



Montessori & More
EARLY LEARNING CENTRE

Employment Policies

Updated: 1st March, 2019





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CODE OF CONDUCT

Director's Message

Our customers look to us to provide them with the confidence to allow Montessori & More Learning Centre Inc. (hereinafter known as "Montessori & More") to care for and teach their children. They entrust us to provide a safe as well as a caring and quality teaching environment, and we will continue to complete our mandate of integrity through service to those who have entrusted us.

Montessori and More's reputation is shaped by our actions, choices and decisions each day.

Together, we must:

- Work in the best interest of our clients
- Act fairly and objectively
- Recognize and address conflicts of interest
- Think about how our actions may impact our co-workers, parents, and children
- Exercise our best judgment
- Protect the confidentiality of the information entrusted to us
- Participate in ongoing hazard assessment controls
- Have the courage to stand up for what is right

Our Values

Our values create a shared understanding throughout our organization, about how we relate to our parents, the children, each other, and the public, and are at the center of all that we do.

- Respect
- Accountability
- Transparency
- Engagement
- Integrity

Together, these five core values form the basis of our strategic foundation and guide our actions.

Code of Conduct Principles

Principles set out how we live and work out our values in everyday life. Principles are less specific than policies or rules. They guide us in grey areas and help us answer the question: what is the right thing to do? We can't create policies or rules to cover all possible situations. However, we can build a foundation based on trust and respect where principles guide and help us do the right thing.

The five principles for interpreting our values are:

1. Treat people with respect, compassion, dignity and fairness
 - Show empathy and understanding especially in difficult situations
 - Being sensitive to diversity and the unique needs of individuals and groups



- Listening to and considering ideas and concerns of others
- Fostering healthy relationships with colleagues and others

CODE OF CONDUCT CONTINUED

2. Be open, honest and loyal

Being open, honest and loyal is fundamental to fostering an atmosphere of trust where people share and learn from each other and work together to achieve common goals.

- Communicating in a timely and appropriate manner
- Coming forward if you think you have been treated unfairly
- Taking responsibility for, correcting and learning from mistakes
- Consider how what we say and do, may impact our own reputation as Montessori and More
- Building trust and being trustworthy

3. Act ethically and uphold professional standards

- Always strive to behave in an honorable fashion
- Display integrity and ethical behavior
- Uphold all standards, codes of conduct and codes of ethics that apply to us
- Uphold applicable laws, regulations, bylaws, principles, policies and standards
- Recognize and address real potential or perceived conflicts of interest

4. Take responsibility for your own actions and expect the same from others

- Doing what we say we are going to do
- Evaluating and improving the quality, safety and effectiveness of our services
- Continually assess the outcomes of our decisions
- Promote excellence, innovation and continuous improvement
- Recognize our limitations, and seek help and guidance when needed

5. Respect confidentiality and privacy

- Collecting, accessing, disclosing and storing the minimum of private information
- Protecting company, client & employee information
- Not engaging in public discussions or comments about confidential information, whether it concerns company, client, employee or co-workers

Our Responsibilities

To:

- Ensure we are acting in ways that are in keeping with this code
- Read and understand the code and stay current with any future updates
- Understand and comply with applicable principles, policies, procedures, standards and any other applicable guidelines, directives or regulations put forward by Montessori and More



What to do if you have Questions or Concerns?

If you have questions or concerns about the code or what to do in a particular situation, you should first consider consulting with your colleagues, or speaking to the person or persons involved. If this is inappropriate, or if you are unable to resolve your concerns, you have three options:

1. You can speak to your manager/supervisors (the person you report to)
2. You can speak to the Human Resource Manager
3. You can enter conflict resolution with the President/CEO of Montessori and More

Their roles are as follows:

Your manager/supervisor:

- Responds to questions and concerns and takes appropriate action to resolve them as soon as practical
- Utilizes the appropriate expertise within the “Montessori and More Core Value System” to help resolve issues (such as employee disputes, Human Resource issues, etc.)
- If appropriate refers matter to the Human Resources department
- Documentation and reporting issues, and how they were addressed to HR

Human Resources:

- Provides guidance and direction on the Montessori and More Code, Policies, Rules, & Procedures
- Assesses, reviews, and may investigate or direct an investigation
- Has discretion to determine if matters raised warrant an investigation
- Determines whether there has been a breach of Conduct, Policy, or Rules
- Advises applicable decision makers that a breach has occurred to assure that appropriate action can be taken
- Takes any other actions that Human Resources deems appropriate as per mandate
- Reports to the President/CEO of Montessori and More

Responsibilities and Consequences

It is important to be aware of your responsibilities under this Code and to ask questions if you are in doubt or want to understand any part of the Code more clearly.

Everyone involved with Montessori and More, whether you are an owner or employee is expected to abide by this Code of Conduct. Breaches of this code are considered a serious matter. If you are found to have contravened the code, the consequences are set out in the terms of your employment, Montessori and More policies, rules and procedures, and may result in discipline up to and including, termination of your employment or relationship with Montessori and More.

Conclusion

In summary, the Code is based on five principles:



1. *Treat people with respect, compassion, dignity and fairness*
2. *Be open, honest and loyal*
3. *Act ethically and uphold professional standards*
4. *Take responsibility for your own actions and expect others to do the same*
5. *Respect confidentiality and privacy*

These principles reflect our values, guide our actions and serve as a compass when we have to decide what course of action to take in a challenging situation. If you have questions or need help or advice, please talk to your manager/supervisor or your human resource manager.

TEAM SPIRIT

Atmosphere

As Montessori & More it is important to us to create an atmosphere of mutual respect and support. Our goal is to establish an environment of friendliness and care both in our team, with the children and their parents. We want to build a “Montessori & More spirit” that is positive and warm.

Here are some of the ways we can build this Montessori & More Spirit:

- Greet each staff member or parents with a smile when upon arrival
- Ask how your team members are doing

Mutual Support

Working in the field of early childhood education entails many cherished moments of interaction and teaching with children. The ECE work also includes other tasks such as organizing the classroom, cleaning, preparing the nap room and many more. As Montessori & More we require all staff, including ECE Educators, ECE Assistants and Responsible Adults, to help with these tasks. Each staff member is expected to be pro-active in completing these tasks.

