

HUMAN RESOURCES POLICIES & PROCEDURES MANUAL



This document is a reference guide for staff of the Newfoundland and Labrador Public Sector Pensioners' Association. The purpose of this document is to ensure continuity and consistency in administration and application of human resources policies and procedures and to provide guidance in the day-to-day administration of the human resources of the Association.

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Newfoundland & Labrador Public Sector Pensioners' Association (NLPSPA)

Human Resources Policies & Procedures Manual

SECTION 1: OBJECTIVES OF THE HUMAN RESOURCES POLICY & PROCEDURES MANUAL

The Human Resources Policies and Procedures Manual contains the human resource policies and procedures of the Newfoundland and Labrador Public Sector Pensioners' Association. The objectives of this manual are to:

- provide a standard reference for all employees in understanding their rights and carrying out their responsibilities
- encourage continuity and consistency in the administration and application of human resource policy and procedures
- provide direction and authority in the day-to-day administration of human resources

SECTION 2: SCOPE OF AUTHORITY/ORGANIZATIONAL STRUCTURE

Board of Directors:

The Board of Directors of NLPSPA delegates to the Executive Director, the authority to exercise good management and judgement with respect to recruiting, screening, selecting and terminating direct-reporting staff, in consultation with the Human Resources Committee. All decision-making is to be based on the values and principles of NLPSPA and its established Human Resources Policies.

The Board of Directors has final responsibility for the approval of Human Resources Policies as recommended by the Human Resources Committee and has the ultimate legal responsibility as the employer.

Human Resources Committee:

The Human Resources Committee is responsible for the overall management of the human resources of the Association including the review, development and administration of all policies and directives relating to staff and the workplace. It is responsible for ensuring that such policies comply with employment legislation

and standards, and human rights legislation. The Human Resources Committee shall report to the Board on a regular basis.

Executive Director:

The Executive Director has responsibility, within the framework of established policies, for all aspects of human resources and Association office management.

SECTION 3: EMPLOYEE DESIGNATIONS

Employees of NLPSPA are categorized as follows:

Full-Time: A full-time employee is employed for 35 hours per week, subject to the policy around “hours of work” as contained herein.

Note: NLPSPA has determined the hours of work for the full-time administrative assistant position to be 30 hours per week, from date of hire to an indeterminant period, subject to the continued employment of the current incumbent. Upon conclusion of employment of the current employee, the Association has reserved the right to revisit the assigned hours of work for this position. (Reference Board Meeting, January 21, 2016).

NLPSPA currently does not employ part-time employees, temporary or term employees, or casual staff.

Contractual: A contractual service provider is hired for a specific project or contract. The term of the contract and remuneration are determined by the terms of contract and may be re-negotiated from time to time, dependant upon any change in practice or responsibilities. NLPSPA currently has a contracted bookkeeping service provider.

SECTION 4: EMPLOYMENT PRACTICES

Employment Equality: NLPSPA shall provide equal opportunity of employment to all people.

Hiring Practices:

- Responsibility for Hiring the Executive Director: The Human Resources Committee will oversee all the processes for the recruitment, selection, and hire of the Executive Director, including the recommendation of the highest ranked qualified candidate for the Board's approval.
- Staff Position(s): Staff positions are recruited, screened and selected by the Executive Director and one other member from the Human Resources Committee.

Advertising: All NLPSPA vacancies will be publicized in the following manner:

1. Email messaging to the membership
2. Posting on the NLPSPA Facebook page
3. Posting to the NLPSPA website
4. Advertisement in local newspapers and, if necessary, in other publications;
5. Wherever possible and necessary, the Human Resources Committee may use other media or means to allow for a wider circulation, including the engagement of a professional position recruitment agency, as approved by the Board
6. At the discretion of the Human Resources Committee, professional publications, national newspapers and virtual advertisement platforms (i.e., LinkedIn) may be used.

Selection Criteria: Applicants are selected on the basis of individual knowledge, training, skills, abilities, experience and potential for the responsibilities of the job in question.

Position Descriptions: Position descriptions will be available for each position and will accompany all contracts and/or be given to the employee selected for the position advertised.

Confirmation of Employment: A Letter/Contract of Employment shall be given to the successful applicant for endorsement. The Contract shall confirm the date of hire, position title, salary, term (if known), and the employment designation, as

well as any probationary period, benefit entitlement (if any) including health benefits, vacation, sick and paid holidays, and other related benefits.

Confidential Personnel File: All documentation concerning an employee shall be contained in a secured, confidential Personnel File, being a permanent record of NLPSPA. This file shall be open for review by the employee concerned. The documentation contained within the personnel file shall include, but not be limited to, the following:

1. The employee's application and references (if a reference is verbally obtained, the summary is recorded, dated and signed by the person who obtained it);
2. Full name, full mailing address and telephone numbers;
3. Emergency contact / next-of-kin;
4. Contract/Letter of Employment;
5. Position Description;
6. Performance Evaluations;
7. Any required consents;
8. Confidentiality Agreement; Code of Conduct; and, Conflict of Interest;
9. Leave records;
10. Any or all correspondence dealing directly with the employee's employment with the Association.

Certificate of Conduct/Security Clearance. A Certificate of Conduct, including the Vulnerable Sector Query, **is a condition of employment** and is required by the NLPSPA prior to employment, and every three (3) years thereafter.

