

Section 7: Operations – Human Resources Policies

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Policy Section: Operational – Human Resources	Policy Number: OHR-1
Policy: Treatment of Employees	Date Approved: September 17, 2003
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Competent employees are essential for the success of the programs and services of the AWNA. The AWNA is committed to recruiting and retaining qualified employees who meet the needs of the members, customers, the public, and the AWNA. In order to do this, the AWNA treats employees in a fair and equitable manner that recognizes the personal dignity and resourcefulness of individuals.

Parameters:

1. Human Resource Policies

The Executive Director ensures that:

- 1.1 Written human resource policies are developed, implemented, assessed, and revised, if needed. These policies must conform to all current relevant legislation and employment standards, and must:
 - a) Be consistent with the values of the AWNA
 - b) Be fair and equitable to all AWNA employees
 - c) Clarify expectations, such as conditions and terms of employment, and hiring practices
 - d) Establish workplace standards and practices
 - e) Establish standards of conduct that prevent employees from exposure to harassment
- 1.2 Each employee receives an up-to-date job description that outlines areas of responsibility and clarifies lines of accountability.
- 1.3 A personnel manual is easily accessible to all employees.
- 1.4 Employees are informed of their rights under the human resource policies.

2 Hiring

- 2.1 The Executive Director is responsible for hiring competent staff for all areas of the AWNA.
- 2.2 The Executive Director ensures that AWNA has consistent, fair, and open recruitment, selection, and promotion processes.

3. Orientation and Training

The Executive Director ensures that:

- 3.1 Each employee receives a formal orientation to:
 - a) His or her job
 - b) Health and safety within the AWNA
 - c) The AWNA, including office procedures
- 3.2 An effective staff education and development process is in place so that employees can meet current job requirements, and are prepared for future needs of the AWNA.

4. Performance Assessment

The Executive Director ensures that:

- 4.1 Each employee is aware of performance expectations, and of the standards against which his or her performance is assessed.
- 4.2 Each employee has a formal performance assessment that:
 - a) Is based on job-related performance and/or qualifications
 - b) Recognizes job-related competencies and areas for improvement
 - c) Encourages professional development
 - d) Is conducted at least annually

5. Work Environment

The Executive Director fosters a working environment with a sense of community in which employees recognize and value one another as persons, and in which there are effective working relationships. To do this, the Executive Director ensures that:

- 5.1 Employees are given an opportunity to be involved in program planning, development, and evaluation.
- 5.2 Employees are informed, in a timely manner, of significant policy changes that affect the individual and/or the AWNA.
- 5.4 The confidentiality of all employees is respected.
- 5.5 Ongoing feedback is solicited from employees about the operation of the AWNA.

Policy Section: Operational – Human Resources	Policy Number: OHR-2
Policy: Compensation and Benefits	Date Approved: September 17, 2003
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	Number of Pages: 1

To attract and retain competent employees, the AWNA strives to set a fair, comprehensive and competitive compensation package. The compensation package needs to reflect both the job requirements, and the AWNA's ability to pay the desired salary and benefits.

Parameters

1. The Executive Director cannot change his or her own compensation and benefits.
2. The Executive Director ensures that compensation and benefits packages reflect both the geographic and professional market for the skills employed, and takes into consideration similar size and types of associations.
3. The Executive Director cannot promise or imply permanent or guaranteed employment.
4. The Executive Director cannot establish deferred or long-term compensation that causes unfunded liabilities to occur, and/or commits the AWNA to benefits that incur unpredictable future costs.
5. **Registered Retirement Savings Plan (RRSP)**
 - a) The AWNA contributes to employees' RRSPs by matching up to 2% of each employee's salary. This payment cannot exceed \$100.00 monthly for each employee.
 - b) The RRSP benefit is deposited directly to a RRSP of the employee's choice.

Policy Section: Operational – Human Resources	Policy Number: OHR-3
Policy: Performance Awards	Date Approved: DEFERRED
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Performance awards are given to recognize exceptional performance that is beyond the regular job expectations. Performance awards need to reflect both the exceptional performance, and the AWNA's ability to pay the desired awards.

Parameters

1. Performance awards are determined by:
 - a) Meeting revenue targets
 - b) Operating within budgeted expenditures
 - c) Providing services that result in high member satisfaction and retention
2. Performance awards are based on the job description and competencies for each position.
3. Performance awards recognize individual and/or team performance. For exceptional team performance, individual's performance on the team is awarded.
4. The Executive Director recommends an overall staff performance award package to the Board for approval.

