



## **NEW CANADIANS CENTRE PETERBOROUGH**

**Policy Name: Personnel Policy for all staff  
positions except Executive Director**  
**Policy Type: Personnel**

**Last reviewed: Oct 5, 2015**  
**Effective: Oct 5, 2015**

### **PERSONNEL POLICY**

Adopted March 1994; Submitted for Revision May 2006; Reviewed April 2011, Revised April 2012, Revised October 5th

#### **INDEX**

#### **SECTION 1 RESPONSIBILITIES IN PERSONNEL ADMINISTRATION**

- 1.1 Role of the Board
- 1.2 Role of the Personnel Committee
- 1.3 Responsibility of the Executive Director

#### **SECTION 2 EMPLOYMENT PROCEDURES**

- 2.1 Job Descriptions
- 2.2 Hiring Pool
- 2.3 Internal Postings
- 2.4 External postings
- 2.5 Application
- 2.6 Hiring Committee
- 2.7 Short Listing
- 2.8 Interviews
- 2.9 References
- 2.10 Acceptance of job
- 2.11 Announcement of successful candidate
- 2.12 Callback commitments to candidates
- 2.13 Probation Period
- 2.14 Terminations of Employment

#### **SECTION 3 APPEAL PROCEDURES**

#### **SECTION 4 PERFORMANCE APPRAISAL**

#### **SECTION 5 SALARY ADMINISTRATION**

#### **SECTION 6 CONDITIONS OF EMPLOYMENT**

- 6.1 Hours of Work
- 6.2 Overtime Compensation

#### **SECTION 7 BENEFITS**

- 7.1 Holidays
- 7.2 Vacation
- 7.3 Paid Sick leave
- 7.4 Hazardous Conditions
- 7.5 Pay Periods

- 7.6 Benefits
- 7.7 Confidentiality

## SECTION 8 EXPENSES

- 8.1 Transportation
- 8.2 Other Expenses
- 8.3 Automobile Insurance Coverage

## SECTION 1 – RESPONSIBILITIES IN PERSONNEL ADMINISTRATION

- 1 Responsibility for Personnel Administration is shared by the Board of Directors, Personnel Committee, and the Executive Director.

### 1.1 Role of the Board

- 1.1.1 To set, and annually review and revise as necessary the Terms of Reference of the Personnel Committee;
- 1.1.2 To receive and ratify or reject recommendations of the Personnel Committee;
- 1.1.3 To act as final arbiter in grievance matters if so requested by the Personnel Committee or required under appeal procedures;
- 1.1.4 To decide issues of personnel nature not specifically delegated to the Personnel Committee or required under appeal procedures.

### 1.2 Role of the Personnel Committee

- 1.2.1 To maintain current knowledge of, and ensure compliance with, the regulations of the Ontario Ministry of Labour, the Employment Standards Act and the Canadian Human Rights Act.
- 1.2.2 To develop, annually review and where necessary revise, personnel policies and practices, subject to approval of the Board;
- 1.2.3 To oversee implementation of personnel policies and practices;
- 1.2.4 To recruit and hire staff in consultation with the Executive Director;
- 1.2.5 To develop, annually review and revise where necessary salary ranges and levels in preparation for the annual budget, subject to Board approval; this should be done in cooperation with the Financial Committee (as may be represented by the Board Treasurer); and the Executive Director.
- 1.2.6 To report to the Board according to the format and intervals to be determined;

### 1.3 Responsibility of the Executive Director

- 1.3.1 To recruit and hire staff in consultation with the Personnel Committee;
- 1.3.2 To orient staff to personnel policies and procedures.
- 1.3.3 To maintain adequate personnel files on all staff and ensure that such files are kept confidential;
- 1.3.4 To develop, annually review and revise when necessary job descriptions and Performance appraisal forms.
- 1.3.5 To ensure that probationary and yearly performance appraisal are completed on all staff.