Orientation: An employee shall be given orientation to his/her job within the first week of employment. A Job Description of the duties and responsibilities, as well as the position title of the immediate supervisor shall also be given to the employee within this first week of employment. All necessary documentation, including the Confidentiality Agreement, Code of Conduct and Conflict of Interest shall be completed on the first day of employment, as well as all necessary payroll actions. The employee shall not commence employment until such time as a clear Certificate of Conduct has been provided.

In the matter of the hire of an Executive Director, a period of transition (overlap) with the departing Executive Director shall be determined and monitored by the Human Resources Committee.

Probation: The period of probation for the Executive Director shall be six (6) months and shall commence on the date of hire.

The normal period of probation for other staff shall be three (3) months, with an option for extension as deemed necessary by the immediate supervisor. If there is not sufficient assimilation to the responsibilities of the position and an appropriate fit to the Association, release from the position is to be considered.

Confidentiality: An employee will often have access to confidential information. All employees are required to sign a Confidentiality Agreement. Any information learned in the course of employment is strictly confidential and may not be discussed without the express approval of the individual and/or organization about whom the information was obtained. Any employee committing a breach of this confidentiality may be subject to discipline, up to and including dismissal.

Publicity and the Media: From time to time, an employee may be contacted and/or invited to comment on issues in the media. The Executive Director is the official spokesperson for the Association in partnership with the President/Chair of the Board of Directors.

SECTION 5: TERMS OF EMPLOYMENT

General: NLPSPA shall comply with the general terms, conditions and standards of employment prescribed under the Labour Standards Act, RSNL 1990, c. L-2 (the “Labour Standards Act”). A copy of the Labour Standards Act shall be made available to all employees of the Association upon request. Should terms, conditions, standards and/or regulations prescribed under the Labour Standards Act change from time to time, the references herein shall be deemed to change accordingly.

Performance Evaluations: Performance evaluations will be conducted by the person designated by the Human Resources Committee as being the immediate supervisor of the employee. In the case of the Executive Director, the Supervisor

shall be deemed to be the Chair of the Human Resources Committee and the President/Chair of the Board of Directors. In the case of another employee, the Supervisor shall be the Executive Director.

All performance evaluations will be conducted by the Supervisor with the employee, signed by both the Supervisor(s) and the Executive Director or the Executive Director and the employee, filed in the employee's personnel file, and a copy of same shall also be provided to the employee on completion.

During the probationary period, performance evaluations shall be conducted, in the case of the Executive Director, after three (3) months and at the end of the six (6) month period. In the case of another employee, the performance evaluation is conducted on a monthly basis.

Following the probationary period, Performance Evaluations shall be conducted on an annual basis, thereafter due on the anniversary date of employment.

SECTION 6: HOURS OF WORK

Office Hours: The Association Office is located in Suite 206 at 446 Newfoundland Drive, St. John's, and the regular scheduled office hours are Monday to Friday 9:00 a.m. – 3:00 p.m., with lunch break closures as scheduled in accordance with Labour Standards requirements.

Administrative Assistant: The Administrative Assistant is required, by initial terms of employment, to work thirty (30) hours per week. This schedule of work hours is specific and limited to the current employee and is subject to review should the incumbent cease employment with the NLPSPA. The employee may be required to work from home location during periods of lockdown or other office interruptions, including health or weather related events or other office interruptions.

Executive Director: The Executive Director is required to work thirty-five (35) hours per week with flexibility for the schedule of hours worked. Working remotely can be expected depending upon circumstances.

The Executive Director is expected to manage work hours, including hours outside a normal day, within the permitted flexibility of the required work hours per week.

Additional Working Hours/Overtime: The employer reserves the right to compel an employee to work overtime in exceptional circumstances. In the event that a staff person is required to work outside of normal office hours in excess of the weekly hours of work identified in the employment letter/contract, the employer and employee may agree that the excess hours can be paid at the rate of 1.5 hours worked or banked and taken at a rate of 1.5 x excess hours worked within the time period prescribed under the Labour Standards Act (within three months of the time the additional hours were worked, unless the employee and employer agree to extend the time). All overtime worked must be approved in advance and any time taken for overtime hours must be approved in advance by the immediate supervisor. **This does not apply to hours volunteered to work.**

Day of Rest: NLPSPA shall provide every staff person with a period of rest of not less than 48 consecutive hours during each week of employment, usually the weekend days of Saturday and Sunday.

SECTION 7: STAFF WORKING FROM HOME

NLPSPA shall provide the necessary office supplies, equipment, and means of communication to employees while working from home to ensure the continuation of regular business, while recognizing that short delays in communication and timeliness of work actions are possible and acceptable.

While working from home, employees are expected, without qualification, to maintain the security and confidentiality of all NLPSPA work, documents, messaging, property, and other materials.

At home virtual meetings are to be conducted in a location to avoid interruption and noise and to ensure the confidence of the meetings.

Employees who are working from home will be expected to maintain as normal a work routine, as possible.

An employee's work from home arrangements shall not affect the employee's terms of employment.

Normal hours of work shall apply, with the employee being responsible for setting home based boundaries. NLPSPA accepts, within reason, that a regular schedule can be interrupted by the normal activities of a household.

There shall be no expectation by NLPSPA for employees to work beyond the normal work day hours, unless special circumstances occur where such is requested by either the employer or employee. This, however, does not preclude an employee from voluntarily working outside normal hours.

Employees, when working from home, shall create a work space that is comfortable, free of distraction, and is not the normal household area for eating or relaxation.

To ensure a healthy and professional mindset, employees should make every effort to dress professionally, yet comfortably for the home work site.

SECTION 8: TRAVEL ON NLPSPA BUSINESS

Travel expenses for all staff and volunteers is covered by the Travel Policy of the Association.

