

SECTION 4.2

HUMAN RESOURCE GUIDELINES

June 2003

Section 4.2 - Human Resource Guidelines

The following guidelines have been developed to assist the CAWA Executive Committee in dealing with human resource issues in a fair and consistent manner. In addition, they will provide a basis for staff members to understand their rights, entitlements and considerations.

1. Recruitment and Selection

The CAWA is an equal opportunity employer and is bound by the hiring practices of Sport Canada for positions funded by the Government of Canada.

Job descriptions for the following professional staff positions are included in Section 4.1 of the CAWA Policy and Procedures manual:

- Executive Director
- National Program Director
- Technical Director
- Office Manager

2. Classification

The four positions noted above are similar to positions in other national sport organizations. Surveys of such positions will be used to allow for each position to be reviewed on a bi-annual basis to ensure the CAWA is within the range for the position.

Having said this, there are additional job function features that are over and above the standard position descriptions which might need to be considered in arriving at the appropriate salary range.

3. Probation

There will be a three (3) month probation period for all new Canadian Amateur Wrestling Association employees. At the conclusion of this period, the Vice President, Administration & Marketing, the Executive Director and one other Executive Committee member (two in the case of the Executive Director position) will evaluate the performance of the employee towards retention.

The additional Executive Committee member(s) will be designated for each position as follows:

Executive Director
National Program Director
Technical Director
Office Manager

President, Past President
Vice President Technical
Vice President Development
Secretary-Treasurer

4. Performance Appraisals

The association will carry out an annual appraisal of each staff member through a process overseen by the Vice President, Administration & Marketing. The Executive Director will provide an appraisal of each staff member to the Vice President, Administration & Marketing. Each staff member will be appraised by two members of the Executive Committee as follows:

Executive Director	President, Vice President Administration & Marketing
National Program Director	Vice President Technical, Vice President Administration & Marketing
Technical Director	Vice President Development, Vice President Technical
Office Manager	Secretary-Treasurer, Vice President Administration & Marketing

The Vice President Administration & Marketing will discuss the appraisals with the Executive Director who will meet with each staff member to discuss their personal appraisal.

A sample of the appraisal form is appended at Annex A.

5. Training and Development

The CAWA shall provide funding and allow for time for the professional staff to attend clinics, courses, seminars or wrestling events and meetings for professional development which directly benefits the association. The staff, in collaboration with the Vice-President Administration & Marketing, will determine the areas to be developed and the method of doing so as part of the annual appraisal process.

Staff professional development plans are to be presented by the Vice President Administration & Marketing and reviewed and evaluated by the Executive Committee at their spring meeting.

6. Termination and Severance

The employee shall have the right to terminate his/her contract upon sixty (60) days notice in writing.

The employer shall have the right to terminate the employee's contract upon sixty (60) days notice in writing, with cause. The recorded appraisal results must be presented and discussed with the employee prior to confirmation of termination.

In the event that the employer wishes to terminate the contract of an employee for any reason excepting performance appraisal and/or willful misconduct on the part of the employee, the employee shall be entitled to receive an amount equal to one week's salary for each complete year of employment up to a limit of twenty weeks.

7. Hours of Work and Compensatory Time Off (CTO)

The employee is expected to work thirty-five (35) hours per week. If it becomes necessary for the employee to work on weekends or after hours, as authorized by the Executive Director, he/she shall have the right to absent himself/herself from his/her employment during the work week for the appropriate period of time, not exceeding the amount of CTO hours accumulated. The Executive Director will be responsible for keeping these records.

Authorized activities for which overtime can be accumulated may include:

- Meetings
- Canadian Championships
- Canada Games
- International events including those hosted in Canada
- Clinics
- Courses or seminars

Staff traveling with National Teams to major events of greater than one week in duration will receive a maximum of four days CTO for such events or the number of days actually away whichever is the lesser.

CTO must be used in the fiscal year (April 1 to March 31) in which it is accumulated. Exceptionally, CTO earned in the fourth quarter of the fiscal year (January 1 to March 31) may be carried over with the approval of the Vice President Administration & Marketing.

8. Expense Reimbursement

A travel allowance for travel expenses actually and properly incurred by the employee in connection with his/her duties for which receipts are submitted will be provided by CAWA. The total travel allowance for each employee will be determined and monitored by the Secretary-Treasurer and the Executive Director.

9. Benefits & Entitlements

The Canadian Amateur Wrestling Association agrees to pay the Employee's Health Tax and the cost of the employee's group insurance package consisting of Life Insurance, Accidental Death and Dismemberment, Weekly Indemnity, Long Term Disability Insurance and Health Care including dental.

Also, CAWA agrees to pay a contribution towards the employee's purchase of a registered retirement savings plan, totaling 3% of the gross salary per annum which will be added to the employee's semi-monthly payroll payments.

Employees shall be entitled to unpaid pregnancy and parental leave as outlined in the Ontario Employment Standards Act, 2000.

In addition to statutory holidays, the employee shall be entitled to annual leave at a time or times to be agreed by the Vice President Administration & Marketing and the employee, plus the Christmas period when the national office is closed, as follows:

- For the first contract that exceeds six months and is less than one year, the employee will be entitled to one day of vacation for each month worked to a maximum of 10 days of annual leave.
- Employees with one to three years of employment with the CAWA will be entitled to 15 days of annual leave.
- Employees with more than three years of employment with the CAWA will be entitled to 20 days of annual leave.
- Employees with more than 15 years of employment with the CAWA will be entitled to 25 days of annual leave.

Normally annual leave will not be carried over from one fiscal year to the next, however, up to 50% of the annual leave from the previous year may be carried over with the approval of the Vice President Administration & Marketing.