## SECTION 2 – EMPLOYMENT PROCEDURES

### 2.1 Job Descriptions

The Executive Director, in consultation with the staff member, shall develop job descriptions for all positions. Job descriptions will be reviewed at least annually by the Executive Director. If the Executive Director's job description needs to be amended, the Executive Director shall present the amended Executive Director's job description to the Nominating/Personnel Committee for approval.

## 2.2 Hiring Pool

If the same position becomes vacant within three months of the previous hiring, the Executive Director shall offer the position to candidates in the hiring pool (refer to 2.12), in the order of their ranking (highest to lowest) during the previous hiring process.

## 2.3 Internal Postings

Internal postings will be made known to all staff for at least 1 week. Candidates must have actively worked for at least 384 hours within the last 6 calendar months (counted from the closing date of the job posting).

Eligible staff shall submit an application letter and resume.

If only one eligible staff member from the same tier or a higher tier applies during the posting period, the Executive Director may appoint that person. The Executive Director shall report his/her decision to the hiring committee.

If more than one eligible staff member applies during the posting period, all the candidates shall be interviewed by the hiring committee.

If one or more staff member(s) from a lower tier applies (apply) during the posting period, (all) the candidate(s) shall be interviewed by the hiring committee. .

## 2.4 External Postings

If there is neither a successful internal candidate nor a successful candidate from the pool, the posting notice shall be posted at electronic job banks and/or the local newspaper and/or national newspaper for at least 1 week.

## 2.5 Applications:

All applicants are required to include a cover letter with the resume.. Additional documents may be requested, and will be listed within the job posting. Only applications received by the closing date shall be considered.

## 2.6 Hiring Committee:

The Hiring Committee shall be composed of :

- (a) the Chair of the Board of Directors or designate
- (b) the Executive Director or designate
- (c) one Program Coordinator or Board member

## 2.7 Short Listing:

Short listing shall take place at the New Canadians Centre. The Hiring Committee shall be responsible for the short listing of candidates.

## 2.8 Interviews

For external interviews, at least three interviews will take place. An interview may include a test for the candidate to demonstrate the appropriate skill level required for the position. The application shall be scored by members of the hiring committee on answers given. The successful candidate will be determined through discussion considering scoring sheets. If there is no agreement, a vote shall be held, each hiring committee member having one vote.

## 2.9 References

The candidates shall be required to provide three references. The Executive Director will contact references of at least the successful candidate in a timely manner. References are not required for internal candidates.

## 2.10 Acceptance of job

The job shall be offered to the successful candidate as soon as all references have been contacted. The job offer will be conditional upon the candidate providing an acceptable police check prior to the commencement of employment. The Executive Director shall report any convictions to the Hiring Committee which may decide to confirm the offer of employment, withdraw the offer of employment, or refer the issue to the Board of Directors for decision. Before the start date the candidate shall sign a contract, a confidentiality agreement, conflict of interest form and a Personal Services Agreement

## 2.11 Announcement successful candidate

The Chair of the Board shall announce the appointment of the successful candidate at the first board meeting following the acceptance of the job by the candidate.

## 2.12 Callback commitments to candidates

The New Canadians Centre strives to notify the unsuccessful interviewed candidates as soon as possible. The hiring committee will identify all applicants who are suitable to the position and rank them accordingly. Their names will be placed in the hiring pool for a maximum of three months.

## 2.13 Probation period

The successful candidate will enter a three month probation period and will be evaluated by the Executive Director. If the formal evaluation is satisfactory the probation period will end. When the formal evaluation is unsatisfactory, the probation period will be extended by an additional three months. Goals will be set by the Executive Director that will have to be achieved in a timely manner. The Executive Director will evaluate the accomplishments at the end of the extended probation period and dependent upon the evaluation, the Executive Director shall confirm the employment of the employee or recommend to the Board of Directors the termination of the employment of the employee.