Travel on behalf of the Association will normally be by private vehicle, and, to the extent possible, car-pooling is expected. Use of a rental vehicle or air travel will require the prior approval of the Executive Committee.

All travel expenses must be submitted on the Association's expense claim form, with appropriate receipts attached, for review and approval. Within ten days of return, an expense claim, with receipts attached, must be submitted in order to receive reimbursement (receipts shall only be required for any reimbursements requested over and above approved per diems).

Travel expenses for the Administrative Assistant shall be approved by the Executive Director. The Executive Director shall have his/her travel approved by the Board Chair or Treasurer.

Staff who are required to travel on business, may request an advance to cover anticipated expenses of travel, meal costs, accommodations, car/bus allowances. The request for the advance must be in writing to include expected costs. Any unused monies of a travel advance must be returned to the Association.

Staff will be reimbursed the current Provincial Government basic rate for any kilometers claimed. Where the Association requires an employee to use his/her private vehicle for Association business, the employee will be reimbursed the difference between his/her premium for personal insurance and insurance costs at commercial rates.

Rates of reimbursement for meals shall be as follows:

- For each day or part thereof, on travel status, the maximum rate allowable, inclusive of taxes and gratuities, shall be the same as current Provincial Government basic rates;
- Breakfast may be claimed when a staff person is required to be on travel status two hours or more prior to the beginning of a regular business day. Dinner may be claimed when the staff person is unable to return to their home/place of work at least two hours after the end of a regular business day. Meals may not be claimed where the cost of meals is included as part of another reimbursable or prepaid item i.e., conference fees, transportation costs.

Should commercial accommodations be required while on travel status, advance arrangements will be made by seeking the best rate at the location. Should another commercial location be chosen at the same location, reimbursement shall be the lesser of either the lower rate or the arranged commercial rate.

Private accommodations will be compensated the same as the current Provincial Government basic rate.

Out-of-Province travel requires the prior approval of the Executive Committee and must include a detailed proposal of the trip, including purpose, relationship to objectives of the Association, and full costs.

Requests for travel assistance, to events sponsored by the Association, will be managed as a part of the budgeting for the event.

SECTION 9: ABSENCE FROM WORK

Reporting Absences from Work: If a staff person is unable to be at work at the scheduled time, notification must be given to the immediate supervisor, as soon as possible, prior to the anticipated absence.

Leaves of Absence: When paid and/or unpaid leave is requested an employee must submit a written request which requires the approval of the Supervisor.

Sick Leave: A full-time employee shall be granted sick leave with pay, not to exceed twelve (12) days, accrued at 1 day for each month worked. Sick leave is not cumulative beyond the date of the employee's anniversary year. A medical certificate shall be required for illness over three consecutive working days or repeated absence due to illness.

In exceptional circumstances, with the approval of the immediate supervisor, sick leave may be used, in advance of accrual, to a limit of five (5) days. This sick leave extension shall be repaid by the employee, upon his or her return to work from his or her normal monthly accumulation.

Extension of unpaid sick leave beyond this period may be considered up to three (3) months, based upon the operational needs of the Association.

Medical and Dental Appointments: Medical and dental appointments should be scheduled on time off but, where that is not possible, time off may be arranged in consultation with the immediate supervisor.

Compassionate Leave: Paid leave up to a maximum of five (5) working days may be granted annually to staff on either a paid or unpaid basis, at the discretion of the supervisor, for attendance to a particular personal circumstance.

Compassionate Care Leave: A staff person may be granted unpaid compassionate care leave up to 28 weeks to provide care or support to a gravely ill family member.

Parental Leave: Unpaid Pregnancy, Adoption and Parental leave will be granted in accordance with the Labour Standards Act. An employee returning from unpaid Pregnancy, Adoption and Parental leave shall resume her/his former position and salary with no loss of accrued benefits.

Court Leave: Leave with pay is granted to an employee who is called for Jury Duty or Court Witness, or who is called for Jury Selection.

Injury On Duty Leave. All employees shall be covered by the *Workplace Health and Safety Compensation Act*.

An employee who is unable to perform his/her duties because of a personal injury received in the performance of his/her duties shall report the matter to the immediate supervisor and submit an account of the accident, using the prescribed WHSCC form, as soon as possible. The immediate supervisor shall ensure the employee is immediately provided with the appropriate reporting forms.

An employee, who is unable to perform his/her duties because of a personal injury received in the performance of his/her duties, shall be immediately placed on Injury on Duty Leave and receive compensation in accordance with the provisions of the Workplace Health and Safety Compensation Act.

If the claim is subsequently denied by the Workplace Health and Safety Compensation Commission, the employee may access other available benefits, as approved by the immediate supervisor.

General Leave Without Pay: Leave without pay, including educational leave, may be requested if a staff person requires time off work that does not come under one of the preceding categories. All such requests must be made in writing and approved in advance by the immediate supervisor.

Benefit Coverage on Leave Without Pay: During unpaid leave the staff person will retain any sick leave and vacation leave accrued up to the point that the leave commenced.

Statutory Holidays: Staff will be granted the statutory holidays as declared annually by the Provincial Government (general service) and generally will include:

- New Year's Day
- St. Patrick's Day
- Good Friday
- St. George's Day
- Victoria Day
- Discovery Day/June Holiday (TBD)
- Memorial Day/Canada Day
- Orangeman's Day
- Labour Day
- National Day for Truth and Reconciliation (TBD)
- Thanksgiving Day
- Remembrance Day
- Christmas Day
- Boxing Day

One (1) additional day in each year that is the recognized civic holiday in the area in which staff are employed. For staff of NLPSPA, the civic holiday is Regatta Day, 1st Wednesday in August.

