



## *PERSONNEL POLICY*

Revised September 2010

## **1. Introduction**

- 1.1 The Saskatchewan Library Association is a volunteer-directed organization; however, in order to help fulfill the mandate designed by its members it requires a support staff, in particular, an Executive Director and, when the need arises (and the funds are available) clerical assistance.
- 1.2 The Board of Directors of the Association, therefore, must establish written policies, which define the working conditions, salaries, benefits and the responsibilities of its support staff.
- 1.3 A Personnel Committee will act on behalf of the Board to develop and oversee the Association's human resource policies and procedures.
- 1.4 It shall be considered a condition of employment that all employees of the Association shall read, understand and adhere to the Personnel policies of the Association.
- 1.5 The Board of Directors shall make final decisions regarding any interpretation of this policy.
- 1.6 All policies shall be consistent with current Labour Standards and other appropriate Acts.
- 1.7 All policies shall be dated and compiled in a manner, which is accessible to the support staff and Board members. Approved revisions shall be so noted and incorporated into the policy manual as necessary.
- 1.8 The Personnel policy shall be reviewed as necessary by the Personnel Committee. If no changes are made, a revision date should nonetheless be included to indicate when the policy was last examined.

## **2. Personnel Committee**

- 2.1 The Personnel Committee, which consists of the Past President, President, Vice-president and Treasurer shall:
  - a) draft human resource policies including job descriptions as well as review salary scales for approval of the Board of Directors;
  - b) review existing policies and recommend revisions to the Board of Directors;
  - c) recruit an Executive Director for approval by the Board of Directors; and
  - d) conduct regular performance appraisals of the Executive Director on behalf of the Board.
- 2.2 The President or designate shall convene this committee.

### 3. Selection of Personnel

- 3.1 The Board of Directors, through its Personnel Committee, shall recruit and appoint an Executive Director.
- 3.2 As an agent for the Board, the Executive Director will interview, select and supervise other permanent or temporary support staff.
- 3.3 All permanent staff appointments will be presented to the Board of Directors for final approval by means of a formal motion of acceptance.
- 3.4 The Board shall be notified of any temporary appointments.
- 3.5 At least two members of the Personnel Committee will interview candidates for the position of Executive Director and will recommend their choice to the Board for its approval.
- 3.6 Appointments and promotions will be granted on the basis of merit; that is, on the following criteria:
  - a) qualifications;
  - b) training;
  - c) relevant experience; and
  - d) proven ability to perform.
- 3.7 There shall be no discrimination with respect to any person in regard to hiring or conditions of employment because of age, race, religion, gender, sexual preference, nationality, ancestry, place of origin, physical disability, marital status or political affiliation.
- 3.8 Family members or common law family members may be appointed to temporary or permanent positions as long as:
  - a) the possible conflict of interest is declared;
  - b) they meet the qualifications required for the position;
  - c) they are not being hired directly by a relative; and
  - d) they will not be directly supervised by a relative.
- 3.9 All vacant staff positions shall be advertised in the appropriate media and in the appropriate locations.
- 3.10 Postings shall include at least:
  - a) an outline of responsibilities;
  - b) the qualifications needed;
  - c) salary range; and
  - d) commencement date.
- 3.11 The Personnel Committee shall provide a written offer of employment stating:
  - a) the salary level;

- b) probationary period; and
- c) the actual work commencement date.

The successful applicant is required to send a written acceptance to the Association.

#### 4. Job Descriptions

4.1 The Personnel Committee is responsible for:

- a) preparing Executive Director's job description.
- b) reviewing and approving staff job descriptions and qualifications as prepared by the Executive Director for approval by the Board of Directors;
- c) reviewing job descriptions periodically; and
- d) recommending revisions to the Board as necessary.

4.2 All job descriptions must be in writing, current, and available to all the support staff and Board members.

#### 5. Probation Period

5.1 An employee shall not be considered a permanent staff member until six months of satisfactory work has been completed.

