

SECTION 4
HUMAN RESOURCES POLICIES

Section 4.1 STAFFING

Date Revised: May 12, 2008

Distribution: All Employees and Board Members

POLICY

The Agency will strive to ensure that staffing positions are filled by the best possible candidates and that the selection process gives all potential candidates equal opportunities.

PROCEDURES

Human Resource Planning

The Executive Director will work with the Vice-Chair to determine appropriate staffing and volunteer levels. Forecasting the needs of the Agency will be based on the current strategic plan and expected levels of funding.

The Executive Director will work with the Vice President to maintain and circulate a current functional organization chart that reflects reporting relationships within the Agency.

Recruitment & Selection

All vacant positions within the Agency shall be staffed by qualified candidates selected through open competition and interview except when filled through promotion or transfer of an existing employee. Candidates will be appointed on the basis of education, experience, knowledge, abilities, suitability, and when appropriate, seniority and residency, to be considered within the framework of legislation, equal opportunity, fairness of employment, budgetary limitations and Agency needs.

Once staffing needs are identified or vacancy occurs, the Executive Director recruits to fill the position by:

- Reviewing and updating or completing a position description that reflects the requirements of the position;
- Developing questions for interview and criteria for screening applicants;
- Writing and placing advertisements;
- Receiving and screening resumes;
- Calling an interview committee, which includes at least him/herself, the Vice-Chair of the Board or his/her designate, and a community representative and/or a client of the Agency. (Interview panel members must notify the Executive Director prior to the interview of any relationship that may prejudice the selection. In such cases, the panel member will either be excused from the interview, or will not exercise an opinion as to the ranking of the candidate.)

- Scheduling interviews;
- Chairing interview panels;
- Conducting reference checks and recommending best candidate;
- Verbally offering the position to the selected candidate;
- Inform the Candidate about the security check procedure and give him/her a copy of the information sheet;
- Following with an offer letter. The offer letter is to include the position, salary or wage, start date, probationary period, to whom the position reports, and when to report for orientation;
- Conduct a security check, as per policy 4.16; and
- Follow-up on the security check, as per policy 4.16

In the event that the vacant position is for an Executive Director, the Vice-Chair will work with the Chair to fill the position following the above procedure.

Community Placement Services

The Agency does not actively seek to be a regular placement site. However, the Agency considers accepting community placements for people sentenced to community hours rather than jail time using the following considerations:

- The specific duties and responsibilities that would be associated with the placement and the relevance of the particular criminal conviction to the position; and
- The potential risk posed to clients of the Lethbridge HIV Connection as a result of accepting the placement.

Where a person is accepted for community placement, the community placement worker is considered a volunteer. This person reports to the Resource Coordinator. The fact that the person is a community placement worker is confidential. Only staff working directly with the person is to be informed that the worker is a community placement.

Short Term Employment Contracts

Short-term funding is financial support provided by any source, including government programs, foundations and private donations, which incorporate a financial support termination date in the funding agreement.

- The Agency accepts short-term grants to fund short-term projects and to fund pilot projects, which, on assessment, may be extended or made permanent projects.
- The Agency does not seek or accept short term funding to hire people for permanent work without a plan and organizational commitment for permanent funding at the end of the short-term funding.
- Short-term funding is not used to finance permanent projects which restrict the creation of permanent employment.
- The Agency clearly identifies both limitations and expectations of employment in the letter of employment for all employees hired with short-term funding.
- Contract employees hired on a short-term grant for a project must meet the terms of the Conditions of Employment.

Student Placements

The Agency strives to fulfill its responsibilities as a community Agency through the strong support of student education programs. The Agency is strongly committed to working closely with community educational facilities through the provision of term student placements.

Student placements will conform to the following guidelines:

- Placements will be taken after full consideration of term commitments required by the Agency employees and with the approval for the Agency participation by the Executive Director.
- Each employee can sponsor a maximum of one student placement.
- The employee who will supervise the student will be involved in student selection.
- All student placements require a contract to be signed between the Agency and the community educational facility. The contract will include provision for student liability coverage by the community educational facility.
- All students are required to understand and sign an oath of confidentiality.
- Students will not drive clients and must not release their home phone numbers to clients.
- The Agency shall cover any travel or food expenses for out of town work at the established per diem rates.
- Each student must undergo review at least once every 2 months.
- The Agency and the Program supervisor of the community educational facility will address any breach of conduct by the student.

Section 4.2 EMPLOYEE STATUS

Date Issued: September 3, 2003

Distribution: All Employees

POLICY

In order to ensure effective administration of human resources and related programs the Agency will have some standardization and categorization of employees. Each employee will be assigned to a payroll category for administrative purposes only.

PROCEDURE

Employees will be advised of their Employment Status when hired, and, thereafter, any time their status changes.