The NLPSPA Office will generally close at the end of the work hours on the day before Christmas Eve and will reopen on the day following New Year's Day. Should Christmas Eve, Christmas Day, Boxing Day and New Year's Day fall on a weekend, the Association Office will close on the preceding Friday and reopen on the day immediately following the declared day for the holiday.

Vacation: Support/administrative staff of NLPSPA shall receive an annual vacation with pay in accordance with their years of employment as follows:

- less than one (1) year, at the rate of 0.5 day for each month of employment;
- one year up to five years of employment at the rate of zero point eight three (0.83) days per month, to a maximum of ten (10) days per year;
- After five (5) years to ten (10) years, vacation shall accrue at the rate of 1.25 days per month, to a maximum of fifteen (15) days per year;
- After ten (10) years, vacation shall accrue at the rate of 1.66 days per month, to a maximum of twenty (20) days per year.

- After fifteen (15) years, vacation will accrue at the rate of 2.08 days per month, to a maximum of twenty-five (25) days per year.

If a paid Statutory Holiday falls, or is observed during an employee's vacation schedule, he/she shall be allowed an additional vacation day with pay at a time mutually agreed to between the employee and immediate supervisor.

All requests for vacation leave must be in writing and must be approved in advance in consultation with the Executive Director/supervisor, and taken at times that will not interfere with the association's activities.

Under extenuating circumstances and with prior approval, up to one year's entitlement of annual leave may be carried forward into the next year. The reason for the carry-over must be in writing before this carry-over is considered for approval.

The vacation year is the date of the anniversary of the staff person's date of hire.

If a staff person is ill during annual leave, he/she may be granted sick leave effective from the date of notification to the immediate supervisor. The staff person shall submit on return to duty a medical certificate stating the total period during which he/she qualified for sick leave.

An employee who, while on vacation, qualifies for compassionate leave shall be credited the appropriate number of days to vacation leave.

NOTE: In the matter of leave entitlements for the Executive Director and to meet the operational needs of the Association, the Board of Directors reserves the right to negotiate an alternate schedule of leave entitlements.

SECTION 10: VACATION PAY ON TERMINATION OR RETIREMENT

An employee terminating from the association, having accrued vacation entitlement, shall be paid at his/her normal rate for the days of entitlement. This shall be equal to the vacation pay specified in the Labour Standards Act.

If an employee has used vacation in excess of accrued entitlement, this shall be recoverable by the Association, unless recovery is deemed forgivable by the Human Resources Committee.

SECTION 11: TERMINATION OF EMPLOYMENT

All circumstances and issues concerning the subject of termination of employment of a staff person shall require the immediate supervisor to engage with the Human Resources Committee for consultation, direction, and decision, including the Board of Directors.

In the case of termination of the Executive Director, the Human Resources Committee must bring the matter before the Board of Directors. The NLPSPA Board should consider legal opinion if termination is contemplated to ensure compliance with Labour Standards and other employment law.

Notice of termination, or equivalent pay upon no notice, shall be given to an employee should it be deemed necessary to terminate employment with NLPSPA. Such notice period must comply with the employment and termination provisions of the Labour Standards Act.

SECTION 12: NOTICE PERIOD OF TERMINATION

The period of notice required to be given by the employer to a staff person under section 52 of the Labour Standards Act is;

- one week, where the employee has been continuously employed by the employer for a period of 3 months or more but less than 2 years;
- 2 weeks, where the employee has been continuously employed by the employer for a period of 2 years or more but less than 5 years;

- 3 weeks, where the employee has been continuously employed by the employer for a period of 5 years or more but less than 10 years;
- 4 weeks, where the employee has been continuously employed by the employer for a period of 10 years or more but less than 15 years; and
- 6 weeks, where the employee has been continuously employed by the employer for a period of 15 years or more.

Notice of termination is not required for the following:

- The staff person is employed on a non-renewable contract with a specific end date;
- Program funding specifically received by the Association for a specific project has been discontinued with little or no notice and the condition of funding has been referred to in the staff person's Contract/Letter of Employment;
- A staff person has:
 - wilfully refused to obey a lawful instruction of the employer or has committed theft, falsification of records, wilful negligence, excessive absenteeism, impairment, disorderly conduct or similar just cause.
 - been so neglectful of duty that the interest of the employer is adversely affected, or the staff person has breached a material condition of the contract of service.
- A staff person will be required to pay back any advanced time/leave and/or monies owing should he/she not be entitled to it upon termination/lay off.
- NLPSPA shall pay a terminated staff person any pay properly earned by the staff person for the period following the notice of termination, which is owed, including any accrued annual leave. Such payment shall be made, within a reasonable period and, in any event, within two weeks of date of termination.
- NLPSPA shall issue a Record of Employment for all staff persons at the termination of employment with the Association.
- A decision to dismiss a staff person for cause shall be communicated, in-person, clearly, to the person and in writing.

SECTION 13: RESIGNATION

Executive Director. The Executive Director shall submit his/her resignation in writing to the Chair of the Board of Directors giving, at minimum, two months' notice of resignation from NLPSPA. The Chair of the Board shall acknowledge, in writing, the resignation.

Administrative Assistant. The Administrative Assistant and any other full-time employees who might be hired by NLPSPA, shall give one month's written notice of resignation, from the respective position, to the Executive Director. Any resignation(s) shall be acknowledged, in writing, by the Executive Director.