## 2.14 Termination of Employment

In the case of resignation of an employee, a minimum of two (2) weeks' notice should be given. Dismissal: A staff member may be dismissed after due warning for unsatisfactory performance or just cause. The performance appraisal process, documented in writing, will be used to determine satisfactory and unsatisfactory performance.

## SECTION 3 – APPEAL PROCEDURES

Occasions will arise when staff has complaints, a misunderstanding develops or a grievance requires redress. The following steps are offered for resolving conflicts. They are intended to facilitate resolutions, but are not to be considered exhaustive.

When a problem occurs, the staff person will discuss it with the Executive Director. If the problem involves the Executive Director, the staff person will make a request to meet with and discuss the problem with the Personnel Committee.

The decision of the Personnel Committee may be appealed within 10 days to the Board of Directors which will establish a three-member ad hoc committee of whom one person will be appointed by the Board, one person by the grievor, and one person by the consent of the first two members.

The ad hoc committee, after carefully reviewing the grievance, will make a recommendation as soon as possible, but in any event not later than 30 days after its appointment. The Board of

directors will receive and review the recommendation and forward a written response to the grieving party with copies to the Executive Director and Personnel Committee Chairperson.

## SECTION 4 – PERFORMANCE APPRAISAL

Performance appraisal is the basis of continued employment, promotion, reclassification, salary adjustments and dismissal.

The purposes of a performance evaluation are:

- to assess the employee's performance of job requirements in light of the New Canadians Centre Peterborough's needs;
- to review the employee's job description and revise it as necessary to reflect changes in content or level of responsibility;
- to evaluate growth in the job and establish goals for the future;
- to provide feedback to the employee in terms of strengths and weaknesses in order to facilitate further growth in the job;
- to provide an opportunity for the employee to discuss her/his needs in terms of supervision;

Written appraisals are completed at least once a year for all members of the staff following the anniversary of the employee's date of hire. Additional appraisals are completed at the conclusion of the probationary period and when deemed necessary by the Executive Director.

The basis of the performance appraisal are drafted by the supervisor, agreed and signed by both the supervisor and the employee within the first 3 month of employment. The performance appraisal is prepared by the supervisor and signed by both the supervisor and the Staff member being appraised. The written appraisals will be filed away in the employee's personal folder and kept confidential.

## SECTION 5 – SALARY ADMINISTRATION

The Board supports the concept of a salary range with increments awarded on the basis of recognition of relevant experience and merit. Ranges are established on the basis of knowledge, skills and responsibility required to perform in that position and market rates of comparable positions in the surrounding community.

Staff is hired at the starting rate of the tier for their respective positions. Following successful completion of the probationary period, the salary may, on recommendation of the Personnel committee be increased. Procedure for subsequent recognition of merit through salary adjustments, based on performance appraisal and subject to the budget allocation and the upper limit of respective salary range, is to be developed by the Executive Director and Personnel Committee.

If an existing staff member is hired into a new position within the organization that is assigned to a higher salary tier than their original position, the staff member's salary will be assigned at the lowest salary level within the new tier that is still higher than the last salary the staff member had in their previous position.

If an existing staff member is moving/hired into a new position that is the **same tier or lower** than his/her original position, the staff member's salary should follow that tier's salary range but reflective of their total years of work experience in all previous positions at the New Canadians Centre.

## SECTION 6 – CONDITIONS OF EMPLOYMENT

### 6.1 Hours of Work

To be determined by the board in consultation with the Executive Director and dependent upon funding.

### 6.2 Overtime Compensation

Overtime will occasionally be required because of the nature of the organization. Where overtime is accrued, an equivalent amount of compensatory time off shall be taken at time mutually acceptable to the employee and the Executive Director. To avoid the difficulties inherent for all parties in accrual of the substantial amounts of overtime, it is recommended that every effort be made to balance overtime worked with equivalent time within the pay period.