Montessori & More expects all children in our program to be potty-trained. However, there are children who still have “accidents” when they first start in our program. If they don’t manage to go to the bathroom independently within a few weeks of starting in our program, we reserve the right to withdraw their space in our program. During the accommodation time, we expect all staff to take turns in the clean-up of these “accidents”.

BEHAVIOURAL GUIDANCE OF CHILDREN

Our staff will abide by the CCLR Division 2 Section 51 and 52.

Safety and respect for all children is an important aspect of our philosophy. We believe that guidance provides children the skills needed to learn to control their own behaviour. Teachers will guide children in dealing with frustrations, anger and other strong emotions. They will encourage children to talk about their feelings (using words) and to work together to solve problems (conflict resolution skills).

We will use positive reinforcement to promote accomplishments. Teachers will model respectful interaction and promote kindness.



The following guidance techniques will help to promote positive behaviour:

- Using reminders to reinforce limits
- Setting clear simple limits and expectations
- Redirecting or diverting when appropriate
- Modeling problem solving skills and acting or demonstrating a resolution
- Establishing eye contact, using a child's name to gain a child's attention in a calm respectful manner
- Offering choices
- Using natural and logical consequences
- Promoting cooperation
- Allowing children time to respond to expectations

If a child's behaviour is in danger of causing harm to others or himself/herself the teacher will be a calm presence for all the children and reassure other children involved. The teacher will gently intervene if the child is causing harm to another child by separating the children and redirecting the child. In this case the teacher will offer the children alternative activities and promote engaging in a more positive experience by guiding and directing the children towards other options. The teacher will invite the children verbally, "let's choose another activity," "this game looks fun instead." The teacher will offer alternative choices by also pointing or guiding to other options. The teacher strives to promote positive conflict resolution skills by modeling options and choices for the children. Children will have the support from the teacher at this time and will not be left alone. The intent of this strategy is to calm and reassure the child and is not seen as punitive.

Any serious concerns will be discussed with the family and we will work together to promote appropriate behaviour.

We will be flexible with each child's needs viewing each child as unique. We consider physical punishment, restraints, deprivation or degrading treatment as unacceptable methods of dealing with children's behaviour.

In case there is a special care plan in place for a child we will ensure that the behavioural guidance is consistent with these instructions. If the behavioural guidance includes the use of restraints, we ensure that the restraints are administered only by a person who is trained in the use of and alternatives to the use of restraints. (In reference to the Child Care Licensing Regulations Part 4, Div. 2, 51/52)

VACATION POLICY

Montessori and More understands the importance of personal time off for its employees. Employees are encouraged to use their accrued paid vacation time for rest, relaxation, and personal pursuits. As such, the purpose of this policy is to explain the standards, guidelines, and procedures for paid vacation time for all staff members. All employees are expected to use their allotted vacation time in full every year. The following policy statements are intended to clarify paid vacation procedures for Montessori and More employees.



Vacation time is normally authorized in minimum one week periods unless the employee requests to take their time in shorter periods. This is permissible so long as those periods are at least one day long as per Employment Standards requirements.

Employees will be granted vacation time in the first year of employment but it will be pro-rated to their start date and when not a full day in the first year will fall to the side of a day less. i.e: If you were hired in August 1st, 2017, and your offer was 2 weeks (10 working days) of vacation you would be entitled to 4 days out of a possible 10 total vacation days, to be taken before December 31st, 2017. The calculation is as follows: 153 days employed out of 365 (Aug 1 to Dec 31) = 10 days X 153/365 = 4.19 days. Then on January 1st, 2018 you would begin with 2 weeks of vacation in that calendar year.

Employees will not be granted vacation time within the first 90 days of employment (probation period) unless otherwise authorized by the company (i.e. Christmas holiday). Employees with one (1) or more years of service will be granted vacation according to the following schedule:

Service with Company	Time Allowed
Year (1) one, but less than four (4) years	Two (2) weeks paid vacation
Year (4) Four, but less than ten (10) years	Three (3) weeks paid vacation
Year (8) ten and more	Four (4) weeks paid vacation
Manager's vacation separate	

Employees have to take their paid vacation during one of our three weeks of program closure in spring, summer and over Christmas. Any additional vacation time available to employees will be allocated otherwise with the consent of the director.

Permanent full time employees will have their vacation pay accrued and paid out on the dates of the employees' vacation when possible.

If an employee takes vacation and is paid vacation pay prior to such time being earned and the employee leaves the company for any reason before such time is earned the company will deduct the vacation overpayment from any and all monies paid to the employee on their final pay until the overpayment has been reimbursed to the company.

If inadvertently an employee is provided paid vacation beyond their current entitlement this unearned vacation provided in error will be deducted from the subsequent year's vacation entitlement and if the employee leaves the company for any reason before such time is earned the company will deduct the vacation overpayment from any and all monies paid to the employee on their final pay until the overpayment has been reimbursed to the company.

If a mutually acceptable time for the employee's vacation cannot be found or an employee chooses not to schedule their vacation, the company will exercise its right to decide on the time. However, in this particular situation the employee will be provided at least two weeks' notice in writing of the start date of their vacation. The employee must take their vacation at that time.



In the spirit of fair and equitable treatment, new employees who begin service prior to the 16th day of a month will be granted credit for a full month of service.

Paid vacation time granted to an employee must be used in its totality within the twelve (12) months of the calendar year.

Montessori and More reserves the right to schedule vacations for employees as a method of ensuring that banked vacation time is utilized prior to year-end.

An employee with banked hours, who terminates their employment with 2 weeks' notice in writing, may be given time off in lieu of any unpaid banked hours as per the digression of the manager and the situation.

The normal practise for Montessori and More employees is that there is no roll over option for vacation. Vacation time may only be carried forward on an exceptional and case-by-case basis. Employees, who wish to carry forward any vacation time that is in excess of the two week Employment Standard Legislation minimum, must submit a written request to Human Resources. Consideration will only be given to those employees who request to carry forward vacation time due to:

- Business purposes (such as the assignment of work priority or work of a critical nature over an extended period of time which prevents normal vacation scheduling);
- Exceptional circumstances out of the control of the employee

Vacation scheduling is the responsibility of managers or supervisors who will ensure that all employees are given their full vacation entitlement while taking into account the efficiency of the division/business.

Employees are required to submit in writing notification of their intent to take vacation time at least two (2) weeks in advance. Notification must include departure date, return-to-work date, and the number of vacation days or weeks required.

Any conflict in vacation requests between employees will be decided based on employee seniority, company needs, and the good judgment of the supervisor or manager.