Pay Upon Resignation. An employee who resigns shall be paid his or her regular rate of pay up to and including the last day worked, plus pay in lieu of accrued vacation, according to the vacation entitlement.

SECTION 14: CONFLICT OF INTEREST

NLPSPA encourages all staff to develop personally and professionally while ensuring that the interests of the Association are protected. The NLPSPA Conflict of Interest Policy is applicable to all staff persons.

- Staff must inform the immediate supervisor of any interest or ownership by him or her, or by any of his/her immediate family in a company, group or organization wishing to supply goods or services to NLPSPA or to public sector pensioners in general.
- Staff must inform the immediate supervisor of any involvement with other organizations that supply goods or services to public sector pensioners.
- In the event that a conflict of interest or a perceived conflict of interest is identified, any necessary action will be determined by the Human Resource Committee and, if necessary, the Board of Directors.
- The Board, through the Human Resources Committee, reserves the right to determine any potential conflict, where a staff person holds office in another organization whose objects and purpose are related or similar to NLPSPA.

SECTION 15: EMPLOYMENT CONDITIONS & BENEFITS

Pay Administration. Payday shall be bi-weekly for all staff. An explanation of pay amounts, including deductions, will accompany each pay cheque.

Mandatory Attendance. As part of work duties and included in hours of work, staff are expected to attend staff meetings, annual meetings, Association sponsored events and training sessions.

RRSP Contribution. The Association does not have a corporate pension plan for employees. An employer matched RRSP up to 10% of gross salary is paid, payable on a monthly basis and subject to proof of purchase from the RRSP provider.

Health Insurance. The Association does not have a corporate health insurance plan. With the exception of the incumbent Administrative Assistant, all staff are invited to secure a personal health insurance plan from a health insurance plan provider and the Association will cover 50% of the actual amount of the health care policy, payable on a monthly basis and subject to proof of purchase from the insurance plan provider, to a maximum of \$1,200 per year.

SECTION 16: CONFLICT RESOLUTION

NLPSPA is committed to supporting a working environment that is vibrant, inclusive, open, safe, healthy and respectful where staff, members and visitors know they are valued. In accordance with this philosophy, the NLPSPA strives to enhance the physical and psychological health, safety and the quality of life of all its staff, members, and volunteers. The Safe and Healthy Workplace Policy applies to all staff and all work locations.

In keeping with the Safe and Healthy Workplace Policy, staff are advised and encouraged to report matters of conflict to the immediate supervisor or the Human Resources Committee, as might be appropriate.

Should conflict arise, the Human Resources Committee shall investigate and document the source of the conflict and endeavour to resolve the issue(s).

SECTION 17: PUBLIC HEALTH PROTOCOLS

When Orders Respecting Public Health are issued by the Office of the Chief Medical Officer of Health, NLPSPA will implement all necessary safety measures to protect staff, volunteers and members, whenever there is a public health related advisory.

In such circumstances, the door to the office will remain locked to walk-in admission.

Before requesting admission, a face mask is required as may be mandated by Public Health for all indoor spaces. NLPSPA can provide a disposable mask, if needed.

Proper social distancing measures are expected during visitation.

In the event of social distancing measures, a time delay between admissions can be expected if staff is already assisting someone in the office and to provide time to disinfect common surface areas once the first party leaves.

Admission will be denied if someone is experiencing any of the presenting symptoms associated with COVID-19 or other communicable diseases where a health advisory has been issued.

At any time, should any additional health or public safety directions be issued, including such measures as proof of vaccination, these shall be applied for admission to the NLPSPA Office.

SECTION 18: EQUITY, HARASSMENT AND DISCRIMINATION

Staff can expect fair and equitable treatment and opportunity in their employment with NLPSPA. All staff shall give and receive due respect to each other.

Staff are required to report all forms of discrimination or harassment, real or suspected, to the immediate supervisor and/or the Human Resources Committee, as appropriate. All such incidents will be investigated by the Human Resources Committee.

NLPSPA shall impose a zero tolerance for any forms of discrimination or harassment that:

- is offensive
- is humiliating
- is insulting
- is ridiculing
- is intimidating
- is on the basis of sexual orientation, gender, age, religion, race, colour, ethnic origin, and/or disabilities of any nature.

Harassment is any behaviour that is deemed to be unwanted by and/or deemed to be detrimental to the well-being of a staff person. Such behaviours can include verbal and/or written comments, physical touching, or invasion of personal space.

Should any form of discrimination or harassment occur, the staff must advise and inform the offending person that his/her conduct/behaviour is unwanted, unacceptable, has to stop and that an apology is required.

Staff are advised and encouraged to report incidents of discrimination or harassment by other staff, Association Board Directors or other volunteers to the immediate supervisor and/or the Human Resources Committee. Such incidents will be investigated and, if required, disciplinary action taken. Should a staff person choose not to disclose nor report such incidents of discrimination or harassment, the Human Resources Committee has the discretion to investigate any suspected or real incidents and to impose disciplinary action, in consultation with the Board. Such disciplinary action may impose conditions of a warning and/or counselling, suspension and/or dismissal, or removal from position, in the case of a Board Director.

SECTION 19: PERFORMANCE DEVELOPMENT AND REVIEW

The Performance Development and Review Process is designed to fully advance and utilize the human resources capacities of the Association and therefore maximize the effectiveness of the Association in achieving on its Mission. The process recognizes that performance and regular review is a mutual responsibility shared by the staff person and the Association, as represented by the Human Resources Committee.

