month contract that will be concluding on \_\_\_\_\_. You will be reporting to the Chair, the Executive and the Board of Directors.

I have attached a Job Description for this position. Please note that the BIA, in its sole discretion, may revise your Job Description from time to time. You understand that any such changes will not be considered a termination of your employment constructively or otherwise.

This position will pay a wage of \_\_\_\_\_ per hour. You are expected to work \_\_\_\_\_ hours each week with \_\_\_\_\_ full day in office to begin at the discretion of the employee. This day(s) will be \_\_\_\_\_ and will remain consistent for the duration of the contract.

Vacation is earned from \_\_\_\_\_ to contract end. Rather than receiving 4% of your previous year's wages during your scheduled vacation, vacation pay will be paid to you at the rate of 4% of your pay on each pay date.

There are times when the BIA may need to lay off employees on a temporary basis. By

signing below you acknowledge that you may be subject to a lay off from time to time and any such lay off will not result in the termination of your employment except in accordance with the provisions of the *Employment Standards Act, 2000*.

As an employee you may receive confidential information, which includes but is not limited to information about the BIA and its business, its employees, its customers, processes used or contemplated by the BIA, know-how, equipment used or contemplated by the BIA and developments of the BIA (the "Confidential Information"). Confidential Information shall also include information about persons, firms, corporations or other entities which the BIA has business relationships with (the "Business Associates") and their businesses, equipment used or contemplated by Business Associates and developments of Business Associates.

You acknowledge that you shall hold all Confidential Information you obtain in the course of your employment as a trustee of the BIA. You shall not disclose to third parties any secret or Confidential Information, or information which, in good faith and conscience, ought to be treated as confidential, which you become aware of in the course of employment. Violation of this term may result in the immediate termination of your employment for cause without further notice or payment in lieu of notice.

By signing this letter, you agree that your employment may be terminated by the BIA for just cause without notice or compensation in lieu of notice or severance pay, except as required by the provisions of the *Employment Standards Act, 2000* or any successor legislation. The BIA may also terminate your employment without cause. If the BIA terminates your employment without cause, you will be provided with all your entitlements as required by the *Employment Standards Act, 2000* or any successor legislation. For clarity, you will not be entitled to further notice or pay in lieu of notice in accordance with the common law. The terms of this paragraph shall remain in full force and effect regardless of any future changes to your remuneration and/or the position you are employed in.

Notwithstanding anything contained in this letter, you will never receive less than your entitlements as required by the *Employment Standards Act, 2000* or any successor legislation.

You may terminate your employment with the BIA by giving four (4) weeks prior notice in writing to the BIA. The BIA may, at its option, waive or amend this notice requirement.

In the event your employment comes to an end for any reason, you agree to return any property and confidential information belonging to the BIA, whether electronic or otherwise, that may be in your possession or under your control. You shall not retain any copies of BIA's confidential information in any form whatsoever.

In order to accept this offer, you must return a signed copy of this letter (this can be electronically) to me by\_\_\_\_\_. By signing this letter you are accepting the

terms of employment as set out above.

Once again, I am pleased to offer this opportunity to you and look forward to having you on the BIA team.

Sincerely,

---

Chair of Ottawa Street BIA Board