10. Harassment

The Canadian Amateur Wrestling Association is committed to the achievement of equal opportunity including the establishment of an environment in which all members, including staff, have the opportunity to contribute to the sport to their maximum potential.

Board and committee members, affiliated organizations executives, staff, coaches, athletes, support staff and officials of the CAWA are responsible for preventing and discouraging harassment.

The CAWA Harassment Policy (Section 4.3 of the CAWA Policy & Procedures Manual) applies to all staff of the association.

11. Confidentiality

a) Employees may not use any confidential information obtained during or through employment with the CAWA for furthering current or future outside employment or activities, or for obtaining personal gain or profit.

b) Employees must not disclose non-public or sensitive information to individuals other than on a need-to-know basis.

c) Staff information, other than position and title, must not be released to a third party without the written consent of the staff member.

12. Conflict of Interest

Staff members of the Canadian Amateur Wrestling Association are bound to act honestly, in good faith and in the best interests of the CAWA. Consistent with such standards of conduct, conflicts of interest are to be avoided.

The CAWA policy on Conflict of Interest, Section 3.2 in the CAWA Policy and Procedures Manual applies to all staff of the association.

OBJECTIVE

The employee performance analysis is intended to serve as a formal assessment and review of the employee's job performance over the review period. The analysis is meant to note areas of employee strength and weakness and to link them to the performance of his/her duties over the review period.

EVALUATION PROCEDURE

- Employee - Please complete sections 1,2,3,4,5,6 and 7 and return the form to the Vice President, Administration.
 - Evaluator - Please complete section 5 of this analysis form and return it to the Vice President, Administration.
 - Executive - Please complete sections 2,5,7 and 8 and return the form to the Vice President, Administration. Complete section 6 with the Director
 - Vice President - Please gather the performance analysis forms from the Administration evaluators and synthesize the information for a feedback session with the Executive Director.

Please complete sections 7 and 8 with the employee or direct the Executive Director to do so.
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1. EMPLOYEE DATA

Name: _____

Current Position: _____

Number of years in Current Position: _____

Number of years with the CAWA: _____

Last Appraisal Date: _____

Type of Appraisal (Annual / Probationary / Special): _____

COMMENTS:

B. PRODUCTIVITY

Sense of urgency and priority in getting the job done. Assumes responsibility and takes initiative, meets reasonable time estimates and effectively controls and completes assignments.

Self Evaluator

Above ___ ___
At ___ ___
Below ___ ___

COMMENTS

C. PLANNING/ORGANIZING

Sets realistic objectives and goals; sets clear priorities, grasps big picture. Develops efficient work plan for projects; coordinates activities with others; utilizes available resources and services to obtain maximum results.

Self Evaluator

Above ___ ___
At ___ ___
Below ___ ___

COMMENTS

D. MANAGEMENT/SUPERVISORY SKILLS

Assigns work and directs its completion; knows why, where, when and how to move on situations requiring attention; is aware of important things that are happening in the organization; manages time well; adapts to change. Recognizes contributions of others, maximizes skills and expertise of associates and helps build positive environment.

Self Evaluator

Above ___ ___
At ___ ___
Below ___ ___

COMMENTS

E. COMMUNICATION SKILLS

Verbal and written communications are effective; listens well; reporting is timely; able to sell ideas and gain acceptance.

	<u>Self Evaluator</u>	
<u>Above</u>	___	___
<u>At</u>	___	___
<u>Below</u>	___	___

COMMENTS

F. INITIATIVE AND JUDGMENT

Willing to learn, assumes responsibility, is able to solve basic problems with minimal amount of direction normally required for the position, defines and analyzes problems and offers constructive ideas to improve procedures, anticipates and deals with problems head-on, persists, self-starter.

	<u>Self</u>	<u>Evaluator</u>
<u>Above</u>	___	___
<u>At</u>	___	___
<u>Below</u>	___	___

COMMENTS

G. PERSONAL CHARACTERISTICS

Positive and professional presentation, responsive to suggestions, housekeeping, attendance and punctuality, able to work under pressure, sociable and establishes goodwill.

	<u>Self Evaluator</u>	
<u>Above</u>	___	___
<u>At</u>	___	___
<u>Below</u>	___	___

COMMENTS

COMMENTS ON OVERALL PERFORMANCE

Self Evaluator

Above
At
Below

— —
— —
— —

6. WORK PLAN

PERIOD COVERED: _____ TO _____

WHAT ARE THE MAJOR OBJECTIVES/TARGETS FOR THIS PERIOD, HOW WILL THEY BE MET AND WHAT MEASURABLE STANDARD OF PERFORMANCE IS EXPECTED?

**MAJOR OBJECTIVES/
TARGETS**

**HOW WILL
THEY BE MET**

**MEASUREMENT OF
PERFORMANCE**

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. TRAINING AND DEVELOPMENT

Activities including seminars and courses which the employee completed during this appraisal period:

Course Title: _____

Duration: _____

Benefits in Performance of Duties: _____

Course Title: _____

Duration: _____

Benefits in Performance of Duties _____

Training and Development Plans

April 1, 200__ to March 31, 200__

During this period _____ would benefit from the following training/development opportunities to increase his/her effectiveness in the current position and enhance his/her career with the association.

Employee's signature: _____ Evaluator's Initials: _____

8. SIGNATURES

Evaluation completed by: _____ Title: _____

Signature: _____ Date: _____

Vice President, Administration or Executive Director

Signature: _____ Date: _____

I have read and discussed this review with the Vice President, Administration and/or Executive Director:

Employee's Signature: _____ Date: _____

I disagree with this review and have attached a statement of my reasons for disagreement:

Employee's Signature: _____ Date: _____