The Performance Development and Review Process aims to achieve the following objectives:

- assist staff in planning work objectives
- monitor work progress on a regular basis
- provide performance coaching, as required
- recognize acceptable and exceptional performance
- provide professional development opportunities to enhance performance.

The process is initiated on a one-on-one basis between the immediate supervisor and the staff person. In the case of the Executive Director, the President/Human Resources Committee delegate is the immediate supervisor.

The steps are as follows:

- Initialize:
 - Assess the staff person's qualifications, experience, and potential
- 1st Meeting:
 - Clarify professional strengths and areas for improvement/upgrade
 - Set performance goals
 - Determine training needs or other professional development
- Establish Performance Profile
 - Mutually identify goals that reflect major areas of responsibility and are reasonably achievable over a specified period
 - Mutually identify any resources needed to achieve the goals
 - Mutually establish the indicators to determine the achievement of the goals
 - The profile is then signed by the supervisor and the staff person and becomes a performance contract.
- Review Meeting, within 6 months
 - To review goals set and assess the achievement indicators
 - Highlight reasons for goals achieved

- Identify obstacles preventing goal achievement
- Identify any additional training or assistance for goal achievement.

The Performance Development and Review Process is a confidential one. All relevant documentation is treated confidentially and retained in the staff person's personnel file.

SECTION 20: DISCIPLINE

Disciplinary action is intended to be progressive. The level of disciplinary action shall be commensurate with the action for which discipline is required and may be comprised of a verbal warning, written warning, suspension, or dismissal, depending on the severity of the offence. The immediate supervisor is expected to conduct a fair and objective investigation of any situation where discipline may be necessary.

Any matters concerning an issue for disciplinary action require the involvement of the Human Resources Committee. The Human Resources Committee and/or the Board may engage legal counsel, as appropriate, to ensure all actions are congruent with labor law.

Verbal Warning. In many situations a verbal warning/counseling is sufficient. The purpose of a verbal warning is to clarify policies and expectations. The impact of the incident or violation should also be taken into consideration. The supervisor should document, for his or her records, that the conversation occurred, keeping in mind the significance of the impact of the act or omission. The supervisor will document that the issue has been brought to the attention of the employee and an action plan has been put into place.

Written Warning. If the conduct addressed by a verbal warning is repeated or additional problems occur, the supervisor should follow up with a written warning in the form of a letter. On the other hand, if a single incident is more serious than is appropriate for a verbal warning, the supervisor should issue a written warning in the form of a letter. The letter should describe the unacceptable conduct,

outline expectations, and state that further disciplinary action will occur if the behavior is repeated. The written warning will be reviewed by the Human Resources Committee before the employee receives it. A copy of the documentation, duly signed by the employee and the supervisor, is then placed in the employee's personnel file. In the event the employee refuses to sign the written warning, the warning letter will be placed, unsigned by the employee, in the personnel file, with a copy to the employee.

Suspension With/Without Pay. If the conduct addressed by the written warning is repeated or additional problems occur, discipline may progress to a period of suspension which may be either paid or unpaid. However, a single incident may be severe enough as to merit an immediate suspension, with or without pay. The letter of suspension must be given, either in person or by registered mail, with a written notice that states the precise reason(s) for such disciplinary action. No reasons, other than those stated, may be used against the employee in this particular disciplinary action, unless the cause for the disciplinary action is repetitive.

Termination of Employment. Employment may be terminated based on progressive discipline or based on the severity of a single incident. Misconduct that involves misappropriation of Association assets, violation of the law, causing significant risk to NLPSPA operations or to the safety or well-being of oneself or others, may constitute grounds for termination of employment. The facts and circumstances of each case will determine what action, up to and including discharge from employment, is appropriate. As this is the most severe form of discipline, there must be a strong and supported case against the employee.

SECTION 21: APPEAL

An employee may appeal, in writing, any disciplinary action to the Human Resources Committee/Board of Directors, as appropriate. Such appeal should be filed within ten (10) working days of the written notification being received.

The Human Resources Committee/Board President will meet with the employee at a mutually arranged time at which time the employee will have an opportunity to

present the facts of the case/appeal. The employee may have one other person attend the meeting with him/her. After hearing all the facts of the appeal, the Human Resources Committee/President shall:

- review such facts;
- investigate and obtain other pertinent or relevant information;
- report to the Board with a recommendation to either uphold, modify, or negate the disciplinary action, suspension or dismissal;
 - following the decision of the Board with respect to the recommendation, the Human Resources Committee/President shall communicate such decision to the employee;
 - the final decision of the Board shall be communicated to the employee by the Human Resources Committee/President not later than ten (10) working days following the decision on the appeal

SECTION 22: SUCCESSION PLANS

Continuous coverage of executive and office duties is critical to maintain a flow in the ongoing operations of NLPSPA, in delivering on services to the membership and the Board of Directors and in maintaining continuity in the relationships with the external corporate, government and community organizations that are essential to achieving the Mission of NLPSPA.

The Human Resources Committee is responsible to ensure the succession plan is maintained and current, and to oversee implementation, should the need arise.

Types of Succession Plans. There may be any number of reasons why a replacement may be needed for the Executive Director or Administrative Assistant, either temporary or permanent. These are:

- Interim Succession Plan. These include short absences, such as illness, leave, or other absence, less than three (3) months. It does not include annual vacation leave.
- Emergency Succession Plan. This is in reference to the sudden departure of a staff person, either permanently or for an extended period, but longer than three (3) months.