5.2 A probationary period may be extended if an employee's performance warrants further assessment.

5.3 The President shall be responsible for informal evaluation of the Executive Director:

- a) prior to the three (3) month anniversary in a new position; and
- b) at the end of the first six (6) months in the new position, prior to granting permanent status.

5.4 The Executive Director shall be responsible for informal evaluation of all staff:

- a) prior to the three (3) month anniversary in a new position; and
- b) at the end of the first six (6) months in a new position, prior to granting permanent status.

5.5 Failure to pass the probation period is grounds for termination of employment.

#### 6. Employee Performance Appraisal

*(See sample of Evaluation Form in Appendix 2)*

6.1 The Executive Director shall be evaluated by the Personnel Committee annually on February 1<sup>st</sup>.

The appraisal procedure shall be as follows:

- a) Evaluation forms, including previous year's evaluation are distributed by the President to each member of the Personnel Committee, who must complete them as soon as possible.

- b) The President or designate will receive the completed forms and compile a collective evaluation subject to approval by the Personnel Committee. A copy shall be given to the Executive Director and the Executive Director shall have an opportunity to comment.
- c) The Personnel Committee will arrange in advance to meet with the Executive Director to share the evaluation results (noting areas of excellence and discussing where change or improvement is needed) and to establish goals for the coming year.
- d) The Personnel Committee will report to the Board on the results of the performance appraisal.
- e) The individual forms will be destroyed after the performance interview. The original shall be kept sealed in the staff member's personnel file.

6.2 The staff shall be formally evaluated by the Executive Director annually on February 1<sup>st</sup>.

The appraisal procedure shall be as follows:

- a) Evaluation forms are filled out by the Executive Director.
- b) A copy shall be given to the staff member and the staff member shall have an opportunity to comment.
- c) The Executive Director will arrange in advance to meet with the staff member to discuss the evaluation results (noting areas of excellence and discussing where change or improvement is needed) and to establish goals for the coming year.
- d) All evaluations will be reviewed by the President or designate from the Personnel Committee.
- e) The Executive Director will report to the Personnel Committee on the results of the performance appraisal. The Personnel Committee may convey this information to the Board.
- f) The original shall be kept sealed in the staff member's personnel file.

6.3 A personnel file will be kept for each employee of the Association and treated as a "confidential document", which will be accessible only to the individual staff member, the Executive Director and the Personnel Committee.

## 7. Resignation of Employment

7.1 The Board of Directors shall require at least one month's notice of resignation from employees of the Association. Notice as far in advance as possible would be appreciated.

7.2 Employees must submit a dated and signed written statement indicating the last day of work.

7.3 Upon resignation, the former employee relinquishes all privileges and benefits granted to Employees of the Association.

- 7.4 A list of contacts for recommendation for employees in good standing will be supplied on receipt of a request from a prospective employer, and that list will be retained in the employee's personnel file.
- 7.5 The Executive Director shall inform the Personnel Committee of any resignations as soon as possible.
- 7.6 The President or designate on the Personnel Committee or the Executive Director shall be responsible for the preparation of an 'exit Evaluation' upon resignation, lay-off or retirement of an employee, which will give the employee an opportunity to voice their reflective opinions and suggestions for the operation of the Association. The employee may request that a member of the Personnel committee, along with the Executive Director, for the exit evaluation.

## 8. Termination of Employment

- 8.1 Termination of permanent staff will not be done without consultation with a lawyer.
- 8.2 The Board of Directors is ultimately responsible for the decision to dismiss an employee. No employee may be dismissed for cause without prior Board approval.
- 8.3 The decision to release an employee when a position is eliminated because of:
- a) re-organization;
  - b) retrenchment due to lack of funds;
  - c) decreased need for services;
  - d) failure to effectively meet the requirements of the position; and
  - e) extended unauthorized absence;
- must be made by the Board of Directors.
- 8.4 Payment will be preferred in lieu of notice of termination of an employee, unless the person is being terminated for just cause.
- 8.5 Upon termination, the former employee relinquishes all privileges and benefits granted to employees of the Association.

