

SECTION 3: PERSONNEL POLICIES AND PROCEDURES

3.01 STAFF QUALIFICATIONS:

All staff hired to work for the agency have minimum qualifications.

To ensure that all staff members are competent to work in the position for which they have been hired.

Procedures:

1. The minimum hiring requirements are listed in the respective job description.
2. Positions of employment within the agency are dependent on funding.

3.02 STAFF ORIENTATION:

Every new staff member shall be provided with an orientation prior to the assignment of duties.

The orientation process enables new employees to get their bearings in a new situation, and to adapt to the agency. It familiarizes new people with the philosophy and the policies of the agency. It instills the agency's attitude in a new staff so that when they face an unfamiliar situation, they can make the decision that contributes to the organizational objectives and that remains within the agency's policy.

Procedures:

1. Contents of orientation to include, but not be limited to the following:
 - an overview of the agency's mission statement
 - a review of written policies and procedures
 - instruction regarding agency rules and daily routines
 - emergency procedures and a list of emergency telephone numbers
 - code of ethics
 - hours of work and schedules
 - review of the job description and work agreement
 - introduction to other staff and program participants
2. Prior to the commencement of work and annually thereafter, each staff member shall be instructed in all emergency procedures of the agency.
3. Staff meetings should be held on a regular basis to facilitate a common understanding of purpose and to provide a forum for sharing ideas.
4. Individual supervision sessions should be held on a semi-annual basis to:
 - Provide an opportunity to discuss the staff member's personal concerns in relation to their role with the agency.
 - Allow for personal growth and development in their work.

3.03 STAFF ACCESS:

The program sites are accessible to staff members with physical disabilities.

The sites should be accessible to allow for equal employment opportunities for people with physical disabilities.

Procedures:

1. When an access issue arises the agency will make a bona fide effort to accommodate the employee.

3.04 EMPLOYMENT EQUITY:

The program is committed to applying the principles of equity in its recruiting/hiring practices.

Employers must apply equity principles when hiring new employees. It is imperative that employment laws are followed and that employees are treated fairly.

Procedures:

1. The agency is committed to dealing fairly and justly with all employees to provide reasonable benefits and to function within the laws governing employment and labour in Manitoba.

3.05 STAFF TRAINING AND PROFESSIONAL DEVELOPMENT ADMINISTRATION:

The executive director of the agency makes training and professional development activities readily available to all staff members.

To ensure quality programming it is necessary for staff members to keep up to date on the latest developments in the field. Members require opportunities to make valuable contacts outside of the agency with other practitioners in the field.

Procedures:

1. The executive director is responsible for informing the board and staff about upcoming training opportunities.
2. A reasonable amount of funds shall be budgeted each year to support staff training.
3. Staff shall be formally surveyed each year regarding training opportunities they have attended during the year preceding. This information will inform the evaluation process of the staff training administration policies.
4. It is the responsibility of the executive director to ensure that staff completes their training record. Staff will be asked to also identify training needs they see for the upcoming year. This information should be recorded in the employee's personnel file.

3.06 STAFF TRAINING AND PROFESSIONAL DEVELOPMENT ACCESS:

The professional development of each staff is a joint responsibility of the employee and employer. Staff must have access to training opportunities on a regular basis.

Service provision is supported and enhanced by up-to-date training of all staff and the agency must be committed to supporting staff to increase their expertise and knowledge in relevant areas. Staff should be encouraged to pursue training opportunities that are available.

Procedures:

1. There will be continuous training of staff members including:
 - Workshops and other training opportunities will be made available to staff on a regular basis.
 - A current professional library will be maintained by the agency. Staff will be encouraged to use these materials and to provide input on particular needs.
2. The executive director will ensure that allotted training funds are spent appropriately and fairly.
3. All training requests involving time and/or money will require approval by the executive director prior to registration.
4. A recommendation of approval for all training assistance requests will involve consideration of the relevance to the program and job description, cost versus perceived benefits, and program needs.
5. All program staff are encouraged to participate in and to hold membership in related professional organizations.

3.07 JOB DESCRIPTIONS:

The agency has written job descriptions for all staff positions which are regularly reviewed. The criteria for staff qualification conform to the training accreditation and credentials required for any professional discipline that the agency wishes to retain.

In order to ensure that staff have the necessary training and experience to provide the best possible service for our clients, written criteria for each position regarding qualifications shall be maintained and followed.