If a statutory holiday or a company recognized holiday occurs during an employee's vacation period, the employee is entitled to take off either the first scheduled working day after their vacation, or in agreement with the employer, another day before the next annual vacation (that would otherwise have been a work day for the employee).

SICK TIME

Montessori and More understands that, from time to time, you may not be able to attend work due to your own non-occupational illness or injury. Employees who become sick while at work must report their illness to the Director and/or Supervisor before going home, as replacement staff will need to be found.

A doctor's certificate may be requested:

- at any time or for any sick leave lasting two or more days;
- at any other time where abuse is suspected and;



- where a pattern of frequent or lengthy illness develops.

Extensive sick days may lead to corrective action may be taken.

Appointments should be arranged to ensure the least amount of impact to the operations of the centre. Ideally, appointments can be made outside of normal working hours, but if it is necessary for an appointment to occur during a shift, the end or beginning of a shift is the easiest to accommodate. In addition, as much lead time as possible should be provided to ensure that scheduling changes can be made without significant disruption to the centre.

Immediate family is defined as one's children, stepchildren, parents, grandparents, and spouses, common law spouses, brothers, sisters, step- brothers, step-sisters, aunts, uncles, nieces and nephews are all considered family. The definition also includes those who are not related, but are considered a family member.

VACCINATION

Employees seeking exemptions from immunization for religious or conscientious reasons, or for medical reasons must fill out the vaccination exemption forms in the New Employee Package.

If there is an outbreak of a vaccine-preventable disease, an employee who is not adequately immunized, or has a statement of exemption on file, may be excluded from working at the childcare program until the outbreak is over.

MATERNITY / PARENTAL LEAVE POLICY

Montessori and More has adopted this policy to ensure that its employees are provided with authorized time off to coincide with the birth or adoption of a child. The Maternity and Parental Leave Policy has been designed to allow our employees to recover from childbirth, bond with, and care for their newborn or adopted child, without fear of a negative impact on their employment status or opportunities with Montessori and More

This policy applies to all regular full-time, part-time, seasonal and casual employees.

This Policy Shall:

1. Provide descriptions of employees eligible for Maternity and/or Parental Leave;
2. Outline the procedure for requesting Maternity and/or Parental Leave;
3. Determine the Benefits available to employees on Maternity and/or Parental Leave;
4. Discuss the parameters for the maximum allowable duration of Maternity and/or Parental Leave.

Maternity/Parental Leave Eligibility Requirements

Permanent, full-time employees that have become a new parent in the following regards shall be eligible for either Maternity, or Parental Leave.

Maternity Leave:

- Biological birth mother.

Parental Leave:



- Father
- Adoptive Parent
- Domestic Partner

Request for Maternity/Parental Leave Procedure

To be eligible to receive maternity / parental leave, staff members must have completed a minimum of one (1) year of continuous service with Montessori and More and at least 600 hours of insurable earnings.

To ensure that Montessori and More can make the necessary arrangements to accommodate an employee taking Maternity or Parental Leave, employees must give at least six weeks' written notice before commencement of Leave. Submission of a request for Maternity/Parental Leave shall be accompanied by any required documentation.

Those who take Maternity or Parental leave in a given year may not be eligible for profit share in that year. This will be reviewed on a case-by-case basis.

Employees are expected to give at least four weeks' written notice regarding their expected date of return to work or if they do not intend to return to work after leave ends. Human Resources should be contacted as soon as possible in the event of any changes.

Duration of Leave Parameters

Maternity Leave can start at any time within 12 weeks prior to the estimated date of delivery.

Parental Leave begins on the date of or after the date of birth or adoption and has to be completed within 52 weeks of date of birth or adoption. As such, employees are expected to advise Human Resources of the exact start date.

Montessori and More will ensure that all eligible employees who require maternity and/or parental leave are provided with up to 15 weeks of Maternity Leave, and up to 37 weeks of Parental Leave. The maximum duration of leave available (Maternity + Parental) shall be equal to 52 weeks, or one year.

In the event that the employee requires leave before the actual birth or adoption due to medical reasons or to fulfill legal adoption obligations, documentation shall be required.

In the event that an employee requires more than the allotted 52 weeks of available Maternity / Parental leave, an extension may be made by Human Resources at its discretion.

Use of Sick Leave Benefits, Vacation and/or Family Medical Leave

In the event that an employee requires use of sick leave benefits at any time prior to the commencement of a Maternity/Parental leave period, the Montessori and More Sick Leave Policy shall apply.

After the paid Maternity / Parental leave has concluded, employees shall be allowed to use up any unpaid vacation time, and/or sick days.



Employees who elect to extend their leave through the use of accrued vacation time are required to comply with the Montessori and More Vacation Policy, and provide 4 weeks' notice, prior to the exhaustion of their Maternity Leave.

Employees who elect to extend their leave through the use of Medical Leave are requested to provide Montessori and More with as much advance notice as is possible prior to the exhaustion of their Maternity Leave.

Legal Compliance

Montessori and More shall honor this policy in accordance with any applicable, governing laws. Employees that require Maternity / Parental Leave shall not be discriminated against, nor shall their salary or employment status at Montessori and More be negatively affected by it.

ALCOHOL AND DRUG POLICY

Under no circumstances is any employee to show up for work under the influence of alcohol or drugs. Nor is it acceptable for them to consume alcohol or drugs while on duty, whether with children or on breaks. Any breach of this policy is considered a serious matter and will be subject to disciplinary action up to and including dismissal.*

* Note: This rule will be strictly enforced.

PERSONAL MEDICAL INFORMATION

All staff will be required to provide the Director with a current medical emergency sheet. This will include any medication currently being taken, medical conditions and current emergency contact information. Mandatory review on a regular to maintain accuracy. This information will remain confidential and be used only in the case of a medical emergency.

SCENT REDUCTION POLICY

Although scented products are often enjoyed, their overuse can be detrimental to the health and workplace enjoyment of many people. Montessori and More has adopted this policy to address health concerns related to the use of scented products.

Montessori and More is not a scent-free environment; however, we do ask that you avoid the use of strong perfumes and heavily scented products while at work. We ask for everyone's cooperation in our efforts to accommodate employee health concerns, and minimize unnecessary workplace discomfort.

This policy applies to all employees of Montessori and More without exception.

Montessori and More requires employees to limit the level of perfumes, colognes and other scented products such as air fresheners.