## 9. Conflict Resolution

- 9.1 Should a disagreement or misunderstanding arise out of the application or interpretation of the personnel policies of the Association or over the performance of an employee's duties, the Board and the staff agree to settle such issues quickly and fairly.
- 9.2 Employees first should discuss differences or conflicts with their immediate supervisor or, in the case of the Executive Director with the President. A summary report containing resolution solutions will be placed in the personnel file and copied **in confidence** to the Personnel Committee.

- 9.3 Any unresolved differences may be taken to the Personnel Committee. A summary report containing resolution solutions will be placed in the personnel file.
- 9.4 If resolution still has not been achieved, an employee may make a final appeal to the Board. The employee in question has the right to attend and be heard at a pre-arranged time during a meeting of the Board. A summary report containing resolution solutions will be placed in the personnel file.

## 10. Disciplinary Action

- 10.1 Disciplinary action will be taken against an employee who:
- a) refuses to carry out duties;
  - b) knowingly contravenes Board policy; or
  - c) behaves in an immoral, unethical or illegal manner
  - d) fails to meet performance requirements.
- 10.2 Disciplinary action shall take the following progressive steps, which is required in order to satisfactorily resolve the situation. A sealed written record of any action taken or any related documents should be placed in the employee's file and copied in confidence to the Personnel Committee:
- a) a verbal warning, which involves counselling the employee;
  - b) a written warning
    - i) noting the employee's unsatisfactory conduct or performance;
    - ii) suggesting steps for improvement and when acceptable improvement is to be achieved; and
    - iii) what consequences might result from failure to make those improvements;
  - c) a written notice of suspension or probation of a specified duration;
  - d) a letter of dismissal presented without further explanation necessary.
- 10.3 In the event of illegal activity on the part of any employee, full disclosure shall be made to the police.
- 10.4 Suspensions, probations and dismissals must be brought to the attention of the Board of Directors as soon as possible by the Personnel Committee. Dismissals must be brought to the Board of Directors for decision as per section 8.

## 11. Working Conditions

- 11.1 Permanent full-time employees normally shall work five (5) days per week (usually Monday to Friday) at seven and one half (7 ½ ) hours per day; however, the nature of the work involved (i.e. some evenings and weekend work will be required) necessitates some flexibility of work schedules.
- 11.2 Two (2) fifteen minute paid rest breaks per seven and one half hours are allowed for all employees; one unpaid break 1 hour OR ½ hour should be taken during a work day for nourishment.

- 11.3 Credit time off may be earned by employees for extra time (i.e. beyond the normal schedule) worked on approved activities. The maximum accumulated credit time shall not exceed 10 working days. Credit time off shall be taken at a mutually convenient time. Credit time earned and taken shall be duly recorded. Overtime to be calculated by not less than .5 hrs. Credit time worked the days of the annual conference to be calculated at time and half. (eg 1 hr worked = 1.5 hrs credit time)
- 11.4 The Personnel Committee may review time sheets when necessary.
- 11.5 Work from home option:
- a) two days per month, each permanent full-time employee may work from home, following a successful 6 month probation.
  - b) days will be selected the beginning of each month; be mutually agreed upon; scheduled according to meetings and activities and cannot interfere with office operations that require in-office attendance.
  - c) scheduled work from home days must be postponed if office matters arise that require the employee to be in the office.
  - d) days cannot be accumulated from month to month. If the allotted days are not taken during the month, they cannot be carried forward.
  - e) when working at home, employees are expected to work 7.5 hrs and be available by phone and email during regular work hours.
  - f) employees can take SLA laptop home to complete their work, but will not be compensated for the use of their personal internet, phone or other such communications when conducting SLA business. Pre-planning is required regarding the SLA work to be completed at home with files/documents loaded on a memory stick and any other materials needed to complete work at home. Email to be checked through our SaskTel email site. SLA computers are not accessible off-site.
  - e) employees cannot schedule work at home days on the same day.
  - f) Executive Director work at home days to be approved by the President. Staff work at home days to be approved by the Executive Director

***A six month trial basis will take effect at the time of the Executive Committee/Board approval of the Personnel Policy, at which time the policy will be reviewed. (approved Sept. 2010)***