Policy Section: Operational – Human Resources	Policy Number: OHR-4
Policy: Temporary Executive Director Succession	Date Approved: September 17, 2003
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The AWNA depends on the leadership, direction, and support of its Executive Director and senior staff team in order to effectively carry out its programs and services.

Parameters

1. To ensure continuity in times of temporary absence and/or emergencies, the Executive Director and each senior staff will familiarize at least one other employee with current issues and processes. The Executive Director must also keep up-to-date documentation about current issues.
2. In an emergency, the President assumes the responsibility for establishing order in the AWNA office. This includes, in consultation with the Executive Committee, the appointment of an Acting Executive Director.

Policy Section: Operations – Human Resources	Policy Number: OHR-5
Policy: Code of Conduct	Date Approved:
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	Number of Pages: 6

Upholding the Law

Every AWNA employee will, at all times, abide by the law and respect the best interests of our members, clients, employees, and Board of Directors.

Inside Information

In the course of your work, you may become privy to confidential information concerning the affairs of AWNA, a member, a client, a vendor, or other companies. This knowledge is considered “inside information” when two specific conditions are met:

- the information has not been generally disclosed to the public
- the information is “material”

“Material” refers to information that could influence decisions about whether or not to continue business relations with a particular company.

Possession of inside information is legal; however, misuse of it is illegal. Those who have access to inside information must be able to recognize the difference.

As an employee you are restricted from sharing inside information unless the exchange is necessary for business purposes.

Workplace Safety

Safety and health in the workplace are a joint responsibility of AWNA and its employees. AWNA is responsible for ensuring all employees are aware of any potential work hazards and are trained in safe work practices. Employees are responsible for taking all reasonable and necessary precautions to ensure their own safety and those of their co-workers.

The Executive Director and/or supervisor’s approval is to be obtained before alcohol can be served on company premises or at any event sponsored by AWNA. The approved host and/or organizer of the event must ensure that all applicable permits have been obtained and that employee safety is maintained.

As an employee you are forbidden to possess or use illegal drugs on company premises and company functions, nor are you to be under the influence of illegal drugs or misuse of prescription drugs.

You are not to threaten, intimidate or endanger anyone associated with AWNA, either verbally or non-verbally.

You are not to possess any weapons or an object that could be used as a weapon, while engaged in company activities or on company premises.

Confidentiality

Clients, members, and employees have the right to privacy and to the security of their personal information. AWNA and its employees will respect and safeguard this right.

Member/Client Privacy

Respect for the privacy of the members and clients of AWNA will be upheld at all times.

As an employee you are expected to respect the privacy of all members and clients at all times. If in your position you have access to private information, you must ensure that consent is granted, by an authorized person, before sharing such information.

Employee Privacy

Employees have the right to privacy. Personal information about an employee is to be protected in the same manner as any member or client.

As an employee you are expected to maintain the privacy of all employees, past and present, at all times. If in your position you have access to private information, you must ensure that proper consent is granted before sharing such information.

Protection of Company Information

Certain information regarding the plans, methods, practices and activities of AWNA is classified. These include: client lists and information, as well as third party contracts.

As an employee you are not to access, use or disclose any such information without proper authorization. Requests for this type of information should be addressed to the Executive Director and/or supervisor.

You are not to remove this type of information from the company premises without authorization.

Should you leave AWNA as an employee, you are expected to continue to safeguard this information - including names, lists, data, etc. - and ensure the information is not used in subsequent employment.

Solicitation

Employees should be able to enjoy a work environment free of solicitation from others that is unrelated to their work.

As an employee you are not to solicit any non-AWNA-related business on company premises or during company activities, without approval from the Executive Director and/or supervisor.

Fairness

AWNA strive to treat all people fairly, in all business relationships.

Equal Opportunity

AWNA promotes equal opportunity in all dealings with its members, clients, vendors, employees, and others.

AWNA follows the non-discrimination and human rights legislation. These laws prohibit discrimination that includes; race, colour, religion, age, gender, sexual orientation, marital status, and disability. This is not a complete list, therefore, all employees are expected to familiarize themselves on those that apply to their jurisdiction.

As an employee you are expected to perform your work free of discriminatory practices and stereotypes that may establish barriers.

Free Competition

AWNA supports free competition and does not engage in any agreements, actions, or practices that restrict fair competition.