It may be difficult to gauge the level of scent you may be wearing as it is common to become desensitized. Please exercise restraint when using scented products such as colognes, perfumes and body lotions. Wherever possible, we encourage our staff and visitors to use unscented or fragrance-free products.



- Employees will be required to abide by this policy and reduce or avoid the use of scented products.
- This policy will be enforced by management and Human Resources in the event of a dispute.

Currently, Montessori and More is not a scent free workplace although we may be forced to instill more stringent regulations if employees are non-compliant.

DRESS CODE

Our centre strives to promote a professional image to our families and to the public. Employees are expected to be neat and well-groomed and to wear appropriate clothing during work hours. Clothing and grooming should not be distracting.

- Shirts need to be long enough to cover the top of pants so that when bending, sitting or reaching bare skin is not visible.
- Low rise jeans/pants must not reveal underwear or bare skin.
- Pants/jeans must be in good repair (not torn)
- Short shorts and skirts are not acceptable. A 5" in-seam length or longer is typically acceptable for shorts.
- Flip flops or open toe shoes are not considered to be appropriate footwear.
- Slogans and inappropriate innuendos must not be worn on shirts.
- Low cut shirts exposing cleavage are inappropriate and must not be worn.
- Excessive jewelry is considered unsafe.
- Body and facial piercing should be minimal.
- Halter tops, tube tops, spaghetti straps and going braless are unacceptable.
- Clothing must cover all tattoos.

In order to communicate professionalism, the dress code at Montessori & More is 'Business casual' or 'Smart casual'. A casual style is not to be worn. Employees are encouraged to err on the formal rather than informal side.

USE OF EMAIL, LAPTOPS, ELECTRONIC DEVICES AND THE INTERNET

All use of email, cell phones, laptops, electronic devices, and the internet during working hours must be related to the work the employee is performing. All laws with respect to intellectual property must be upheld.

This policy is meant to ensure that people's privacy and the confidentiality of information about the Centre, children, parents/guardians and staff is upheld. Everyone involved with the Centre must adhere to this policy. Failure to do so can result in consequences and disciplinary action.

- Staff may use the internet when appropriate to access information needed to conduct centre business and are responsible for using the internet in a manner that is ethical and lawful.
- E-mail and texting is to be used for business purposes only.
- Staff, children and all others using the centre's computers and electronic devices must respect and protect the privacy of others and the integrity of all electronic resources.
- All intellectual property (ideas, creations and copyrights) of others must be respected and



protected. All communication must be in a respectful manner and the use, or discovery of the use of any threatening or inappropriate material must be reported. Inappropriate use includes, but is not limited to:

- Intentionally accessing, transmitting, copying or creating material that violates the confidentiality of children, parents/guardians, staff or the Centre itself
- Intentionally accessing, transmitting, copying or creating material that violates the centre's Code of Conduct which includes messages that are pornographic, threatening, rude, harassing, bullying or discriminating
- Intentionally accessing, transmitting, copying or creating material that is illegal, such as obscenity, stolen material or illegal copies of copyrighted works
- Using the centre's technological resources for personal use without permission or for personal gain.

Anyone who may need to contact a staff person during the staff person's regularly scheduled working hours must contact the Centre's direct line. Staff cell phones and other electronic devices must be turned off and kept in their purse. Any staff seen using their cell phone when they are not supposed to be using it, will have it taken away from them and placed in the office until the end of their shift. If this continues to be a problem, the employee will be requested to leave their cell phone either in their car, at home or in the office until the end of their shift.

If, for safety purposes, it is necessary for staff to take a personal cell phone during the course of outings with children, it must be used only for emergency contact with the Centre and/or the child's parents/guardians.

Employees are not permitted to use a cell phone or other personal electronic device to photograph or videotape children unless explicitly asked by management.

Information about staff, children, parents/guardians and the centre (including photos and videos) must not be shared electronically or posted on a staff person's personal web space, any social networking site (e.g. blogs, Face book, MySpace, Twitter), any public networking or file sharing site (e.g. Photo bucket, Flickr, YouTube) or any other type of internet website.

Employees must not accept children or their parents as "friends" or "buddies" when using social networking sites such as Face book or MSN unless they knew them prior to their employment with Montessori & More.

Authorized employees of the facility have the right to monitor the use of information technology resources and to examine, use and disclose any data found. They may use this information in disciplinary actions, and release to the police if it is criminal in nature.

SOLICITATION

The purpose of this policy is to establish Montessori & More's intent to have an environment that is free from solicitation efforts that do not relate to Montessori & More business or interest. Employees may not solicit any co-workers or parents or distribute any literature or other non-work related materials either during work time or in work areas, except as otherwise provided below.



Approved Solicitation

Solicitations for approved charitable organizations are permissible. All such solicitations have to first be approved by one of the owners.

Prohibited Solicitation

Examples of prohibited activities by staff at Montessori & More during work time or in work areas include, but are not limited to, activities involving:

- Political causes
- Interest groups
- Fund-raising
- Raffles
- Charity drives
- Trips
- Sports pools
- Cosmetic and jewelry sales
- Health or lifestyle products
- Bake sales and other food vending
- Proposing and/or procuring membership in any organization
- E-mail solicitations
- Commercial or personal business sales

Employees found to be soliciting or distributing literature in violation of this policy will be subject to the progressive discipline process.

INCLEMENT WEATHER

Employees who cannot travel to work due to inclement weather will not be paid for such work missed. In the event the centre is unable to open, the Director will notify employees. Employees will be paid for the first day of a closure.

EMPLOYEE SUGGESTIONS

Employees are encouraged to forward suggestions, ideas, concerns and comments regarding maximizing the Centre's operation and improving the quality of our programs. Employees are welcome to submit proposals to the Director.

PHONES

Staff phone calls are limited to breaks and in the staff room, away from the children. With the exception of the daycare cell phone that is used for field trips, employees are to refrain from using phones during working hours. Cell phones should not be used on outings except in emergency situations.

PERSONAL PROPERTY

All personal belongings such as purses must be kept out of the reach of children. Please keep personal belongings in areas designated for staff. Medications, poisons, or other substances must be kept out of the reach of children.



CONFIDENTIALITY

Employees are expected to be respectful of the rights of children, families and other staff members. Confidentiality must be maintained at all times and specifically when information pertaining to (but not limited to) names, addresses, phone numbers, personal information such as developmental and behavioral concerns, ethnic background, religious beliefs, economic status and family relationships.