Payroll Categories

- Salary - An employee who is paid a weekly, bi-weekly or monthly rate of pay regardless of the hours worked and who is entitled to salaried vacation days.
- Hourly - An employee who is paid an hourly wage for hours worked. Part-time and temporary or term employees are normally included in the hourly payroll and are entitled to a percentage to cover vacation days.
- Inactive - An employee who receives no pay, but who is in receipt of employee benefits, and remains on either the hourly or salary payroll. This category is also used where an employee is on an approved leave of absence, for whatever reason, that is greater than one month in duration.

Employment Category

- Full Time – a person who regularly works the normal 35 hours of work each week.
- Part-time - An individual who regularly works a portion of the normal scheduled hours of work each week.
- Term/Contract - A person employed for a specific duration, regardless of the hours worked. Guidelines and specifications are defined in a written agreement, and signed by both parties
- Temporary - A person employed for a specified duration. This category also includes a person employed to work on an intermittent basis, and who may elect to work or not when requested to do so (typically a person who is on call or casual). Temporary staff is placed on the hourly payroll.

Job Categories

Assignment of Job Categories for employees requires the approval of the Executive Director and Vice President. The Job Category of each position will be shown on its job description.

Job categories include:

- Executive Director – Reporting to the Board of Directors, the Executive Director is the most senior paid member of the staff and is designated by the Board as the chief executive and operations officer. His/her primary responsibilities are to direct the Agency's implementation of the Agency's programs and services and to be responsible for the management of staff and services volunteers.
- Coordinator - A person whose primary responsibility is to coordinate one or more components, within prescribed guidelines, and who is held accountable for the operation of the component. A coordinator reports to the Executive Director.
- Officer / Assistance – All other employees.

Section 4.3 PROBATION

Date Issued: September 3, 2003

Distribution: All Full and Part-time Employees

POLICY

The Agency requires each new full or part-time employee to complete a period of on-the-job orientation. This probationary period provides an opportunity for the individual and the supervisor to assess the suitability for, interest in, and performance of the position duties. It is also a period of adjustment to the requirements of the job and the Agency. At anytime during this period either party may terminate employment without notice.

All full- or part-time employees will be subject to a probationary period of no less than three (3) months. This probation period can be extended at the discretion of the Executive Director.

Employees who transfer to new positions may be expected to complete a three-month probationary period before the promotion or transfer becomes permanent. If the adjustment is not satisfactory, the employee may be returned to his or her previous position or a similar position, if either is available and circumstances so warrant.

PROCEDURE

The Executive Director will include a statement outlining the length of probation for the new full or part-time employee in the offer letter. At the completion of the probationary period, the employee is to receive an appraisal of performance and notification of permanent status. This probation period can be extended up to nine (9) months at the discretion of the supervisor in discussion with the Executive Director.

In the event that the new employee is an Executive Director, the Vice President will work with the President to determine the length of the probation period and its extension if relevant, following the same procedure.

Section 4.4

PAY RATES & INCREASES

Date Issued: September 3, 2003

Distribution: All Employees

POLICY

The Agency's compensation philosophy is based on the objectives of attracting and retaining dedicated employees while remaining competitive within the community and with other not for profit agencies.

PROCEDURE

Rate of Pay

The Executive Director has the authority to determine the starting salary of new employees based on position description, education and years of experience. Initial wages, salaries, and contract fees and vacation entitlements will be determined by management and the limitations of the annual budget.

Salary Increases

Annual salary increases will be reviewed and adjusted to coincide with the anniversary date of hiring and yearly appraisal.

Increases will be based on the cost of living index, funding levels and performance of employees.

Salary increases as a result of promotion, change in position description (duties), or warranted as a result of the probationary review will be effective on the first day of the month in which the increase was approved.

Section 4.5 BENEFITS

Date Issued: September 3, 2003

Distribution: Employees and Board members

POLICY

The Agency Board will ensure that sufficient funds are available to offer employees a benefit package in addition to their basic salaries.

PROCEDURE

Available to all employees

Canada Pension Plan and Employment Insurance

The Agency contributes to Canada Pension Plan and Employment Insurance on behalf of all employees, at a rate defined by the Canada Pension Plan and the Unemployment Insurance Act.

Workers' Compensation

The Agency is required by the Workers' Compensation Act of Alberta to pay premiums on behalf of all employees as defined by the Workers' Compensation Board of Alberta. The employees receive compensation as defined by the Workers' Compensation Act.

Staff Development and Training

Staff development is defined as workshops, conferences, courses or seminars which would benefit both employer and employee and are relevant to the employee's job. Employees are required to receive approval from the Executive Director prior to participating in any staff development activity. Travel and living expenses of employees attending staff development activities, meetings or other Agency business will be paid according to the related policy.

Parking

Reimbursement for parking expenses incurred by employees while on Agency business must be authorized by the Executive Director.

Available to full and part-time long-term employees

Upon successful completion of three months of employment, except when age or other restrictions are applied by the Federal / Provincial and Group Policy Insurer regulations, full- and part-time employees will be included in the following benefit plans:

Alberta Health Care Insurance

The Agency will pay half of the cost of standard Alberta Health Care coverage for the employee and his/her dependents who are not covered through their partner's or another plan.