As an employee you are to avoid any collusive, anti-competitive agreements with others. Sales staff are to use only fair and honest sales and negotiating methods, while refraining from any client coercion into obtaining a product or service.

Honouring Our Trust in You

The funds, assets, information and services entrusted in our care belong to AWNA and are not to be used carelessly, inappropriately, or for personal gain.

Misappropriation

AWNA is expected to protect the assets of itself, its members and clients and to protect them from all forms of misuse.

Misappropriation includes theft, fraud, embezzlement, and unauthorized borrowing.

As an employee you are restricted from misappropriation of funds, property, assets, or knowingly assisting another individual to do so.

You are not to convert assets that do not belong to you or use them for the benefit of yourself or anyone other than the rightful owner.

If you have access to an expense account, you are only to claim those expenses eligible for reimbursement under the policies of AWNA.

If you have access to bank accounts, you are only to use or direct funds that relate to company business transactions.

Electronic Mail/Internet Use

Internet access and e-mail use is to be conducted for business purposes. All electronic equipment including cell phones, wireless devices, as well as data stored on those devices, remain the property of AWNA and the company reserves the right to monitor employee usage.

As an employee you are expected to use all computer or electronic equipment for the purpose of company business.

You are not to participate in any online forums or chat rooms, and send or display any material that can blemish the reputation of the companies.

You are not to access or download any offensive material.

You are not violate any copyright, trademark, or patent laws.

Reporting of Wrongdoing and Dishonesty

AWNA employees share in the responsibilities to make certain honesty and integrity exist in the workplace.

Employees are protected from any adverse repercussions arising from reporting irregularities.

As an employee, if you become aware of any practices or activities performed by another employee or management, that may result in misappropriations, conflict of interests, or waiver of this Code of Conduct, you are required to report those to the Board of Directors, Executive Director and/or your supervisor. This reporting may be done in person or in writing.

Compliance of Instructions

Employees of AWNA are expected to perform the work assigned to them, within the guidelines and policies established by the companies.

As an employee you are expected to do your work within the boundaries of which you have been giving authority for.

You are expected to comply with all instructions given by your supervisor, unless they violate the polices or Codes of Conduct established by AWNA, or could result in a health or safety risk.

Objectivity

Judgments made as an employee will be independent of personal interests.

Payments, Gifts, Entertainment

Gifts and entertainment should be received or given to promote business relationships and in no way creates a situation where one could feel a sense of obligation to the other.

The consideration exchanged should be viewed as modest. If in doubt of the intentions, value, or suitable gesture, guidance should be given from a supervisor as to whether to give or receive the invitation.

The same considerations should be given towards employees where it could be perceived as an attempt to influence.

As an employee you should not be involved in any action where it could be viewed as seeking, receiving, or giving a bribe, kickback, or questionable payment. This is unethical and usually illegal.

Considerations should:

- not result in a situation where it could be viewed as a bribe or improper gesture.
- not tarnish the reputation of AWNA.
- conform with generally accepted ethical and legal standards.

Conflict of Interest

AWNA employees' business loyalty should be primarily focused on the best interests of the companies and should avoid situations that could result or be perceived as a conflict of interest.

As an employee your decisions should be based on the best interests of the companies and should not be affected by any personal gains for you or any person associated with you.

Business relationships with family or friends must not conflict with the goals of the companies and need to be approved by the Executive Director and/or supervisor.

Activities or relationships with companies in direct competition with AWNA, must be avoided.

Directorships

Employees who are invited to sit on the board or accept appointments, may do so providing they follow the established AWNA by-laws and guidelines and have received approval from their supervisor.

As an employee, before accepting any directorships, you must declare any conflicts to the companies.

Carefully judge whether your employment warrants a withdrawal from any deliberations on AWNA's financial business.

Integrity

All representatives of AWNA are truthful in all communications and do not mislead others directly or indirectly.

Telling the Truth

AWNA employees are expected to engage in communications that are true and would not be considered, in any form, as misleading.

As an employee you are to tell the truth in all communications and provide full, accurate, and timely disclosures while avoiding errors or misunderstandings in statements issued.

Integrity of Records

The financial and non-financial records of AWNA are to be maintained with meticulous integrity and accurately reflect all business dealings.

As an employee you are responsible for documenting and reporting all transactions accurately, timely, and are in accordance with the policies of AWNA.

All financial records and accounting practices are to follow the standards of Generally Accepted Accounting Principles.

Employee Character

AWNA requires employees whose integrity is beyond reproach.