- 11.6 Flexible time (in-office, not including work from home)
- a) each permanent full-time employee, followed by a successful 6 month probation, may begin their day between 7:00 am and 9:00 am and finish between 3:30 pm and 5:30 pm.
  - b) employees are required to be at work during core working hours 9:00 am – 3:30 pm.
  - c) flex hours require prior approval and must be scheduled or changed if office matters arise that require the employee to be in the office. Flex hours cannot interfere with office operations during SLA regular office hours 8:00 am – 4:30 pm. (eg scheduled meetings, activities.)
  - d) Executive Director flexible time be approved by the President. Staff flexible time to be approved by the Executive Director.

### 11.7 Compressed work week

- a) each permanent full-time employee, following a successful 6 month probation, may work fourteen 8 hour work days and earn every third Friday off.
- b) lunch breaks (either 1 hour or ½ hour) are not included in the calculation of the 8 hour work day.
- c) employees who are approved to work the compressed work week are required to sign a one year agreement with an annual renewal in February of each year.
- d) on the occasion, when the office staff are away from the office on the same day, due to holidays or other obligations, an announcement that the office will be closed will be posted on the website as far in advance as possible.

## 12. Harassment

- 12.1 The Board and its employees will adhere to a policy of no discrimination with respect to any person working for the association because of age, race, creed, gender, sexual orientation, nationality, ancestry, place of origin, physical disability, marital status, or political affiliation.
- 12.2 The Association prohibits harassment of its employees. Guidelines and procedures regarding harassment as followed by the SaskCulture Harassment Policy, listed under resources <http://www.saskculture.sk.ca/>
- 12.3 Any employee found to have engaged in a harassing behaviour shall be subject to discipline up to and including dismissal.

## 13. Salary Policy

- 13.1 The payroll for the Association's employees is prepared by the Administration Centre for Sport, Culture and Recreation.
- 13.2 Staff will receive a monthly salary, to be paid in two equal installments, on the 15th and on the last banking day of the month.
- 13.3 All staff shall receive monthly, a detailed pay statement showing the period worked, gross earnings and all relevant deductions made.
- 13.4 Staff members may receive salary increases to be implemented February 1st. These increases will be based on established scales. *(See Appendix 1 for Salary Scales.)*
- 13.5 All new employees shall be positioned on the salary grid in accordance with the Personnel Committee's recommendations. The Personnel Committee may move an employee higher on the scale if qualifications, training and experience warrant it.
- 13.6 The Personnel Committee shall review the salary scales every three years.

13.7 Each employee shall have access to the salary scale for his/her position.

#### 14. Benefits

14.1 The Association provides employees with a benefits package through the Administration Centre of Sport, Culture and Recreation. Documentation describing and explaining the benefits package is kept on file in the Saskatchewan Library Association office, and a copy is given to each new employee.

14.2 A permanent staff member is eligible to participate in the benefits package after three (3) months of continuous employment.

14.3 The Board of Directors will consider paying an employee's membership fees to organizations it deems beneficial to the Association and essential to the employee's effectiveness.

#### 15. Staff Training and Development

15.1 The Board may allocate funds in the budget for employees to attend seminars, workshops and conferences related to their work.

15.2 Employees may apply in writing to the Personnel Committee to attend appropriate training and development courses. Executive director to apply to the Personnel Committee and staff to the Executive Director.

15.3 In certain cases, an employee's personal expenses will not be covered until presentation of proof of successful completion of a training course and proper receipts are submitted.

15.4 If the Board requires a staff member to take a training course, the Association will assume the full cost of tuition or registration, transportation, accommodation and meals (as laid out in the Expenses Policy).

#### 16. Vacation and Public Holidays

16.1 Unless otherwise mutually agreed upon, permanent full-time employees are eligible for earned vacation with regular pay at the rate of:

- a) three (3) weeks (i.e. 15 working days) per year for up to four years of accumulated service [earned at the rate of 1.25 days per month];
- b) four (4) weeks (i.e. 20 working days) per year for five to seven years of accumulated service [earned at the rate of 1.66 days per month];

- c) five (5) weeks (i.e. 25 working days) per year for eight to twelve years of accumulated service [earned at the rate of 2.08 days per month]
- d) six (6) weeks (i.e. 30 working days) per year for 13+ years of accumulated service [earned at the rate of 2.5 days per month].