Personal and confidential matters pertaining to the Employer, its clients, its children, and its employees, will only be discussed during the course of duty when required. Confidentiality regarding these matters must be maintained. Staff or client home phone numbers will not be given out at any time to any source. Any breach of confidence is considered a serious matter and will be subject to disciplinary action up to and including immediate dismissal.

PROBATIONARY PERIOD FOR NEW EMPLOYEES

An employee's first ninety (90) days of employment are on a trial basis and are considered a continuation of the employment selection process. The ninety (90) day probationary period provides the Company an opportunity to observe and evaluate the capacity of the employee, which includes the employee's ability to satisfactorily perform the essential functions of his or her job; and to observe and evaluate the employee's work habits and conduct, including attendance and the employee's relationship with coworkers. Your department manager will work closely with you on all aspects of your training, understanding and responsibilities during this introductory period. We encourage new employees to get to know their fellow co-workers and managers quickly as this tends to help you succeed with our Company.

During this probationary period, Montessori and More may terminate employment immediately, with or without cause and with or without notice. Likewise, the employee may also terminate their employment with Montessori and More at any time, with or without notice and with or without cause.

Upon satisfactory completion of the probationary period, a (90-day) review will be given and benefits will begin as appropriate. All employees, regardless of classification or length of service, are expected to meet and maintain Company standards for job performance and behavior.

REVIEWS

New employees will receive an evaluation by the Director, HR and/or Supervisor before the expiration of the probation period. Subsequently, employees will be evaluated once or twice during the year. Mid-year, an informal discussion will be held to re-examine previously goals and objectives against current performance. Once a year, a formal performance review will be held.

HOURS AND LUNCH/BREAK PERIODS

Montessori and More's main office is open for business from 8.00 a.m. to 5.30 p.m. Monday through Friday, except for Holidays.

A break is provided as per BC Employment Standards. No employee is required to work for more than five (5) consecutive hours without taking at least thirty (30) minute break. Montessori and More does not generally schedule rest periods or breaks, other than meal breaks, during the workday. Our lunch policy is:



- Employee lunch breaks must be at least thirty (30) minutes.
- Director will determine the time of the break.
- The meal/break period is unpaid.
- The thirty (30) minute lunch break will automatically be deducted from daily hours.
- All employees are required to take a lunch break and no employee is authorized, without prior HR management approval, to perform work during the lunch period.

If an employee needs to attend a pre-determined appointment (doctor, dentist, etc.) during the work day they are required to get prior approval by their manager.

WAGE INCREASES

Each employee's hourly wage or annual salary will be reviewed at least once each year. Increases will be determined by a combination of work ethic, attitude, proficiency and industry standards.

ATTENDANCE/PUNCTUALITY

Each employee is important to the overall success of our operation. Montessori and More expects that every employee will be regular and punctual in attendance. All employees are required to be at work prior to the start of their shift. Should the employee anticipate being late, he or she is required to contact the Director or the Supervisor. If an employee is unable to report for work for any reason, they must notify their manager before regular starting time. You are responsible for speaking directly with your supervisor about your absence. If an employee is late to work, they must notify their manager as soon as possible.

OVERTIME

The following outlines the policy at Montessori and More Group Ltd regarding overtime hours worked and how they are processed in connection to the Overtime Agreement in place with Employment Standards.

Overtime will be scheduled as circumstances dictate, provided always that such additional work is essential to the operation of the Day Care Centre. Employees may be asked, from time to time or on a regular basis, to work overtime for occasions such as staff meetings or special events. All overtime must be pre-approved by the director and or supervisor. Employees cannot work overtime without the knowledge or permission of the Director.

Compensation of Overtime

If the Director requests that any staff member work overtime, the employee will be entitled to time off in lieu/banked time, at the rate of one and one-half times the regular pay calculated on an hourly basis (more than 8 hours in a day/40 hours in a week). There will be no payment of time off for overtime periods of less than 15 minutes in a day. Accumulated overtime by staff should be reported to the director on a monthly basis.

Time off in lieu must be prearranged with the Director and must be managed within the operational requirements of the Daycare. The Director must prearrange time off with the Board of Directors.

PAYDAYS

Montessori and More's payday for all employees is twice a month (on the 1st and the 15th of each month).



In the event that a payday falls on a holiday, employees will receive pay the day prior to the holiday. Our method of payment is direct deposit.

Part-time employees must submit hours according to Payroll Submission Dates at the end of this manual. Hours submitted after the deadline will be included in the following payroll.

Please see the Human Resources manager with any questions or concerns related to payroll.

PAYSTUBS

Paystubs for employees of Montessori and More are available online at:

<https://clients.powerpay.ca/selfservice/login>

Employees will receive an email after start of employment with the information necessary to login to their profile. This online portal is available to employees after completion of their work with Montessori & More in order to access paystubs.

MEETINGS

Staff meetings are considered part of the employee's job description. All employees are expected to attend for the full meeting. Additional meetings may be needed and it is the responsibility of the Director and/or Supervisor to provide notification of such additional meetings. Employees attending after-hours meetings will be given banked time. All staff Childhood Educators must attend the Annual General Meeting. Banked time will be provided.

Employees are encouraged to raise matters of interest and/or concern at the regular staff meetings. If there is a topic of interest, please inform the Director at least 3 days prior to the upcoming staff meeting so as it can be placed on the agenda. Minutes will be taken to be available to staff and kept on file.

PERSONNEL FILE

A confidential file will be maintained for each employee. This file will contain:

- ◆ employment contract
- ◆ resume of the employee
- ◆ any pertinent correspondence, including letters of reprimand and discipline
- ◆ annual performance appraisal
- ◆ salary adjustments
- ◆ current job description
- ◆ correspondence related to changes in job description
- ◆ reference checks, criminal records check and investigation authorization forms
- ◆ copy of current first aid and CPR
- ◆ material related to promotions, pay and employment
- ◆ any applicable tax forms
- ◆ signed privacy/confidentiality policy document
- ◆ any materials related to the Worker's Compensation and time off request forms



Employees will have access to their own personnel file by request to the Director.