- **Departure Succession Plan.** This refers to a future planned permanent departure, including departure due to retirement, resignation or dismissal.

In order for the succession plan to be successful, a number of prerequisites are needed:

- The position description needs to be reviewed regularly and maintained as accurate.
- Given the types of succession plans, which plan categorizes the need for succession and how vulnerable is the Association in the interim.
- Identify what critical functions and responsibilities need to be managed, especially those that require daily attention.
- Determine how long the position may, if at all, be vacant before temporary replacement is necessary.
- What human resources are available for temporary appointment, pending the completion of recruitment, including the engagement of an employment agency specializing in temporary office management?
- What will be the process for recruitment, hiring, and training for any incoming new staff person?

Interim and Emergency Succession Plan. Both the Interim and Emergency Succession Plans will require the appointment of a person who can take on the roles of the specific position with the requisite skills to perform the responsibilities of the position. This will include:

- Identifying that person in collaboration with the Executive Director/HR Committee, as appropriate, and ensuring that the person is available to take on the position.
- In the case of the Administrative Assistant, this may involve the engagement of person(s) regularly called upon for vacation coverage and, if not available, the use of an employment agency that specializes in office support services.
- A formalized process for mentoring or coaching and training in more specific aspects of the job. This would be done by the Executive Director in the case of the Administrative Assistant position and the HR Committee for the Executive Director.
- Determining the degree of the full scope of work to be managed during the interim or emergency replacement period, and deciding the level of compensation and benefits to be provided.

Recruitment, Hiring and Training for Departure Succession Plan. The HR Committee is responsible for enacting the Departure Succession Plan. In the case of the Administrative Assistant, a process similar to recruitment and replacement of the Executive Director will be followed, with such modifications as might be needed to expedite the process, given the need for day-to-day coverage of office functions. In the case of the Executive Director, the Committee will follow all the steps, as outlined in the **Application, Screening, & Interview Process, NLPSPA Executive Director.**

- Review the job description to ensure it is current in order to include, if necessary, any additional duties needed due to the Association's current strategic direction or financial health.
- Prepare the posting notice for the position.
- Prepare Interview questions.
- Conduct the screening and interviewing process.
- Set the interview.
- Identify length of time needed for training and orientation.
- Complete the hiring process.
- Submit recommendation to the Board.

Where a lengthy delay in recruitment for the Executive Director will not serve the interests of the Association, and an intermediate replacement is not available, an alternate substitute plan will be instituted by the Human Resources Committee, in consultation with the Board of Directors.

Important Note: At any time should the human resources of the NLPSPA change by the addition or elimination of any staffing positions or there be any change to staff benefits, it is the responsibility of the Human Resources Committee to ensure this Human Resources Policies and Procedures Manual is revised and currently maintained.

Approved by the Board of Directors: June 17, 2022.

APPENDIX A:



Position Title: Executive Director

Position Summary:

The Executive Director provides essential leadership in advancing the strategic direction, workplace climate, and external relationships of the Newfoundland and Labrador Public Sector Pensioners' Association (NLPSPA).

The Executive Director is the senior lead staff person of the Association, reports to the President/Executive Committee and is accountable to the Board of Directors through the President.

The Executive Director is responsible for the implementation of the decisions and directions of the Board of Directors and for planning and directing all aspects of the activities, programs, projects and operations of the Association.

The Executive Director is responsible to ensure that the Board receives accurate, timely and appropriate information to enable the Board of Directors to discharge its functions.

The Executive Director carries out her/his duties in accordance with the constitution, policies, strategic plan, and approved budget of the Association and within the delegated authorities assigned by the Board of Directors.

The Executive Director provides a strategic level of thinking and implementation of development initiatives to support the viability of the Association.

The Executive Director provides leadership to the Board with respect to political advocacy, where necessary to fulfill the operations of the Association.

The Executive Director, in collaboration with the Board of Directors, oversees all operational systems to ensure an effective and sustainable infrastructure.

Structure:

The Executive Director reports to the Board of Directors through the President of the Association. The position also supports the work of committees of the Board, requiring an ongoing reporting and collaborative working relationship to each committee chair.

The Executive Director will participate in all meetings and proceedings of the Board of Directors (with voice and no vote) and is an ex-officio member of all committees of the Board.

The Executive Director is the permanent secretary to the Board of Directors and the Executive Committee.

The Executive Director has supervisory responsibility for the Administrative Assistant of the NLPSPA, and any contractual employees, and is accountable for the quality of their work .

Specific Accountabilities:

1. Board of Directors

- In partnership with the President, navigates and contributes to healthy boundaries between governance and operations.
- Ensures that the Board is informed of any potential risk exposure that may cause harm to the reputation, personnel (employed or volunteer), and assets of the Association and to work collaboratively with the Board to implement risk mitigation as required.
- Ensures that the Board is kept informed of the activities of the Association and that sound relationships and communications are maintained between the Board, the Association's membership, corporate partners and the general public.
- Is an ex-officio, non-voting member of the Board of Directors, Executive and Finance Committees and any other Standing and Ad Hoc Committees as may be determined.
- Attends all meetings and proceedings of the Board of Directors, and maintains the minutes of the meetings of the Board of Directors of the Association.