As an employee you are expected to avoid any association, either inside or outside of work, which could bring your honesty, integrity, or trustworthiness into question, or which could be detrimental to the reputation of the companies.

Individual Responsibility

As responsible people, we treat others with respect and free of exploitation.

Harassment

Employees have the right to work in an environment that is free from harassment.

Harassment involves the conduct that disrupts the climate of the organization and mutual respect of each person. It undermines the honor of employment relationships and erodes morale. Examples of harassment include, but are not limited to:

- verbal abuse or threats
- unwelcome remarks, invitations, jokes or gestures
- displaying pornographic, racist, or other pictures or material
- practical jokes that could cause awkwardness or embarrassment

Any complaints will be dealt with promptly and with confidence.

As an employee you will refrain from engaging in any behavior that is offensive or harassing. If you are the victim of harassment, you may lodge a complaint to your supervisor or through legislative channels such as the Human Rights Commission.

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Hours of Work

Staff will work an eight hour day, between the hours of 8:00am - 5:00pm, with a half hour break for lunch.

Pay Periods

Pay periods are monthly.

Funds are distributed on the 15th of the month as an advance; and at the end of the month. Form of payment is by direct deposit.

Overtime

Each employee is required to sign an Overtime Agreement, stating:

1. Overtime hours can be accumulated for a period of one month at a time.
2. A requisition must be submitted to accounting, for approval by the Executive Director, for the total hours within one month following the period.
3. The time off with pay in place of overtime pay shall be provided, taken and paid at the regular rate of wages at a time that the employees could have worked and received wages from the employer.
4. The time off shall be provided, taken and paid within 3 months of the end of the pay period in which it was earned.
5. Time off in place of overtime shall be treated as hours of work and remuneration paid in respect to time off in place of overtime pay shall be treated as wages.

Vacation Leave

The vacation year runs from January 1 to December 31. Vacation is accrued from the applicable date of commencement to December 31.

Entitlement is two weeks per year for the first five years. Three weeks per year for six to ten years. Four weeks per year, commencing in the eleventh year.

A vacation requisition must be submitted to accounting, for approval by the Executive Director, in advance. Staff members are encouraged to take their vacation consistent

with the operational requirements of the office. Requests must be submitted by April 30 for the following summer months. In the event of conflicting holiday dates among employees; the seniority rule will apply. It is understood that employees will first try to work out an arrangement with peers when scheduling time off.

Each staff member should have, and be, a replacement for another during vacation leave.

The holiday schedule will be maintained by the Controller.

Employees receive General Holidays with pay, as outlined in Bill 21, The Employment Standards Code of Alberta.

General Holidays in Alberta

The [Employment Standards Code](#), names the following nine days as general holidays:

General Holiday	Definition of Holiday
New Years Day	January 1
Alberta Family Day	Third Monday in February
Good Friday	Friday before Easter.*
Victoria Day	Monday before May 25
Canada Day	July 1, except when it falls on a Sunday, then it is July 2.
Labour Day	First Monday in September
Thanksgiving Day	Second Monday in October
Remembrance Day	November 11
Christmas Day	December 25

*Good Friday is a movable religious holiday falling on the Friday before Easter Sunday. Easter Sunday is the first Sunday after the full moon on or after March 21st or one week later if the full moon falls on Sunday.

Employers may choose to recognize additional days as general holidays for their employees. For example, many employers have, by agreement, designated Boxing Day, Easter Monday and Alberta Heritage Day as additional general holidays for their employees. If an employer designates one of these days as a general holiday, all rules

pertaining to general holiday pay will apply. Employees should confirm this and any pay entitlements with their employer.

Optional Holiday	Definition of Holiday
Easter Monday	First Monday following Easter
Heritage Day	First Monday in August
Boxing Day	December 26

Eligibility for General Holiday Pay

Eligible employees are those who have:

- worked for the employer for at least 30 working days or shifts in the year before the general holiday,
- worked their last scheduled shift before, and the first scheduled shift after, the holiday (employees will remain eligible if they have the employer's permission to be absent for either or both of these shifts), and
- not refused to work on the general holiday when asked to do so.

<http://www.hre.gov.ab.ca/cps/rde/xchg/hre/hs.xsl/1472.html>

Skeleton Crew

Employees are expected to make arrangements together, to ensure staff is available to work on days where a skeleton crew is required. A minimum of three staff members are required to work. A skeleton crew is required on the following holidays:

- Family Day
- Easter Monday
- Heritage Day
- Remembrance Day
- Christmas Week (excluding Christmas and Boxing day)

Those who work on the above days will be entitled to a day off in lieu, with pay.