GENERAL POLICIES & PROCEDURES

General Holidays

Montessori and More observes the following holidays:

JANUARY	NEW YEARS DAY
FEBRUARY	BC FAMILY DAY
MARCH/APRIL	GOOD FRIDAY
MAY	VICTORIA DAY
JULY	CANADA DAY
JULY/AUGUST	HOLIDAY: 1 Week, TBA
AUGUST	BC DAY
SEPTEMBER	LABOUR DAY
OCTOBER	THANKSGIVING
NOVEMBER	REMEMBRANCE DAY
DECEMBER	HOLIDAY: 1 Week, Christmas – New Year

Employees who have worked for more than 30 days in the 12 months before the holiday are entitled to general holiday pay at his or her average daily wage and will be given the holiday off with pay. If a general holiday to which an employee would have been entitled occurs during a non-working day the employee will be given a holiday with pay on what would have been the first day back to work or on another day, with the agreement of the employer.

BEREAVEMENT LEAVE

Employees are entitled a paid bereavement period of three (3) consecutive days per calendar year following a death in the employee's immediate family. In addition, the employee may be granted two (2) days leave with pay for the purpose of out-of town travel. Any absence in excess of this will be charged to vacation or leave of absence may be arranged if an extended period is required, with approval of management.

For purposes of this policy, immediate family is defined to include spouse, child, parent, brother, sister, grandparent, grandchild, father-in-law, mother-in-law, stepparent, stepchild, stepsister, stepbrother, persons determined to be considered as parents or other relative living in the employee's household.

Work Related Injuries

Montessori and More is committed to a health and safety program that protects our employees, subcontractors, property, equipment, environment and customers.



Everyone in our organization including management, permanent or part-time employees are responsible and accountable for the safety performance of the company. Any employee injured while on the job is to follow the process outlined below:

- Report your injury to your manager and then call Montessori and More's HR Manager. HR will take you to the nearest OIS clinic.
- Complete the First Aid Record form, WorkBC worker's Report form and Near miss/incident report form and return those reports the SAME DAY to HR.
- After seeing a doctor immediately return to Montessori and More's office and meet with the HR Manager to return your paper work.
- If you cannot return to your regular work Montessori and More will provide modified work. Do not just take a day off or stay home.

Montessori and More manages a modified duty program for its injured employees. When an employee is injured on the job and cannot perform regular work duties, Montessori and More will provide modified work duties so they don't miss any work time.

The Modified Work Agreement Form is to be signed by all employees

Montessori and More requires employees' medical information should an employee be injured or in an incident where they cannot communicate this information while on the job. This information is kept confidential and is accessed only if the situation requires.

PHOTOGRAPH / VIDEO RELEASE AGREEMENT

Montessori and More requires consent from employees to use his/her name, portrait, picture, photograph, or video footage, as part of Montessori and More employee image bank. This is a collection of images of Montessori and More employees in work situations, intended to showcase the company's activities.

Montessori & More has set up several wifi cameras. The cameras are used for the purpose of securing the premises. Montessori & More may also use the cameras to give visual access of the program to staff or parents as we deem helpful and use any and all footage in case there arise any problems with staff, parents or children.



COMPANY RULES

The following company rules have been adopted by Montessori and More and shall be enforced for all workers when they are employed:

1. All employees are expected to work and conduct themselves in a safe, orderly and professional respectful manner at all times.
2. All confidential information will be stored, used and disposed of in accordance with Alberta's Personal Information and Privacy Act.
3. All computer, cell phone and internet usage will be monitored and must not be in violation of the company's Internet/Computer Use Policy.
4. All employees must dress in a manner, which is appropriate for their working environment and follows company policy.
5. Montessori and More provides vacation and overtime in compliance with BC's Employment Standards. Employees must request vacations before they are taken and must be approved by their manager.
6. Lateness, consistent days missed, job performance with continued warnings, general rules broken will result in utilization of the company's Progressive Discipline Policy, potentially ending in dismissal.
7. Employees must follow and uphold all general Policies as described in the Policies and Procedures manual, the Employment Policies and the work contract.



PROGRESSIVE DISCIPLINE POLICY

Montessori and More has adopted a policy of Progressive Discipline to ensure that employees have the opportunity to correct any performance or behavioral problems that may arise. Montessori and More has established a set of reasonable rules and guidelines for employees to follow. These have not been put in place to restrict the freedoms of our employees, but rather they are in consideration of their safety, and the overall protection of Montessori and More employees, property, and our business practices.

This policy applies to all employees that work for Montessori and More.

In the event that an employee of Montessori and More violates company policy or exhibits problematic behavior, a system of progressive discipline shall be utilized.

Progressive Discipline can be issued on either: attendance, conduct, health & safety or performance concerns.

Employees will be given four opportunities to correct the unwanted behavior, unless the behaviour or concern is one of a severe nature, in which case, progressive discipline can be accelerated to match the violation. Typically, progressive discipline will progress through the following steps:

- Coaching - informal
- Verbal Warning - formal
- Written Warning - formal
- Possible Suspension or Termination

With each violation or apparent problem, the employee will be provided with a written document to: (1) alert them to the problem, provide a reiteration of the correct company policy regarding the violation, (2) advise them of the consequences associated with further infractions, and (3) provide a suggestion towards a method of improvement.

All formal warnings will be kept on file for a period of eighteen (18) months unless otherwise stated. If no further discipline occurs within the time period, the warning will become inactive. If further offences relating to the issue have taken place, the warning will be attached to the next set of progressive disciplinary actions.

Degrees of discipline shall be used in relation to the problem at hand. As the situation dictates, based on the past performances of the employee, and the seriousness of the violation, Montessori and More reserves the right to skip the three step disciplinary process and move straight to termination where necessary.



HEALTH & SAFETY POLICY STATEMENT

Fire and Emergency Plans: Employees are required to read and become completely aware of and familiar with their duties in the event of a fire, an emergency or a disaster. Fire drills are held once a month to ensure staff preparedness.

Unsafe Areas/Hazardous Conditions: All unsafe areas or hazardous conditions are to be immediately reported to the Director, Supervisor or Workplace Health and Safety Representative.

Incident Reports: Child incident reports must be completed and signed by the staff, director and or supervisor then given to parents by the end of the the day, to obtain their signature. Signed incident reports then must be submitted to the office for review, and filing. The Director is expected to track the number of incident reports, complete analysis to determine any trends occurring, and include this in the Director's report to the Board on a monthly basis.