Group Health Benefits

Through a group policy with Alberta Blue Cross, employees must enrol for each benefit unless they are already covered through their partner's or another plan. Eligible employees must be working a minimum of 20 hours per week on a full-time permanent basis. The Agency will pay for fifty percent (50%) of the overall monthly costs of the plan. Benefits include:

- Extended Health Coverage
- Outside Canada Emergency Travel Coverage
- Drug option
- Dental option
- Life option

RRSP – Registered Retirement Savings Plan

The Agency will contribute 2 percent of the employee's gross monthly earnings to a retirement savings plan on behalf of the employees. Employees may contribute to the fund anytime on their own or may ask the Agency to deduct a fixed amount of their pay cheque and deposit it in the retirement savings plan.

Employee's contributions and accrued investment gain may be withdrawn or transferred anytime as directed by the employee subject to Canadian Income Tax withholding.

The Agency's contribution and accrued investment gain may be withdrawn upon termination after twelve months of employment with the Agency. Withdrawals are subject to Federal and Provincial laws governing pension plans and the Income Tax Act (Canada). An employee is not entitled to the Agency contributions if employment is terminated before 12 months. Contributions are made at the end of each quarter for eligible employees.

Section 4.6 PAYROLL

Date Issued: September 3, 2003

Distribution: All Employees

POLICY

Salaried employees of the Agency will be paid on a regular basis, twice a month or as per their contract agreement.

PROCEDURE

All employees are required to fill out and sign an accurate time sheet (see Time Sheet form in Appendix) following completion of working hours on the 15th and the last day of the month, or the last working day in that pay period. Time sheets will report on actual (not projected) working hours. Time sheets will be submitted to, verified and signed by the Executive Director. Time sheets filled out by the Executive Director are verified and signed by the Chair or the Vice-Chair of the Board.

Salaried employees will receive their pay cheques on the last banking days before the 15th and the last day of the month.

Employees paid on an hourly basis will receive their pay cheques no later than two working days after the 15th and the last day of the month, provided that they have submitted completed time sheets.

Deductions from pay cheques as required by law may include: Federal Income Tax, Employment Insurance and Canada Pension Plan. Other deductions may include: employees' contribution to Group Health Benefits and RRSP.

Section 4.7 OVERTIME

Date Issued: September 3, 2003

Distribution: All Employees

POLICY

Employees will have realistic job descriptions which will not require them to work beyond contracted hours. However overtime is sometimes necessary in order to satisfy work requirements, or to meet specific deadlines.

PROCEDURE

Employees will report actual hours worked on a daily basis on their time sheet.

Overtime means any hour worked in excess of contracted hours or on recognized holidays.

In instances where deadlines, or the necessity to travel, may require extra time worked in a specific period of time, the employee will receive compensating time off (an hour of time off in lieu for an hour of overtime worked) as negotiated in advance with the supervisor. Employees seeking compensating time off may do so in consultation with their supervisor prior to the dates of requested leave. Time Off in Lieu must be taken within three months of day it was earned unless negotiated otherwise with the Executive Director.

Overtime pay will be granted only if approved in writing by the Executive Director or the Chair of the Board.

Section 4.8

LEAVE OF ABSENCE WITH PAY

Date Issued: September 3, 2003

Distribution: All Employees

POLICY

The Agency recognizes that an employee at certain times may require a leave of absence with pay from work.

PROCEDURE

Whenever possible, Employees are to complete and submit a **Request for Leave** form (see Appendix) to the Executive Director for approval, **prior to** the leave. Requests for leave submitted by the Executive Director must be approved by the Chair or Vice-Chair of the Board. Failure to do so may result in denial of the request.

Sick Leave

Employees who are unable to attend work due to illness must immediately advise their supervisor/manager or the Executive Director. Sick days taken are to be indicated by the employee on his/her time sheet. Absences of longer than three (3) days may require a medical certificate stating when the illness occurred and when the employee can return to work. The employee must submit a request for leave upon returning to work.

After an employee has completed three months of employment in a position, he/she will be allowed credit for sick leave computed from the date of employment in the salaried position at the rate of 1.25 days per month, up to a maximum of 15 days for full-time employees. This is prorated for part-time employees. Sick leave taken prior to completion of three months of employment will be unpaid leave. The employee will be notified once all sick days have been taken.

For employees who have been with the Agency for a continuous period of three or more years and have used all their accumulated sick leave due to an extended illness, partial restoration of sick leave may occur. A maximum of 35 hours for each year of service will be granted pending utilisation of less than 35 hours of sick leave in the given year, not to exceed 100 hours of restoration.

Sick leave is not paid during an approved vacation or leave of absence.

Unused sick leave is not carried over from one year to the next.

Sick leave will not be granted for medical, dental, chiropractic or counselling appointments. Such appointments should be on the employee's personal time. If appointments are made during normal working hours, the time will be reimbursed to the

Agency.

Accumulated sick leave may be used in the event of illness of an employee's child(ren), family members or a dependent adult for whom he/she is the primary caregiver, or in the event of an emergency situation with the employee's partner/spouse.

