



Board and Staff Relations: Supporting Your Senior Employees

Paul Meunier, May 2016





Agenda

- 1. Not-For-Profit Model**
- 2. Organization/Staffing Structures**
- 3. Orientation & Training**
- 4. Board Accountabilities**
- 5. Establishing a Framework - Staff**
- 6. Due Diligence Checklist**
- 7. Activity!**
- 8. HR Accreditation Standards**
- 9. What to do When Things Go Wrong**

Not-For-Profit Model



Legislation
& Corporate Registry

(e.g. *The Societies Act*)



Insurance

BOARD

Senior Staff

Scope of Operations

Participants / User Groups

MEMBERSHIP



Canada
Revenue
Agency



Assets, Lodging, Land

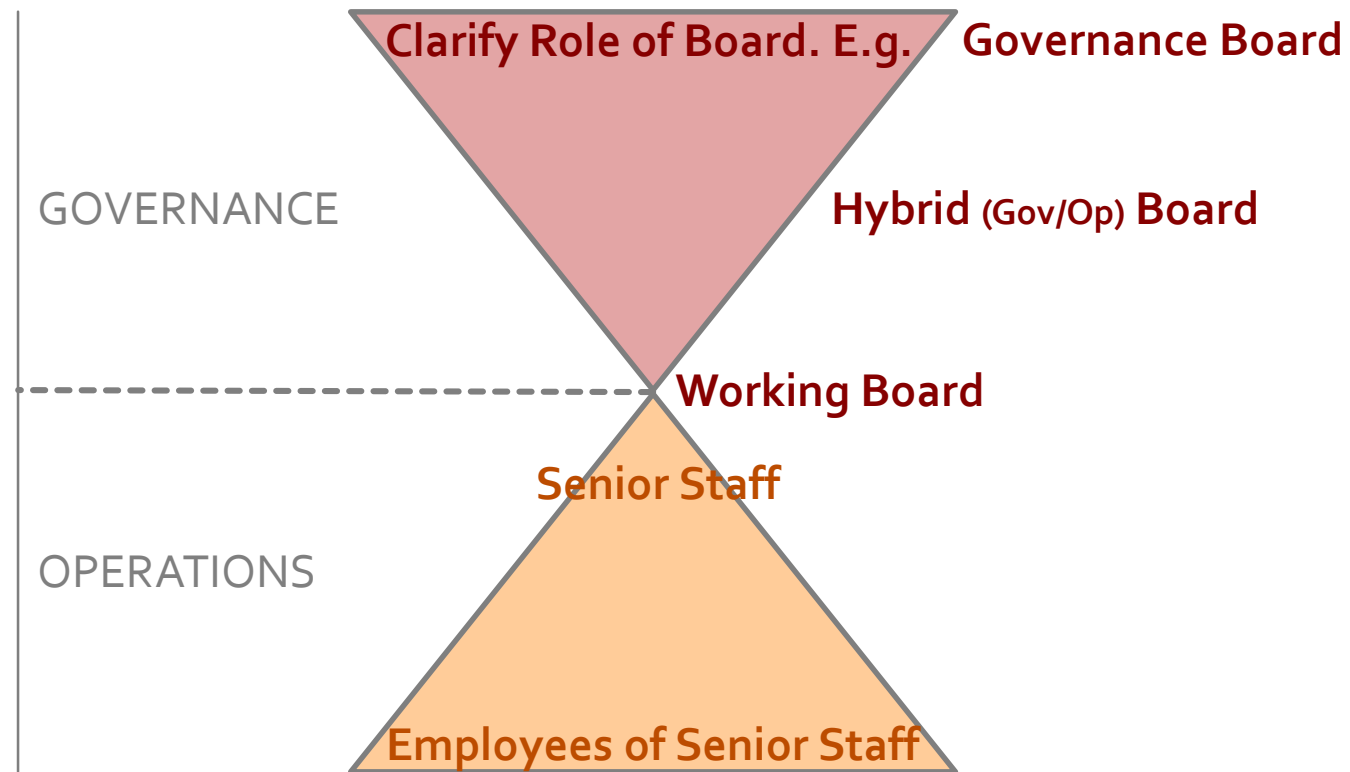
Organization/Staffing Structures

How it looks on face value



Organization/Staffing Structures

How it should function in actual practice



Orientation & Training

Orientation is often overlooked (esp. with volunteers)