Accident Reports: All accidents /serious incidents must be reported immediately by the employee to the Director or Supervisor to ensure adequate attention is given to the matter including: review of the circumstances leading up to the accident, medical attention required and completion of the Accident Report Form. The form must include the date and time; an explanation the accident; treatment of injury; when parents were called; was medical attention referred; names and signatures of adult witnesses. This form must be submitted to the Day Care Coordinator within 24 hours of the accident occurrence.

Accident Reports relating to Head Injuries: All accidents must be reported immediately by the employee to the Director to ensure adequate attention is given to the medical attention required and calling the parents to determine if any other medical attention is required. Later in the day, a review of the circumstances leading up to the accident can occur and future correction action may be taken. An Accident Report Form must be filled out that contains the date and time; an explanation the accident; treatment of injury; when parents were called; was medical attention referred; names and signatures of adult witnesses. This form must be submitted to the Day Care Coordinator within 24 hours of the accident occurrence.

Worker's Compensation: Although the employer pays workers compensation on behalf of its employees, it encourages employees to work safely and to take responsibility for their own safe work environment.

The employer promotes safe work and health practices as legislated by the Workplace Safety and Health Act. In addition, the employer encourages work strategies that reduce stressors in the workplace by encouraging employees to:

- take their scheduled lunch breaks
- discuss their concerns and problems openly with the Director
- work cooperatively with all team members to share duties and responsibilities where appropriate.

All staff should be trained in proper procedures for using and storing hazardous materials. The training ensures that the other parts to WHMIS are understood and followed by every employee.



FIRST AID POLICY

Montessori and More values our employees and with this in mind shall adopt and comply with the First Aid Regulations. To accomplish this:

- All Employees will have training in First Aid.
- Staff injuries must be reported to a supervisor as soon as possible after the incident. A first aid report will be filed along with a corresponding investigation report.

The safety information in this policy does not take precedence over applicable government regulations, with which all employees should be familiar.

POLICY AND PROCEDURE FOR MODIFIED WORK PROGRAM

Montessori and More's Modified Work Program is designed to mitigate the impact associated with injuries in the workplace. Modified work assists in the rehabilitation and early return to work of ill or injured employees. We fully recognize and appreciate the effect an injury can have on the physical and mental well-being of our employees and it is our intention to minimize these consequences.

Montessori and More will make every reasonable attempt to offer appropriate (temporary) employment to all employees unable to carry out their regular scheduled duties. This may include modifications to the employee's regular position or providing an alternative position, depending on the employee's medical restrictions. All employees, regardless of injury or illness, will be considered for placement in the modified work program.

In order to accomplish this goal, we are implementing a Modified Work Program to assist you in obtaining timely medical assistance and to return you to your regular work duties as soon as it is possible. This program requires the full co-operation of all Employees along with the commitment of Management.

It is strongly suggested that all employees who have been hurt in a work related incident should be evaluated by a doctor at an OIS clinic if at all possible. Employees are allowed to see their own doctor as well. If there is a discrepancy between doctors they will discuss the issue and come to an agreement on the diagnosis and treatment. If they cannot come to an agreement a WCB advisor will review the information and take action as required.

SEXUAL HARASSMENT POLICY

Montessori and More managers, administration, staff, student employees, and volunteers are responsible for assuring that everyone maintains an environment for work, free from sexual harassment. Sexual harassment is unlawful and impedes the realization of Montessori and Mores' mission of fair play, employee support and assistance, ongoing training and personal and professional growth distinction, in the construction and service industry. Sexual harassment violates the dignity of individuals and will not be tolerated. Montessori and More will continue to seek ways to eliminate sexual harassment through education and by encouraging all staff, sub trades and volunteers to report concerns or complaints. Prompt corrective measures will be taken to stop sexual harassment whenever it occurs.



Policy Guidelines

I. Definition

Sexual Harassment includes unwelcome sexual advances, requests for sexual favours, and other physical or verbal conduct of a sexual nature when it meets any of the following:

- A. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
- B. Submission to or rejection of such conduct by an individual is used as the basis for current employee employment decisions, affecting such individual.
- C. Such conduct has the purpose or effect of unreasonably interfering with an individual's work or performance, or creating an intimidating, hostile or offensive environment for working, learning or carrying out the normal day to day job tasks. Sexual harassment can occur between any individuals associated with Montessori and More, e.g. an employee and a supervisor; coworkers; and workers or; staff members; student employees; visitors; and any customer.

ANTI-DISCRIMINATION POLICY

Discrimination

Discrimination, including direct and indirect discrimination occurs when a person is treated less favourably or harassed in certain areas of public life including their employment because of a personal characteristic or attribute. Specifically, discrimination occurs when a person is treated less favourably than another in the same or similar circumstances because of a characteristic that is irrelevant to his or her capacity to do the job.

Impact of discrimination

Discrimination and harassment in any form can have an adverse effect on the efficiency and effectiveness of Montessori and More (hereinafter known as "Montessori and More"), employee health and wellness. Discrimination undermines working relationships, creates low morale and impacts on the delivery of health services.

Grounds on which discrimination is prohibited

The Anti-Discrimination Act prohibits discrimination on the following grounds:

- Sex
- Relationship status
- Pregnancy
- Parental statuses
- Breastfeeding
- Age
- Race
- Impairment
- Religious belief or religious activity
- Trade union activity



- Lawful sexual activity
- Gender identity, i.e. gay, lesbian, bi-sexual, transgender and intersex.
- Sexuality
- Family responsibilities
 - Association with or relation to a person identified on the basis of any of the above grounds

The Racial Discrimination Act and the Sex Discrimination Act also prohibits discrimination on many of the above grounds.

The Disability Discrimination Act prohibits discrimination on the grounds of physical disfigurement and the presence in the body of organisms capable of causing disease or illness (e.g. HIV virus)

The Human Rights and Equal Opportunity Act prohibits discrimination on the grounds of political opinion, medical record and criminal records.

Exemptions

The Anti-Discrimination Act allows for some exemptions to the prohibition of discrimination, e.g. for genuine occupational requirements (refer identified lawful discrimination position HR policy). Advice is to be sought from Human Resources (HR) branch.

Responsibility for preventing workplace discrimination and harassment

Managers and supervisors are expected to take an active role in preventing discrimination and managing the impacts if discrimination occurs. Employees are legally obliged to ensure that they do not engage in discriminatory behavior towards fellow employees, supervisors, line managers, clients or any other person with whom they come into contact through work.