Compassionate Leave

Employees will be granted up to three (3) days off from work, with pay, in the event of death or life-threatening illness or injury in the immediate family.

Immediate family is defined as the spouse, common-law spouse, parent, guardian, child, sibling, parent-in-law, sibling-in-law, step-parent, grand-child, grand-parent or spouse of any of the immediate family of the employee.

Permanent employees are also granted up to two days paid bereavement leave (to a maximum of three days in a year) when a death occurs of a person for whom the employee was a care team member. Bereavement leave must be taken consecutively starting either the day of the death, the day following the death or the day of the funeral.

Leave to attend the funeral of any person other than those indicated, must be taken as unpaid leave of absence with the approval of the Executive Director.

Paternity Leave (with pay)

The non-birthing parent will be granted up to a maximum of one (1) day to attend to the needs directly related to the birth of a child. An employee will be granted up to a maximum of one (1) day to attend to the needs directly related to the adoption of a child.

Jury and Witness Duty Leave

An employee who is summoned or subpoenaed for jury duty or as a court witness will be granted leave of absence for the period required and will receive regular pay. The employee will be required to forward any fees paid by the courts to the Agency within one pay period of receiving such fees.

Canadian Citizenship Leave

An employee will be granted one day of leave with pay for the purpose of being sworn in and receiving Canadian citizenship papers.

Federal Elections

The Canada Elections Act provides that employees who qualify as electors in a federal election are entitled to three consecutive hours while the polls are open, during which to vote.

Provincial or Municipal Elections

Employees who qualify as electors in Provincial or Municipal elections are entitled to three consecutive hours while the polls are open, during which to vote.

Section 4.9 LEAVE OF ABSENCE WITHOUT PAY

Date Issued: September 3, 2003

Distribution: All Employees

POLICY

The Agency recognizes that an employee, at certain times, may require a leave of absence from work and will attempt to cooperate with employees where possible in granting such requests for leave. An employee's job performance, the impacts on the Agency's operations, and the employee's length of service are factors that will be considered when a request for leave is submitted.

PROCEDURE

Whenever possible, employees are to complete and submit a Request for Leave form to the Executive Director for approval, a minimum of one week prior to the leave.

As per the Employment Standards Code, an employee who has been employed on a full time basis over the preceding twelve (12) months will be entitled to:

Maternity / Adoption / Parental leave

Birth mothers can take up to 52 weeks of unpaid job-protected leave. This will be made up of 15 weeks maternity leave and 37 weeks parental leave.

Fathers and/or adoptive parents will be eligible for up to 37 consecutive weeks of unpaid, job-protected parental leave. Parental leave may be taken by one parent or shared between them but the total leave cannot exceed 37 weeks. Adoptive parents are able to take parental leave regardless of the age of the adopted child.

An employee must have 52 continuous weeks of employment with the employer to be eligible for maternity and/or parental leave. This requirement applies to both full-time and part-time employees.

Maternity leave can begin at any time within 12 weeks of the estimated date of delivery. Parental leave can begin at any time after the birth or adoption of the child but it must be completed within 52 weeks of the date a baby is born, or an adopted child is placed with the parent.

An employee must give the employer at least six weeks written notice to start maternity or parental leave. Parents will still be eligible for the leave if medical reasons, or circumstances related to the adoption, prevent the employee from giving this notice.

Employees must give at least four weeks notice that they intend to return to work or to change their return date.

Military Leave

An employee who is a member of a reserve unit of the Canadian Armed Forces may be granted leave of absence for up to one week without pay to participate in scheduled full-time military training courses.

Personal Leave

Other requests for leave of absence, for any reason, will be considered under the general category of Personal Leave. Such requests will be judged on their merit by the Executive Director, having regard for individual circumstances such as the purpose of the leave, job performance, length of service, frequency of such requests, and the impact of the leave on the Agency's operations. Such absences, if granted, would normally be without pay. Should pay be proposed or the request be unusual, the Executive Director, prior to responding to the request for leave, must consult with the Board for approval, in order that consistent and fair treatment of employees is assured. Request for personal leave submitted by the Executive Director must be approved by the Chair or the Vice-Chair of the Board.

Section 4.10

PROFESSIONAL DEVELOPMENT

Date Issued: September 3, 2003

Distribution: All Employees

POLICY

The Agency will improve the calibre of professional development by encouraging employees to commit toward life long learning. Training is no longer limited to traditional learning opportunities such as courses or seminars, but includes special project assignments, and guided or self-directed learning experiences.

The Board will ensure that adequate funds are allocated to professional development on a yearly basis.

PROCEDURE

All employees are required to complete the following training courses within the first year of employment:

- Introduction to HIV/AIDS and Hepatitis C workshop;
- Training of the trainer workshop on HIV/AIDS and Hepatitis C;
- CPR;
- Crisis Intervention Prevention Course;
- Suicide Intervention Training.
- Other relevant training courses may be identified by the Agency and offered to employees. The Agency will pay for the mandatory training courses and workshops.