16.2 In cases where employees have less than one full year's service, then vacation entitlement shall be pro-rated accordingly.

16.3 Employees may take their earned vacation upon completion of six months of employment.

16.4 Employees may take their earned vacation upon completion of six months of employment.

16.4 If an employee should experience illness or injury of a serious nature during a vacation leave or immediately prior to vacation leave, provided the illness or injury is documented by a physician, time off for these reasons may be charged against the employee's sick leave rather than vacation leave.

16.5 The following are considered public holidays with pay:

- a) New Year's Day
- b) Family Day
- c) Good Friday
- d) Easter Monday
- e) Victoria Day
- f) Canada Day
- g) Saskatchewan Day
- h) Labour Day
- i) Thanksgiving Day
- j) Remembrance Day
- k) Christmas Day
- l) Boxing Day

16.6 If an applicable provincial, or federal legislative authority should declare a public holiday, other than those listed above, employees will receive such a holiday as a paid day of rest.

16.7 When a public holiday falls on a regular day off or part of a day off, employees will receive an equivalent time off.

16.8 Vacation leave of the Executive Director must be approved by a member of the Personnel Committee and taken at a mutually convenient time. Vacation leave of other staff must be approved by the Executive Director and taken at a mutually convenient time.

16.9 Staff will be permitted to take their vacation leave in one continuous period.

- 16.10 Staff may carry forward a maximum of 5 vacation days into the next year. Staff must submit a written notification to the Executive Director or the Personnel Committee. Permission to carry over more than 5 days may be granted by the Personnel Committee where extenuating circumstances warrant.

## 17. Leaves of Absence

- 17.1 The granting of leaves of absence shall be at the discretion of the Executive Director or the Personnel Committee of the Board.

- 17.2 Application for a leave of absence must be made in writing to the Executive Director or the Personnel Committee.

### 17.3 Leaves of Absence - with pay

#### 17.3.1 Sickness Leave

- a) After three months of employment, permanent full-time and part-time staff are entitled to paid sick leave at the rate of 1.25 days per month calculated on a monthly basis.
- b) Sickness leave is to be used only as earned. The unused portion can be accumulated to a maximum of 30 working days.
- c) Up to 50% of accumulated sick leave, may be used to provide direct care for an ill family member.
- d) If an absence due to illness is longer than three (3) consecutive days, the employee may be required to provide a physician's certificate.
- e) If earned sickness leave has been used up and an employee is faced with an absence due to hospitalization or sickness (of sufficient length to require a doctor's certificate) that employee may request without pay.
- f) Records of sickness leave shall be maintained for each employee.
- g) Unused accumulated leave cannot be converted into a cash pay out upon termination, dismissal, resignation or retirement.

#### 17.3.2 Medical Leave

- a) Leave to visit a physician, dentist or other health care specialist during work hours may be granted by the Executive Director up to a maximum of two (2) days per year.
- b) This leave does not accumulate from year to year.
- c) Staff may be required to show proof of such appointments.

#### 17.3.3. Compassionate Leave

- a) Compassionate leave is intended for time to attend a funeral; to deal with funeral arrangements; or to handle a family crisis involving a serious illness or death in the immediate family.
- b) Compassionate leave with pay up to a maximum of three (3) days, dependent on circumstances, may be granted at the discretion of the Personnel Committee.
- c) Immediate family is understood to include parent(s), step parent(s), foster parent(s), sibling(s), grandparent(s), spouse step child(ren) or ward of the staff

member, father-in-law or mother-in-law (including parent of same sex partner) or someone with whom the individual has shared a household.