Liability if discrimination or harassment occurs

If an employee is found to have engaged in discriminatory or harassing behavior, the employee is to be held liable. Montessori and More may also be considered vicariously liable unless it can be proven that reasonable steps were taken to prevent offences, e.g. provision of anti-discrimination training and policy.



ACKNOWLEDGEMENT

By signing below, I acknowledge that I have received Montessori and More's Employment Policies, the Policies and Procedures and New Employee Package (NEP) and have read and understood the policies.

I have had the opportunity to ask questions about the policies in this package, and I understand that any future questions that I may have about the package or its contents will be answered by the Human Resource (HR) Manager upon request. I agree to and will comply with the policies, procedures, and other guidelines set forth in Employment Policies, the general Policies and Procedures and New Employee Package (NEP).

I understand that the company reserves the right to change, modify, or abolish any or all of the policies, benefits, rules, and regulations contained or described in the Employment Policies, the Policies and Procedures and New Employee Package (NEP) as it deems appropriate at any time, with or without notice. I acknowledge that neither the Employment Policies, the general Policies and Procedures and New Employee Package (NEP), nor their contents are an express or implied contract regarding my employment.

Employee Name

Signature

Date



Deadline:
10 AM on dates below

PAYROLL SUBMISSION DATES 2019-2020



Current Year: 2019

Pay Period Number	Pay Period Ending Date	Payment Date	Submit for Processing by ...
01	Saturday, January 12, 2019	Tuesday, January 15, 2019	Tuesday, January 15, 2019
02	Monday, January 28, 2019	Friday, February 01, 2019	Tuesday, January 29, 2019
03	Tuesday, February 12, 2019	Friday, February 15, 2019	Tuesday, February 12, 2019
04	Thursday, February 28, 2019	Friday, March 01, 2019	Tuesday, February 26, 2019
05	Tuesday, March 12, 2019	Friday, March 15, 2019	Tuesday, March 12, 2019
06	Thursday, March 28, 2019	Monday, April 01, 2019	Wednesday, March 27, 2019
07	Friday, April 12, 2019	Monday, April 15, 2019	Wednesday, April 10, 2019
08	Sunday, April 28, 2019	Wednesday, May 01, 2019	Friday, April 26, 2019
09	Sunday, May 12, 2019	Wednesday, May 15, 2019	Friday, May 10, 2019
10	Tuesday, May 28, 2019	Friday, May 31, 2019	Tuesday, May 28, 2019
11	Wednesday, June 12, 2019	Friday, June 14, 2019	Tuesday, June 11, 2019
12	Friday, June 28, 2019	Friday, June 28, 2019	Tuesday, June 25, 2019
13	Friday, July 12, 2019	Monday, July 15, 2019	Wednesday, July 10, 2019
14	Sunday, July 28, 2019	Thursday, August 01, 2019	Monday, July 29, 2019
15	Monday, August 12, 2019	Thursday, August 15, 2019	Monday, August 12, 2019
16	Wednesday, August 28, 2019	Friday, August 30, 2019	Tuesday, August 27, 2019
17	Thursday, September 12, 2019	Friday, September 13, 2019	Tuesday, September 10, 2019
18	Saturday, September 28, 2019	Tuesday, October 01, 2019	Thursday, September 26, 2019
19	Saturday, October 12, 2019	Tuesday, October 15, 2019	Wednesday, October 09, 2019
20	Monday, October 28, 2019	Friday, November 01, 2019	Tuesday, October 29, 2019
21	Tuesday, November 12, 2019	Friday, November 15, 2019	Tuesday, November 12, 2019
22	Thursday, November 28, 2019	Friday, November 29, 2019	Tuesday, November 26, 2019
23	Thursday, December 12, 2019	Friday, December 13, 2019	Tuesday, December 10, 2019
24	Saturday, December 28, 2019	Tuesday, December 31, 2019	Tuesday, December 24, 2019

Next Year: 2020

Pay Period Number	Pay Period Ending Date	Payment Date	Submit for Processing by ...
01	Sunday, January 12, 2020	Wednesday, January 15, 2020	Friday, January 10, 2020
02	Tuesday, January 28, 2020	Friday, January 31, 2020	Tuesday, January 28, 2020
03	Wednesday, February 12, 2020	Friday, February 14, 2020	Tuesday, February 11, 2020
04	Friday, February 28, 2020	Friday, February 28, 2020	Tuesday, February 25, 2020
05	Thursday, March 12, 2020	Friday, March 13, 2020	Tuesday, March 10, 2020
06	Saturday, March 28, 2020	Wednesday, April 01, 2020	Friday, March 27, 2020
07	Sunday, April 12, 2020	Wednesday, April 15, 2020	Thursday, April 09, 2020
08	Tuesday, April 28, 2020	Friday, May 01, 2020	Tuesday, April 28, 2020
09	Tuesday, May 12, 2020	Friday, May 15, 2020	Tuesday, May 12, 2020
10	Thursday, May 28, 2020	Monday, June 01, 2020	Wednesday, May 27, 2020
11	Friday, June 12, 2020	Monday, June 15, 2020	Wednesday, June 10, 2020
12	Sunday, June 28, 2020	Tuesday, June 30, 2020	Thursday, June 25, 2020
13	Sunday, July 12, 2020	Wednesday, July 15, 2020	Friday, July 10, 2020
14	Tuesday, July 28, 2020	Friday, July 31, 2020	Tuesday, July 28, 2020
15	Wednesday, August 12, 2020	Friday, August 14, 2020	Tuesday, August 11, 2020
16	Friday, August 28, 2020	Tuesday, September 01, 2020	Thursday, August 27, 2020
17	Saturday, September 12, 2020	Tuesday, September 15, 2020	Thursday, September 10, 2020
18	Monday, September 28, 2020	Thursday, October 01, 2020	Monday, September 28, 2020
19	Monday, October 12, 2020	Thursday, October 15, 2020	Friday, October 09, 2020
20	Wednesday, October 28, 2020	Friday, October 30, 2020	Tuesday, October 27, 2020
21	Thursday, November 12, 2020	Friday, November 13, 2020	Monday, November 09, 2020
22	Saturday, November 28, 2020	Tuesday, December 01, 2020	Thursday, November 26, 2020
23	Saturday, December 12, 2020	Tuesday, December 15, 2020	Thursday, December 10, 2020
24	Monday, December 28, 2020	Thursday, December 31, 2020	Thursday, December 24, 2020