For other course, employees are to complete a Training Request & Approval form in advance of registering for all courses, seminars and/or conferences and have said form approved by their manager/supervisor and the Executive Director. Training requests for the Executive Director will be approved by the Chair, in consultation with the Board.

Approval for any training requests will be based on but not limited to the following:

- Status of the training and development budget;
- Applicability of training/development to job performance and to the needs of the Agency;
- Ability of the Agency to accommodate that person's absence;
- Previous funding provided to that individual to attend development;
- The number of employees applying for the same development.

At the employer's discretion, the Agency will pay professional registration, and/or license fees, included in the employee's job description.

Employees are encouraged to obtain paid memberships in appropriate organizations that provide the opportunity to enhance skills or improve networking opportunities. At the employer's discretion, the Agency will pay these memberships.

Employees may be asked to sign an agreement to provide a return of service depending on the cost and length of the program.

Section 4.11 VACATION

Date Issued: September 3, 2003

Distribution: All Employees

POLICY

All employees are entitled to annual leave. Salaried employees will be granted paid vacation days. Employees paid on an hourly basis will receive holiday pay as a percentage of their wages. Approved holidays in excess of vacation hours earned will be considered unpaid leave. Vacation pay is not calculated on overtime, general holiday pay or termination pay.

Holiday pay will be granted in the equivalent of:

- During the first year of employment an employee is entitled to ten (10) days vacation leave with pay, or four percent holiday pay. An employee who, as of March 31st, has less than one year continuous employment shall be entitled to that portion of vacation time earned from the time of commencement to the end of that fiscal year;
- After 12 consecutive months of employment, an employee is entitled to fifteen (15) days vacation leave with pay, or six percent holiday pay;
- After three years consecutive years of employment, an employee is entitled to twenty days (20) vacation leave with pay;
- After seven years consecutive years of employment an employee is entitled to twenty five (25) days vacation leave with pay.

Part time employees will earn vacation at the same percentage per years of service.

PROCEDURE

Exact leave entitlement for each employee will be calculated on the anniversary of the date of employment.

Vacation entitlement should be taken annually and normally may not be carried forward. Written authorization is required from the supervisor for accumulation of more than five (5) annual leave days beyond the year earned.

Employees are to request vacation leave by completing and submitting a Request for Leave form to the Executive Director for approval. Request for Leave by the Executive Director will be approved by the Chair or the Vice-Chair of the Board.

The leave entitlement may not be taken until the probationary period has been completed. In the event that annual leave, or a portion thereof, is taken and the employee subsequently separates or is discharged from the agency, time and/or compensating cash payment will be deducted from the termination notice. Therefore, the employee will reimburse all annual leave taken ahead of earned time.

In the event that annual leave, or a portion thereof is not taken and the employee separates or is discharged from the Agency, time and/or compensating cash payment will be given with the termination notice.

Any employee unable to take his/her annual leave due to illness or accident prior to the commencement of the annual leave can reschedule the annual leave upon written notice and arrangements made with the Executive Director.

As far as possible, the employee's choice as to when he/she wishes to take annual leave will be respected. However, approval of the dates must be received from the Executive Director in order to ensure efficient operation of the Agency.

If the Executive Director and an employee are unable to agree on a mutually satisfactory date to start the employee's annual vacation, the Executive Director must give the employee at least 2 weeks' written notice of the date on which the employee's annual vacation is to start, and the employee must take the vacation at that time.

Section 4.12 JOB DESCRIPTIONS

Date Issued: September 3, 2003

Distribution: All Employees

POLICY

Each existing employee will be given a job description that reflects the duties and responsibilities of the position. Each new employee will receive a job description during orientation. Position descriptions will be reviewed annually to ensure continuing accuracy.

PROCEDURE

The Executive Director will ensure that positions are appropriately classified by assisting with and/or writing position descriptions that include job title:

- Payroll, employment and job categories;
- Wage range;
- Employee's supervisor;
- Principle and complex duties; and
- Hours of work; education and experience required.

Prior to recruiting to and filling any vacant position, the Executive Director will ensure that the job description has been reviewed or developed that reflects the duties of the position.

An assessment of all positions and job descriptions will be part of strategic planning exercises for the Board and stakeholders.

Section 4.13

PERFORMANCE APPRAISAL AND MANAGEMENT

Date Issued: September 3, 2003

Distribution: All Employees

POLICY

Performance Appraisal and Management are an **ongoing** process, which require input from the incumbent, immediate supervisor, and other employees, volunteers, and Board members as deemed appropriate.

PROCEDURE

Performance Appraisal

While performance management is an ongoing supervisory/management responsibility, all employees will meet annually with the Executive Director on the Anniversary of their date of hire to review performance and develop a work plan and performance Agreement for the next year.

Through the performance management system, the Agency intends to accomplish the following goals:

- Provide a planning document consistent with the Agency goals containing jointly agreed upon individual goals for the following year;
- Describe objectively the performance of an employee in a specific position, using mutually understood and agreed upon standards;
- Provide constructive feedback to the employee on performance and standing as well as coaching and suggestions for improvement;
- Identify developmental needs for employees; and
- Provide documentation for personnel decisions including wage and salary adjustments.