## SECTION 7 – BENEFITS

### 7.1 Holidays

All staff are entitled to statutory holidays each year as follows: New Year's Day, Good Friday, Victoria Day, Canada Day, Civic Holiday, Labour Day, Thanksgiving Day, Christmas Day, Boxing Day. When a statutory holiday falls during the annual vacation leave, a compensatory day off is granted. (Refer to Employment Standards Act.) Where the employee's schedule does not coincide with a statutory holiday, prorated compensatory time off will be negotiated with the Executive Director in lieu of pay.

Prorated Statutory Days Off:

Eg.  $1/5 \times 9$  stat days = 2 days off  
 $2/5 \times 9$  stat days = 3.5 days off  
 $3/5 \times 9$  stat days = 5.5 days off  
 $4/5 \times 9$  stat days = 7 days off  
 $5/5 \times 9$  stat days = 9 days off

All staff are entitled to a maximum of three (3) religious holidays each year.

### 7.2 Vacations

All employees shall receive either the 4% of gross income per annum on anniversary of the employee's date of hire or the equivalent of two weeks salary or a two weeks vacation with pay.

All employees will be entitled to a 3-week vacation with pay each full year of employment, after the second (2) full year of employment.

All employees will be entitled to a 4-week vacation with pay each full year of employment, after the fifth (5) full year of employment.

### 7.3 Paid Sick leave

Paid sick leave is granted on the verbal statement of a staff member for staff who works at least 24 hours per week.

Prorated Paid Sick Leave: (who works **at least 1 year**)

$3\text{days}/5 \times 12$  sick days = 7 paid days per year  
 $4\text{days}/5 \times 12$  sick days = 9.5 paid days per year  
 $5\text{days}/5 \times 12$  sick days = 12 paid days per year

Prorated Paid Sick Leave: (who works **less than 1 year – eg 3 months**)

$3\text{days}/5 \times 12$  sick days x  $3/12$  = 2 paid days during 3 months contract  
 $4\text{days}/5 \times 12$  sick days x  $3/12$  = 2.5 paid days during 3 months contract  
 $5\text{days}/5 \times 12$  sick days x  $3/12$  = 3 paid days during 3 months contract

A maximum 45 days of sick leave may be accumulated in for emergency or Long term illness but no cash settlement for accumulated days will be made on resignation or retirement.

### 7.4 Hazardous Conditions

When hazardous conditions eg. Heavy snow, ice storm, flooding etc. prevail the office should be closed at the discretion of the Executive Director and staff notified. This will not be charged against sick leave or statutory holidays.

### 7.5 Pay Periods

Staff shall be paid twice per month and will be paid only for hours actually worked. Staff are entitled to a 30 minute lunch period, but will not be paid for this time.

#### 7.6 **Benefits**

Staff benefits include the Employment Insurance, Canada Pension Plan and the Workplace Safety Insurance. Where funding allows, **permanent staff** may be entitled to an extended benefit package that could include Life, Accident Death and Damage, Long Term Disability, Extended Health Benefit.

For the purposes of this section **permanent staff** means a staff who has a contract of at least one-year in duration where the contracted hours of work are at least 32 hours per week and where the position is not a temporary contract (i.e. covering a leave).

#### 7.7 **Confidentiality**

Every person has a right to privacy as a basic principle. All members of the Board and staff must sign and follow the NCC Confidentiality policy.

### **SECTION 8 – EXPENSES**

#### 8.1 **Transportation**

A mileage allowance at current rate will be paid for staff using their own cars for business purposes. Travel expense forms are to be submitted for approval by the Executive Director.

#### 8.2 **Other Expenses**

Program related expenditures will be advanced or reimbursed with the approval of the Executive Director. A petty cash account is maintained for this purpose. Receipts for expenditure must be obtained and submitted,

#### 8.3 **Automobile Insurance Coverage**

Employees should not transport clients on a regular basis.

Any employee transporting clients must get previous approval from the Executive Director and provide proof of appropriate coverage. A copy of insurance will be kept on file in the office.