- Type of org. framework (board role, staff structure)
- Team culture (values, leadership)
- Scope of work (mandate, strategies, priorities)
- Workplace standards (policies)
- Oversight (accountability)
- Info management (tracking/reporting, comm's)
- ★ *History, legacy, relationships*



Board Accountabilities

Board fundamentals

1. Properly file CRA and other mandatory forms
2. Safeguard physical assets and financial resources
3. Keep accurate books and records
- 4. Protect volunteers, staff and those served**
- 5. Enforce necessary policies
(conflict of interest, confidentiality, code of conduct)**



Board Accountabilities

“Checks & Balances” documents

Governance Frameworks

- Society Objects ; Vision/Mission/Values
- Bylaws ; Policies & Procedures
- Committee Terms of Reference
- Directors’ Job Descriptions

Board meeting minutes ; strat plans, logic models

Board Accountabilities

Key policies to create/become familiar with

“Policy Development, A Resource Manual” - Wayne Page

<http://calgarycommunities.com/files/01-Governance%20&%20Board%20Leadership/Wayne%20Page%20-%20Policy%20Development.pdf>

**Framework
Policy**

**Governance
Policy**

**Operations
Policy**

Establishing a Framework - Staff

Excellent resource on HR standards

“Hiring and Performance Appraisal of the Executive Director”
<https://www.muttart.org/wp-content/uploads/2015/11/Hiring-and-Performance-Appraisal-2008.pdf>

The Muttart Foundation





Establishing a Framework - Staff

Common senior staff responsibilities (Muttart)

- 1. Policy Management**
- 2. Strategic Planning**
- 3. Visioning**
- 4. Leadership**
5. Program Management
6. Personnel Management



Establishing a Framework - Staff

cont'd...

7. Financial Management

8. Risk Analysis

9. Advocacy Management

10. Performance Appraisal Process



Establishing a Framework - Staff

“Checks & Balances” documents

HR/Administrative Frameworks:

Board meeting minutes ; strat plans, logic models

- Staff contracts, job descriptions
- Work plans
- Staff board reports ; comm’s records
- Evaluation/feedback forms (staff or program)

Due Diligence Checklist

- Developing Appropriate Staff Positions w/ Prepared Infrastructure
- Recruitment
- Interviewing
- Hiring
- Orientation & Training
- Supervision, both formal & informal
- Evaluation, both formal & informal (2-ways)
- Recognition
- Adhering to: Legal Compliance
- Labour Law Standards
- Safe Workplace Standards (also, respectful workplace)
- Confidentiality and Privacy Law
- Adjusting a Framework to match “Reality”
- Fair Process for Conflict Management

<https://work.alberta.ca/employment-standards/standards-and-definitions.html>

ACTIVITY!





HR Accreditation Standards

“Sample” Accreditation Report

http://www.imaginecanada.ca/sites/default/files/standards_program_handbook_en_2015.pdf *page 10-13*

- The organization has **written HR management policies** that comply, at minimum, with employment, health and safety and other applicable legislation.
- HR management policies are **accessible** to all employees.
- HR management policies are **reviewed** at least every two years and revised, if necessary.



HR Accreditation Standards

cont'd...

- (Lv-2) The organization has a **compensation structure** that fairly evaluates and compensates the value of each position.
- (Lv-2) All employees have **written job descriptions**.
- Employees are **recruited and selected** through an objective, consistent process that complies, at minimum, with **human rights legislation**.



HR Accreditation Standards

cont'd...

- ❑ All individuals external to the organization who are offered a position are given a **letter of employment** that outlines the terms of employment.
- ❑ All employees who are new to the organization or their position are provided with appropriate **orientation and training.**
- ❑ All employees have a **work plan** or performance objectives that identify their tasks/activities and the expected result.



HR Accreditation Standards

cont'd...

- The **performance** of each employee is assessed at least annually.
- (Lv-2) Critical positions in the organization are identified and **succession plans** are established to address any potential gaps.
- (Lv-2) The organization has a formal process to manage workplace conflicts.



What to do When Things Go Wrong

Difference between “conflict” and “a dispute”

- All personnel have a right to fair process
- Bylaws will address membership/directors, policy should speak to management/staff
- “Code of Conduct” policy should speak to ALL

FREE! Professional Mediation Resource:

<http://www.communitymediation.ca/>

(403) 269-2707

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Thank You!

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