Supervisors and/or management are expected to review the performance of all employees during each fiscal year. The review will consist of a written evaluation and an individual meeting with the employee to discuss the employee's performance towards attaining the goals set in the performance agreement for the last year. The employee will be given an opportunity to participate in the process by completing a self-evaluation or preparing a written response for inclusion in the employee's official personnel file.

New employees or employees who have transferred or have been promoted into new positions may be given probationary performance reviews prior to the expiration of the probationary period. Extensions to the probationary period may be granted on the recommendation of the supervisor, manager or at the discretion of the Executive Director.

Employee Performance Problems

Employee performance problems will be handled as follows:

Where there is a concern regarding an employee's performance or conduct, the supervisor will discuss the concern with the employee to change the behavior in a positive manner through mutual understanding and agreement. The supervisor will remain sensitive to the employee's feelings and at the same time represent the interests of the Agency.

If the problem should persist and/or if the performance/conduct problem is considered by the supervisor to be of a more serious nature, then:

- The employee will receive written documentation concerning conduct or performance problems;
- A copy of the documentation will be placed on the employee's personnel file;
- The employee will be informed of the consequences of the continued performance problems (such as probation or termination of contract); and
- If the employee is placed on probation when addressing performance problems, the employee, under the direction of the supervisor, will develop a plan of action addressing the problem, the required change, the expected results and the target dates for the required actions, or changes, to be implemented. This will be communicated in writing at the start of the probationary process.

Failure to develop and/or implement the plan in all respects may result in the employee being dismissed without notice or compensation in lieu thereof.

Section 4.14

EXECUTIVE DIRECTOR PERFORMANCE APPRAISAL

Date Issued: May 4, 2009

Distribution: All Employees

POLICY

A key responsibility of the Board of Directors is to provide the Executive Director with a thorough and regular performance appraisal. The process facilitates improved communication between the Board and the Executive Director, as well as increased productivity within the Society.

PROCEDURE

A performance appraisal of the Executive Director shall be conducted:

- At the mid-point during her/his probationary period;
- At the end of her/his probationary period; and,
- Thereafter, on an annual basis, i.e., every 12 months.

These progressive time lines are based on successive satisfactory performance appraisals. Should the initial appraisal identify areas for improvement, these specific areas shall be communicated, in writing, to the Executive Director (ED). The time lines for improvement and subsequent appraisals shall include: (a) the end of her/his probationary period, and upon a successful appraisal at the end of probation; (b) ongoing appraisals at the end of 12 calendar months.

At the successful completion of the probationary period (of no less than 3 [three] months), the ED is to receive an appraisal of performance and notification of permanent status. If the appraisal reveals concerns, the probation period can be extended up to nine (9) months at the discretion of the President and Vice-President. Within reason, the ED will be offered support and direction to foster a satisfactory performance appraisal. Note: At any time during this probation period either party may terminate employment without notice.

Subsequent appraisals may also be conducted at a time agreed upon by the Board and the Executive Director until such time as the concerns have been successfully addressed. The appraisal process may also be initiated upon the request of the Executive Director or the Board at any other time.

PERSONNEL COMMITTEE (PC)

Although the ED reports to and is supervised directly by the Lethbridge HIV Connection President (Board Chair), the Personnel Committee is responsible for the appraisal of the ED. Membership on this Committee includes:

- President (Board Chair);
- Vice-President (Board Vice-Chair);
- Treasurer;
- Board member, elected from among the Board members.

Members of the Board, employees, community agencies, and Society clientele who interact with the ED shall be invited to provide information to the PC. The ED will also generate a list of names of individuals who can be contacted by the PC for feedback regarding her/his performance. The exact nature of this consultation, i.e., structure and process, shall be determined by the PC. Regardless, the consultation process shall ensure the anonymity and confidentiality of individuals providing information to the PC. In addition, and as appropriate, the PC shall request that the ED prepare a series of documents, including but not limited to the Society's Strategic Plan, current job description, regular annual and monthly reports to the Board for the appraisal period, annual goals and action plans as set forth by the ED, and examples of external feedback.

The PC will assemble this information into a fair and reasonable written account of the ED's performance (Appraisal Report), noting strengths, limitations, and opportunities for growth. Emphasis will be placed on recognizing the ED's efforts on behalf of the Society, unmet challenges, as well as strategies in which the Board can participate to support and facilitate improvement and success on the part of the ED. The attached Appraisal Reporting Form may be used by the Committee to document the appraisal proper.

At least one meeting shall be scheduled between the PC and the ED to review the Appraisal Report, obtain the ED's input and perspective, and review goals and actions for the next appraisal period. As part of the review of the Appraisal Report, the ED will complete a written response (self-evaluation) for inclusion in her/his official personnel file.

The PC shall also recommend to the Board any salary and/or benefit changes to occur, based on the results of the appraisal.

