



Human Resources Policy

PURPOSE

The purpose of this policy is to define standardized employment conditions within the Association and ensure their uniform and impartial application.

DEFINITIONS AND SCOPE OF POLICY

This policy is subject to and in accordance with relevant federal and provincial legislation (i.e. federal *Income Tax Act* and the *Ontario Employment Standards Act (OESA)*). In the event that there is a conflict between this policy and applicable law or legal document, the applicable law or legal document will apply. The Association may, at its discretion, provide for a higher level of benefit than that prescribed by the legislation.

POLICY STATEMENT

The Association is committed to creating a positive, engaging work environment based on accountability, mutually-understood expectations and outcomes, and compliance with legislative requirements.

The Association requires employees to deliver its programs and services effectively. It is in the Association's best interests to create a positive, engaging working environment for these employees that not only meets the Association's legislative requirements but also provides standardized human resources practices and additional benefits that make the Association an attractive and accountable employer.

As a federally-incorporated not-for-profit organization that operates in Ontario, the Association is bound by federal and provincial legislation in respect to its employees. As a result, the Association's policies and practices will comply with and reflect both jurisdictions.

The Association creates standardized human resources documents including job descriptions as well as a schedule of time periods pertaining to probation, termination, and paid absences. In the interests of accountability and transparency, these standardized documents are available to all employees and Association members.

The Association annually reviews the performance of its employees in writing to document past accomplishments and to identify areas for growth or improvement. The creation of annual performance reviews permits the Association and the employee to understand each other's expectations, assess whether these expectations have been met, review accomplishments in light of the Association's strategic priorities, and determine methods of improvement. Annual performance reviews are kept confidential to the Association's Board and the employees themselves.



In addition to its legislated requirements regarding its employees, the Association will make every effort to provide additional benefits to its employees. The Association will provide a benefits package for each employee, consistent with his or her individual needs and within the financial means of the Association. In general, the Association will provide life, accidental death and dismemberment, health, and dental coverage where such coverage is available to an organization of the Association's size.

POLICY REQUIREMENTS

In order to achieve the goals of this policy, the Association will:

- define reporting lines within the Association;
- create, approve, and, when necessary, revise job descriptions;
- maintain a schedule of time periods pertaining to probation, termination and paid absences (included in this policy as an Annex);
- ensure that the amounts of sick/casual leave and vacation days owed to and used by employees are adequately documented; and
- maintain a process for annual performance reviews.

ACCOUNTABILITIES

General Principles

Association members are bound by the Volunteer Code of Conduct when participating in Association business, declaring conflicts of interest, and maintaining confidentiality of information. Employees and contractors of the Association are bound by the terms of their job descriptions or contracts regarding the handling of their duties; in the absence of any specific terms, this policy and the Volunteer Code of Conduct will apply as best practices documents.

Board of Directors

It is the responsibility of the Board of Directors to exercise all functions pertaining to human resources management within the Association. These responsibilities include the rights to hire, suspend, discharge, lay off, transfer, assign, demote, or otherwise discipline Association staff, except where and to the extent that these rights are limited by federal and/or provincial legislation.

The Board ultimately is responsible for its actions regarding the hiring, firing and any disciplinary actions with respect to its staff. Regarding those staff reporting to the Executive Director, the Board receives input and recommendations from the Executive Director regarding the hiring, firing, disciplinary actions, and other human resource management issues surrounding those employees, but the Board retains the final decision regarding these responsibilities.



The Executive Director reports to the Board of Directors, with the President serving as the Executive Director's primary liaison and supervisor. The Board delegates to the Executive Director the supervision and reporting responsibilities relating to all other Association staff.

As the supervisor of the Executive Director, the President or a Board designate conducts the annual performance review for the Executive Director at some point between November 1 and December 15. The purpose of this review is to document accomplishments in light of the Association's strategic priorities and to identify areas for growth or improvement. Any performance deficiencies are to be addressed during the review process, with corrective actions incorporated into the final document. The Executive Director is required to sign the final evaluation, acknowledging his/her opportunity to review and to discuss the document. He/she may also add any written comments to his/her evaluation that he/she feels are relevant. The document containing the performance review and any additional comments is signed by President or Board designate who conducted the review, as well as the Executive Director, and kept in the Executive Director's personnel file.