- d) If it has been suitably demonstrated that travel difficulties will prevent a staff member from returning to work within the allotted time, an additional leave without pay up to a maximum of two (2) working days may be allowed.
- a) Compassionate leaves will be duly recorded in the employee's personnel file.
- f) An employee may apply for compassionate leave without pay. Extended leave will be granted at the discretion of the Personnel Committee.

#### 17.3.4 Civic Duty Leave

- a) A staff member who is called for or who is actively serving on jury duty or is required to appear as a witness in a court case shall be granted leave with pay. Any monies received for such duty shall be turned over to the Association.
- b) Leave to vote in provincial or federal elections or referenda, as set out by statute, will be granted.

### 17.4 Leaves of Absence - Without Pay

#### 17.4.1 Maternity and Parental Leave

- a) A permanent employee who applies for maternity leave shall be granted leave without pay, in accordance with federal and provincial legislation. The employee must provide documentation from a qualified medical practitioner certifying pregnancy and indicating the estimated time of confinement. The length of such leave may be for a maximum of twelve (12) weeks before the expected due date. An extension of maternity leave beyond the mandatory limit allowed by law up to 52 weeks may be granted by the Personnel Committee. The employee must give a minimum of thirty (30) days' notice of her intent to return to work.
- b) When possible, an employee should apply in writing to the Personnel Committee for a maximum of twelve (12) weeks of parental leave at least four (4) weeks prior to commencement of the leave.
- c) An employee on maternity or parental leave shall not accumulate benefits, vacation credits or public holiday pay during the leave.
- d) An employee returning from maternity or parental leave shall return to her/his former position at the same salary level with no loss of benefits accrued to the beginning of the leave.
- e) An employee who has worked for a continuous period of six (6) months shall be granted, upon written request, paternity leave without pay up to a maximum of six (6) weeks before and/or after the birth of the child.

#### 17.4.2 Other

- a) Leave without pay may be granted by the Personnel Committee on a case by case basis, such as political activities.

### 18. Personnel Records

18.1 The Executive Director is responsible for maintaining a current and accurate set of personnel files.

18.2 These files will include among other things:

- a) records of sick time taken;
- b) medical certificates for long-term illness or recuperation;
- c) records of special leaves taken;
- d) record of vacations taken; and
- e) worker's compensation claims.

18.3 Each employee's personnel file should include:

- a) letters of application, appointment, acceptance, and termination;
- b) resumes;
- c) evaluations;
- d) written commendations;
- e) professional development and training documents; and
- f) other related documents.

18.4 Confirmation of an employee's promotion, retirement, dismissal, etc. shall be given to the employee in writing with copies placed in that person's file. Also any extension of probation shall be given to an employee in writing.

## 19. Honoraria, Service Fees, and Gifts

19.1 Staff members who receive honoraria or fees from other organizations or individuals for services prepared or provided (e.g. as workshop participants or expert witnesses in court) during working hours and using the Association's resources, shall turn over any such revenue to the Association. Staff members who receive a fee for activities related to their work but prepared for and performed outside working hours shall be permitted to keep that revenue.

19.2 Staff members are not obliged to turn over non-monetary personal mementos or tokens of appreciation such as flowers, candy, coffee mugs, books, gift certificates, etc.

19.3 If a staff member receives money to cover the costs of travel, accommodation, meals, etc. while participating in a work-related activity during working hours or as an official representative of the Association, those monies shall be given to the Association only if the Association already provided funds to cover those expenses.

20. Conflict of Interest Policy – please see the SLA Board of Directors Handbook, Section 6, page 2 - 6.2.

## **APPENDIX 1**

### **SASKATCHEWAN LIBRARY ASSOCIATION PERSONNEL SALARY SCALES**

#### **Executive Director Salary Scale**

Executive Director \$35-\$45,000 (with 17% benefits) over 7 years with increments of \$1,428.57/year (\$10,000 divided by 7). (Approved February 2003)

Plus COLA increases on the base each year, and raises given as budget & funding allows.

#### **Program Administrator Salary Scale:**

Program Administrator will be \$12-\$15.00/ hour.

Plus COLA increases on the base each year, and raises given as budget & funding allows.  
(Recommended 50 cent/hour increase per annum)