ANNUAL GOALS AND ACTION PLAN

On an annual basis, the ED shall prepare and present to the Board a set of Agency-related goals and action plans. These goals will be based on both the Strategic Plan and the day-to-day management of the Agency. Each goal shall be accompanied by the strategies that will lead to the desired outcome, a statement of the desired outcome, criteria by which the outcome is to be measured or understood, the estimated timeline for achievement of the

goal, and the resources that will be required. A clear statement of the linkages among the goals, outcomes, Strategic Plan, and the vision of the Agency is necessary. Outcomes must be attainable, concrete, and ideally measurable.

Similarly, the ED shall prepare and present to the Board a set of professional/personal-related goals on an annual basis.

EXECUTIVE DIRECTOR APPRAISAL REPORTING FORM

Questions to Consider:

- What are the ED's demonstrated strengths and successes?

- What could the ED do better or improve upon?

- To what extent has the ED demonstrated effective interpersonal communication skills?

- To what extent has the ED provided sound leadership?

- Any other comments regarding the ED's performance?

Demonstrated Skill Set For Executive Director

Please circle the extent to which the ED has demonstrated the related skill with 1 being poorly demonstrated and 5 being well demonstrated.

1. Working with diverse populations	1	2	3	4	5	UA*
2. Financial management and budgeting	1	2	3	4	5	UA
3. Grant writing	1	2	3	4	5	UA
4. Working with community partners.	1	2	3	4	5	UA
5. Supervising staff and volunteers	1	2	3	4	5	UA
6. Program management	1	2	3	4	5	UA
7. Fundraising	1	2	3	4	5	UA
8. Working with Homes Data base.	1	2	3	4	5	UA
9. Media relations and public speaking	1	2	3	4	5	UA

* UA = Unable to assess

Please provide written commentary regarding any of the above items:

Key Responsibilities: Please comment on those ED responsibilities with which you have first-hand knowledge or experience. How has the ED performed with respect to these key responsibilities?

Policy Management and implementation:

Strategic planning:

Visioning:

Leadership:

Program administration and management:

Financial management:

Risk analysis:

Advocacy management:

Information, communication, and information technologies:

Fund Raising, grant and proposal writing:

Human Relations, management, and working with office staff:

Treatment of and interaction with clientele:

Section 4.15

DISCIPLINARY ACTIONS

Date Issued: September 3, 2003

Distribution: All Employees, Volunteers, and Board Members

POLICY

The Agency expects that following basic standards of conduct will promote a high quality work environment and ensure responsible behaviour. The employees, volunteers and Board members must, at a minimum, perform adequately in the job, follow the rules, policies and procedures of the organization, act with honesty and integrity, and respect the rights of others in the work environment. Any discipline that is imposed is intended to correct or modify an individual's conduct, to deter such conduct on the part of others, and to protect the rights of the Agency and everyone working at, or associated with the Agency.

PROCEDURE

Discipline may take the form of verbal or written warnings, suspension with or without pay, or termination of employment or service. An employee may also be suspended with or without pay during an investigation of possible misconduct. All disciplinary action is administered with consideration given to the seriousness and frequency of the offence, the individual's past record (including work history and earlier disciplinary record) and the circumstances surrounding the particular case. Because of the individual nature of each situation, the Agency reserves the right to impose discipline appropriate to the circumstances. All disciplinary matters are to be fully documented including the date, a record of what was said by parties involved, and the possible consequence if the undesirable behaviour is not corrected.

Depending on the infraction, discipline will be progressive through counselling, written warnings, and termination. Progressive discipline will be used for offences such as excessive absence, tardiness, harassment or poor performance. For criminal offences such as theft, the individual may be terminated without resorting to progressive discipline. In such cases, the Executive Director will:

- Escort the terminated individual off the premises, with assistance, if necessary;
- Not use physical means to remove the terminated staff member;
- Call the police if the terminated staff member threatens anyone;
- Immediately and exactly document all the details concerning the termination.
- A criminal offence is to be reported to police as a matter of policy.

Verbal Warning

The Executive Director will investigate all incidents brought to his/her attention. Each incident will be discussed in private with the employee/volunteer. Documentation will be made detailing nature and date of incident, and details and date of discussion. This will

be added to the appropriate personnel file.

Written Warning

The Executive Director will investigate the incident and prepare documentation which:

- Outlines the nature and facts of the incident;
- Describes consequences of the employee's action;
- Refers to previous disciplinary action;
- Sets standards of performance and provides a time frame for improvement; and
- Includes a warning that disciplinary action will follow for further non-compliance.

The Executive Director will meet with the employee to discuss the incident in private and to give a copy of the documentation. A copy will also be added to the personnel file.

Termination

Termination is the ultimate step of disciplinary actions. The procedure is detailed in the next section of this policy manual.

Section 4.16

RESIGNATION, RETIREMENT AND TERMINATION

Date Issued: September 3, 2003

Distribution: All employees

RETIREMENT

Normal retirement can occur the first day of the month coincident with or immediately following attainment of age 65. An employee can be retained beyond that period with the approval of management.