Special Leave

For marriage of an employee, the birth or adoption of employee's child, serious household or domestic emergency, one day off with pay. Attendance at a funeral as a pall-bearer or mourner, half a day.

Please submit request in writing for approval by the Executive Director.

Excess time taken of allowable special leave may result in a deduction of pay.

Bereavement Leave

Bereavement leave for immediate family from the date of death to the funeral not to exceed five days off with pay. Immediate family is defined as the employee's parents, wife, husband, child.

In the event of the death of the employee's brother, sister, in-laws, grandparent, grandchild, any other relative residing in the employee's household or who the employee resides with; entitlement is one day off with pay.

Please submit request in writing for approval by the Executive Director.

Maternity Leave

Maternity leave will be granted in accordance with Bill 21, The Employment Standards Code, Province of Alberta.

Short Term Sickness

If an employee becomes ill within three months of commencement of employment, he/she will not be entitled to leave with pay.

After three months employment, employees will be entitled to the following short term illness leave:

Three days off with pay for the first two years of employment, five days for every year thereafter. No accumulation.

Short term disability benefits apply on the eighth day of illness up to seventeen weeks. AWNA is not liable for any earnings over and above insurance earnings after benefits commence.

Notify the Executive Director or Controller before 9:00am on each day of illness and indicate an estimated date of return. *Do not notify reception.*

The employee must provide a doctor's certificate for any illness exceeding three days. Certificates must include the estimated time of return to work and validate the employee's illness.

The employer has the right to refer the employee to a second doctor.

Payment of Tuition Fees

Tuition fees are reimbursed at 100% of the cost upon successful completion. This is contingent upon the employee remaining with AWNA for a period of one year after completion. If the employee terminates employment with AWNA it will result in the following re-payment schedule:

Leave is within three months of course completion, 100% of the cost is payable to AWNA. Leave is within three to six months of course completion, 75% reimbursement; six to nine months, 50% reimbursement; nine to twelve months, 25% reimbursement.

Must submit request in writing for approval to the Executive Director.

Performance Appraisals

Employee performance appraisals will be completed a minimum of once a year, by June 30. Appraisals will be provided by the Executive Director.

The performance awards are designed to recognize and ensure fairness and balance by rewarding individuals who truly go above and beyond their call of duty. The system is set up to be quantifiable, measurable and achievement is totally in the control of the employee.

Salary Increases

Employee remuneration is reviewed annually and approved increases are effective July 1st of the current year.

Dress Code

Monday to Thursday appropriate business attire is required. Fridays are casual day, jeans are allowed keeping in mind the professional setting and to dress accordingly.

RRSP Contribution Plan

After three months of employment, employees are entitled to purchase RRSPs through AWNA's group plan. The AWNA matches employee's contributions to the plan, at 2% of the employee's salary, to a maximum of \$100 per month.

Health Benefit Plan

After three months of employment, employees are eligible to the AWNA's group benefit plan. The benefit plan includes:

- Life Insurance (Life)
- Accidental Death & Dismemberment (AD&D)
- Short Term Disability (WI)
- Long Term Disability (LTD)
- Extended Health Care (EHC)
- Dental

It is mandatory for all staff to enroll in the benefit plan. Mandatory benefits include Life, AD&D, WI, and LTD. EHC and Dental benefits may be waived, ONLY if the employee is covered under a spousal plan.

The AWNA will pay half of the employee's premiums when the employee is registered for the full benefit package. In the event of a waive for EHC and Dental, the AWNA will pay half of the premiums for Life and AD&D. WI and LTD are taxable benefits and are 100% payable by the employee.

For coverage details please consult the Controller.

AWNA Annual Events

Employees are encouraged to attend events hosted by AWNA such as; Convention, Symposium, and Spring Meeting. Although there is a social aspect to these events, employees should keep in mind they are attending as a representative of the AWNA Central Office. Staff expectations at events are:

- Present themselves in a professional and courteous manner
- Punctual attendance at meetings and/or seminars
- Help to ensure the event operates without interruption

AWNA Central Office

In addition to employee's specific job descriptions, each individual is expected to help with the daily operations of the office. This includes:

- Answering telephones
- Informing the purchaser(s) when supplies are low
- Keeping the office area clean and organized
- Cleaning the kitchen, including daily dishes
- Making coffee
- Working together as a team and help peers as needed