The Board of Directors is responsible for statutory obligations regarding payroll deductions and remittances, but the implementation of these obligations is delegated to the Executive Director. The Executive Director reports monthly to the Board regarding the status of these statutory obligations.

Secretariat

The Executive Director reports to the Board of Directors, with the President serving as the primary liaison and supervisor. In keeping with the Board's delegation of responsibility for supervision, all other staff report to the Executive Director.

The Executive Director conducts the annual performance reviews of all other Association staff between November 1 and December 15. The purpose of this review is to document past accomplishments in light of the Association's strategic priorities and to identify areas for growth or improvement. Any performance deficiencies are to be addressed during the review progress, with corrective actions incorporated into the final document. The employee is required to sign the final evaluation, acknowledging his/her opportunity to review and to discuss the document. The employee may also add any written comments to his/her evaluation that he/she feels are relevant. The document containing the performance review and any additional comments is signed by the Executive Director and kept in the Association staff member's personnel file, with a copy sent to the Association President.

The Executive Director oversees all aspects of compliance with respect to federal and provincial legislative requirements surrounding human resource matters, including the production of payroll, which will be distributed monthly and dated within the final week each month. The Executive Director reports monthly to the Board of Directors regarding the status of the Association's statutory obligations.



The Executive Director also documents the amount of vacation days as well as the sick/casual leave accrued and used by the Association's staff.

Members

As the primary stakeholders of the Association, members are encouraged to review and suggest alterations to this policy in light of revised legislative requirements or new methods of creating a more positive work environment for the Association and its employees.



Annex: Schedule of time periods for probation, paid absences and other leaves within the Association

- **Probationary period** - All new employees are considered probationary employees until they have completed a minimum of six months of employment. During this period, their employment may be terminated without notice or severance pay. A probation period may be extended where the employee has not demonstrated sufficient skill in the majority of task responsibilities, provided the supervisor feels there is capacity for improvement and the employee is in agreement with the terms of the extension.
- **Paid holidays** - All employees will receive the following 12 paid holidays: New Year's Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; August Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; and Boxing Day.
- **Vacation** - Association employees will receive at minimum the entitlement provided under the *Ontario Employment Standards Act (OESA)*, which is currently 4% or 3 weeks paid leave per year of full time employment. However, a greater vacation entitlement may be specified in an individual's employment agreement in recognition of long term service to the Association or of advanced qualifications and experience at the time of engagement with the Association. Vacation days may be carried over to the extent that an employee may accumulate a maximum of 6 weeks paid leave. At its discretion, the Board may determine to pay unused leave in lieu of it being carried over and/or to pay any accumulation in excess of the maximum. Vacation plans must be approved by the individual's supervisor. Wherever possible, vacation time should be taken in consideration of the Association's operational requirements.
- **Sick Leave / Casual Leave** - Full-time employees will accrue sick leave / casual leave at the rate of one-half workday (based on a full workday of 7.5 hours/day) per month (for a total of 6 days per year). Part-time employees will accrue sick leave on a pro rata basis. Sick leave/casual leave may be carried over from one year to another to a maximum accrual of 100 total days sick/casual leave. At the end of employment with the Association, no payment will be made for unused sick/casual leave.

Use of sick / casual leave is at the discretion of the employee. When possible, absences should be reported in advance. In the case of an absence of 3 or more consecutive days, a doctor's certificate may be requested. Employees are encouraged to work from home or to remain home when carrying or suffering from a communicable virus so as not to infect their colleagues.



- **Weekend or Overtime Work** – On those occasions when weekend or overtime work is required, employees are entitled to a week day or week days off equivalent to the time spent in working weekends or overtime. In keeping with OESA, paid time off must be taken within three months of the week in which the overtime was earned. If an employee's job ends before he or she has taken the paid time off, the employee must be paid for all unused banked time.
- **Other Leave** - The Association will grant leave in accordance with the requirements of provincial law in effect at the time leave is granted. Current benefits defined under the OESA include Pregnancy Leave and Parental Leave, Personal Emergency Leave, and Family Medical Leave.
- **Termination Notice and Pay** – The Association will comply with all aspects of the OESA with respect to termination notices and pay.