RESIGNATION

To terminate employment an employee must give the employer a written termination notice of at least:

- One week, if the employee has been employed by the employer for more than 3 months but less than 2 years, or
- 2 weeks, if the employee has been employed by the employer for 2 years or more.

This does not apply when:

- An employee terminates employment because the employee's personal health or safety would be in danger if the employee continued to be employed by the employer; or
- The contract of employment is or has become impossible for the employee to perform by reason of unforeseeable or unpreventable causes beyond the control of the employee; or
- The employee has been employed by the employer for 3 months or less; or
- The employee is temporarily laid off; or
- The employee is laid off after refusing an offer by the employer of reasonably alternative work; or
- The employee is not provided with work by the employer by reason of a strike or lockout occurring at the employee's place of employment; or
- The employee is employed under an agreement by which the employee may elect either to work or not to work for a temporary period when requested to work by the employer; or
- An employee terminates the employment because of a reduction in wage rate, overtime rate (if applicable), vacation pay, general holiday pay or termination pay.

An employee may be discharged from the employ of the Agency due to unsatisfactory job performance, loss of funding, for Immediate Just Cause Dismissal and/or Agency restructuring.

TERMINATION

When the Agency wishes to terminate the services of an employee, the employee shall be given notice or pay in lieu thereof in accordance with the Alberta Employment Standards Code: "Termination of Employment." No claims and compensation will be allowed, or advanced, beyond those prescribed under such code.

The Executive Director will notify the Board Chair of the pending action prior to effecting the termination.

A written report will be placed in the employee's personnel file within one (1) business day giving an explanation for termination and confirming notice to the Board Chair.

Documentation (expressly referring to the possibility, immediate or otherwise, of litigation) of discussion with legal representation pertaining to termination shall be entered into a separate record available to the Board Chair.

The Termination guidelines do not apply to an employee still in the initial period of probationary employment.

Definition

Immediate Just Cause Dismissal – Immediate Just Cause Dismissal includes, but is not limited to, the following:

- Insubordination;
- Intoxication;
- Illegal activity;
- Any action bringing the Agency into ill repute; and/or
- Failure to implement a plan of action as developed by an employee exhibiting performance problems.

Section 4.17

CRIMINAL RECORD CHECK / PERSONAL INFORMATION DISCLOSURE

Date Issued: April 14, 2008

Distribution: All employees and Board members

POLICY:

Criminal record checks / personal information disclosures are required for all employees and for board members on the Executive (President, Vice-Chair, Treasurer and Secretary). Employees who have a history of assaultive behavior resulting from criminal or civil proceedings will be prohibited from any work assignment related to vulnerable populations. Recent indictment or conviction of other serious crime may also be considered strong evidence of the lack of an employee / board member's fitness for placement / appointment to the executive.

However criminal records will not constitute a basis for disqualification for placement or for discharge. The Lethbridge HIV Connection Society requires full disclosure of any such records by job applicants, board members looking for a position on the Executive, and may use the information to determine which position, if any the person may fill.

An employee who is considered for dismissal under this provision will be given full and fair notice on the grounds on which his/her ineligibility for continued placement is based.

Some indictment or convictions may not warrant dismissal, but may instead be handled through a positive performance program.

A series of reviews will in conjunction with a comprehensive interview, determine the applicants suitability for the applied position.

This will include, but is not limited to reference checks and a criminal record check.

Every effort will be made to review the results of the criminal record check prior to the placement or to the appointment to the Executive. If this is not possible, the individual will be advised that termination may occur when the results are received.

PROCEDURE

- During the employment, or appointment interview, the applicant will be advised that the final approval is based upon the review of a criminal record check.
- The applicant will be provided with a copy of the document "Information for applicants about criminal record checks / personal information disclosure"
- The applicant will be required to provide the agency with a criminal record check that is dated no more than three months prior to the hiring date, or will instead agree to

apply for the a police clearance check through the external company (such as Hire Standard) contracted by the Lethbridge HIV Connection.

- Job applicants will be responsible for the initial payment of fees assessed by the police or external company, but may ask the Society for reimbursement three month later, provided that they are still employed by the Society, or have been appointed to a position on the Executive.
- The applicant may be placed at this point, but informed that the criminal record check / personal information disclosure must be returned within one month after the placement / appointment.
- Upon receipt of the information, the Executive Director and one Board member (or two board members for review of the Executive Director's records) will review the information with the applicant. In case of a criminal record, the following will be considered:
 - Does the behavior for which the charge was laid, if repeated, pose any threat to the Society's ability to carry on safely and efficiently with the provision of services to clients or governance of the Society?
 - How much time has elapsed since the charge? What has the individual done during that period of time? Has the applicant shown any tendency to repeat the kind of behavior for which the applicant was charged?
- A copy of the police clearance check / criminal record will be kept in employee's personnel files.
- Police clearance checks will be repeated every three years for current employees of the organization.
- The agency will pay for the cost of criminal record checks of volunteer applicants for a position on the Executive, short-term employees with contracts of three months or less, practicum students and current employees of the organization.