Procedures:

1. The written job description shall include, but is not limited to:
 - The position title
 - The purpose of the position
 - Reporting relationships and accountability
 - Responsibilities
 - Qualifications and skills required
2. The written criteria for each position regarding the qualifications required of staff to perform the respective duties and responsibilities of the assigned position shall include:
 - Minimum educational requirements
 - Minimum related work or experience

3.08 PERFORMANCE APPRAISALS:

All employees of the agency receive a performance appraisal evaluation annually.

The agency has a commitment and obligation to ensure that the clients receive the best possible training, guidance and support from staff. Staff members have a right to participate in and be apprised of their assessment so that they can progress and receive additional training relative to their career goals.

Procedures:

A. General Guidelines:

1. The annual performance appraisal shall be:
 - Recorded in writing
 - Discussed with the employee in confidence with opportunity for his/her review and response
 - Signed by the supervisor
 - Kept and maintained in the employee's personnel file
2. The staff member will be given two weeks notice of the evaluation date.
3. All relevant areas of the job description will be discussed.
4. A summary content will be included that identifies recurring issues or problems, strengths and special skills and a summary of the previous year's activities.
5. If necessary, goals will be reviewed and/or set. The supervisor and the staff member will mutually agree upon these goals.
6. The employee will date and sign the evaluation. The employee should have a designated place to agree or disagree with the contents of the evaluation.
7. The employee will be given a copy of the evaluation and a copy will be kept in the employee's personnel file. This information is confidential.

B. Timelines:

1. The first probationary evaluation of an employee will take place within three months of the hiring date. It is essential that the supervisor be clear about any potential problems in order that the employee may rectify them before the final probationary evaluation.
2. The final probationary evaluation will occur within six months of the hiring date. The recommendation made will be to offer permanent employment, to extend the probationary period or to discharge the probationary employee.
3. The annual evaluation will occur either in conjunction with the program's contract date or by the anniversary date of the employee's hiring.

C. Performance Problems:

1. If there are ongoing problems with the employee's performance between evaluation periods, the problem(s) will be identified to the employee and the supervisor will encourage and support the employee's self improvement in these areas.

2. If the problem(s) persists, the supervisor will place a note in the employee's file and a copy will be given to the employee. The note will outline the nature of the problem(s) and a description of corrective steps to be taken. As part of this process, the supervisor and the employee will negotiate performance goals to be reviewed in one month. This information is confidential.
3. If, at the end of one month, the employee's performance has improved to an acceptable level, normal supervision and evaluation will commence. If, at the end of one month, there is still no improvement in the employee's performance, the employee will be terminated.

3.09 PERSONNEL FILE:

All relevant information pertaining to the hiring, payment, evaluation and discipline of an employee is kept in the employee's "Personnel File" and the file is kept confidential. An employee is entitled to review his/her own personnel file, without removing it from the office within which it is kept.

A record must be kept and maintained of each employee's work history for management purposes. However, the sensitive and personalized nature of the information requires that it be kept secure from unauthorized access and remain confidential.

Procedures:

1. The personnel file may contain the following types of information:
 - Hiring application/resume
 - Reference checks
 - Criminal record check
 - Emergency contacts
 - Work Agreement
 - Current TD1 form
 - Current job description
 - Training certificates
 - Training record
 - Signed acknowledgements (i.e. of Policies and Procedures)
 - Performance Appraisals
 - Disciplinary actions
2. Personnel files will be kept in a secure location to prevent loss, destruction or unauthorized access.
3. The executive director will be responsible for keeping the contents of the personnel file up-to-date.

3.10 EMPLOYEE CONFIDENTIALITY:

All personal information disclosed by an employee is held confidential within the agency unless otherwise authorized by the employee.

In order to maintain a quality administrative system it is necessary to prevent unwanted access to and disclosure of information deemed confidential by an employee.

Procedures:

1. Information about any employee will not be released outside the agency without their written authorization.
2. A "Release of Information" form should be filled out.

3.11 STATEMENT OF CONFIDENTIALITY:

Each employee of the agency signs a statement of confidentiality. Breach of confidence is a serious matter and grounds for dismissal.

It is imperative that staff members keep information about clients confidential.

Procedures:

1. Employees shall not disclose confidential or classified information to any unauthorized person at any time.
2. If an employee is asked for confidential information, they should refer the questioner to the executive director.