- Works cooperatively with the President to oversee and manage the processes for the recruitment of new or replacement Board Directors and provides orientation to new Board Directors.
- Develops for approval the Association's annual financial, human resources, information technology, information management and communications plans, in accordance with the constitution, policy directions and strategic plan.
- Ensures that all obligations and other requirements for incorporation and regulatory sources are appropriately carried out.
- Arranges and submits notices, agendas, minutes, financial reports/statements and other necessary documents for meetings of the Board and Board Committees.
- Assists in implementing the Association's communications strategies, plans and activities.
- Prepares the Association's annual report
- Provides regular reports to each meeting of the Board.

2. Finance

- Prepares and presents the Association's annual budget, in consultation with the bookkeepers and Board Treasurer.
- Oversees the preparation of the Association's annual financial statements, the monthly budget monitoring reports and other financial reports as required by the Board of Directors.
- Ensures there are adequate financial resources to meet the needs of the Association.
- Ensures that all records, receipts and administration of accounts and activities are carried out promptly and in accordance with all statutory and legal requirements.
- Ensures that all expenses are properly apportioned and are commensurate with invoices.
- Sources sponsorship opportunities with potential supporters for Association sponsored events, i.e., biennial convention and provides appropriate acknowledgement of all donations.

- Ensures that there is a proper internal control framework in place to protect the assets of the Association.

3.External Relations

- Represents or ensures the Association is represented on relevant external committees, as necessary.
- Liaises with Government Ministers and departmental representatives, other pensioner organizations, other related not for profit organizations and a wide range of stakeholders, and represents the interests of the Association at meetings and other events as determined by the Board of Directors.
- Monitors relevant government information releases, strategies, and other media sources for possible response and action on issues that impact pensioners and seniors.
- Chairs the Newfoundland and Labrador Seniors, Pensioners and Retirees Coalition and provides infrastructure support to the work of the Coalition as outlined by the Terms of Reference.
- Researches, consults, prepares, submits and is the spokesperson for all Discussion Papers, Stakeholder Responses or other political papers, as the circumstances or issues dictate.
- Is the principal media and public contact, in partnership with the President on relevant issues, as the circumstances may direct.

4.Membership

- Oversees and manages the processes for the recruitment, registration and retention of members of the Association.
- Develops and implements the approved plans for the annual general meeting and conferences, workshops and other members' events of the Association.
- Undertakes policy analysis and development activities on a wide range of topics of interest to members for consideration by the Board of Directors.
- Responds to individual member concerns and/or directs additional outreach to alternate sources who may be more appropriate to deal with the concern.

5. Human Resources Administration/Office Management

- Directs all aspects of staff management.
- Ensures that appropriate and competent staff are employed.
- Conducts annual staff performance reviews.
- Engages staff participation in planning and policy development as appropriate.
- Engages staff in the review and revision of position descriptions or contractual agreements.
- Plans and provides opportunities for ongoing staff training and development.
- Brings staff issues to the attention of the Human Resources Committee.
- Ensures the confidentiality of all personnel records.
- Manages the day-to-day operations of the Association, including the office management activities assigned to the Administrative Assistant and any contracted services.
- Evaluates administration needs on an ad hoc basis.
- Ensure the work environment is safe, respectful and motivational for a good and positive relationship between staff, the Board, the membership, and all business associates that enhances employee satisfaction and productivity.

6. Other Duties

- Undertakes other duties and tasks assigned by the President that are consistent with the position of Executive Director of a voluntary, member-based not-for-profit organization.

7. Evaluation

- Oversees and monitors any and all evaluations of the viability and value of the services provided by the Association.
- Ensures the Association is fulfilling its objectives and is able to adjust for change as needed.

8. Skills and Qualifications

- Several years of senior level management/leadership experience, ideally in a non-profit environment.
- A working knowledge of pension plans would be a definite asset.
- Graduation from an approved post-secondary institution with a degree/diploma in the human services or related field.
- Good organizational and multitasking skills.
- Excellent interpersonal skills and flexibility.
- Strong strategic process and planning skills.
- Competency to conduct research, write reports and articulate complex ideas.
- Good communication skills, including written, spoken, and electronic/digital.
- Excellent computer literacy with knowledge of basic digital media platforms and a willingness to undertake new program learnings.
- Previous managerial experience.
- Time management skills and a capacity to work from offsite locations.
- Willingness to travel.

9. Compensation

The Executive Director position is a full-time, thirty-five (35) hour a week position that requires a high level of team collaboration and autonomy. The position receives a comprehensive compensation package that includes a salary range of \$80,000 - \$90,000, health benefits, paid annual and sick leave, and a contribution benefit to a registered retirement plan of the incumbent's choice.

Approved: Board of Directors: January 19, 2022

Revised: Board of Directors: February 15, 2022

Revised: Human Resources Committee: April 18, 2025

APPENDIX B:

NLPSPA Position Description Administrative Assistant

Job title	<i>Administrative Assistant</i>
Reports to	<i>Executive Director Newfoundland and Labrador Public Sector Pensioners' Association (NLPSPA)</i>

Purpose

- The position of Administrative Assistant is an essential resource which encompasses the administrative duties associated with the business operations of NLPSPA's membership office.
- The role of the Administrative Assistant provides general secretarial support to the Executive Director and the Board of Directors whose accountability to the membership is assured by a highly skilled professional with responsibility for the daily management of general administrative office functions.
- This job also requires direct communication with public sector pensioners (*active and potential new members*), with current public sector employees eligible for retirement within five (5) years (*potential members*) with reciprocal agreement members, with the Executive Director and Board Directors, and with Association partners and other stakeholders. This job is also the initial point of contact for member inquiries and other general inquiries, and for redirecting the caller to the appropriate respondent or service provider.
- This work is primarily achieved through reception/front desk service, telephone inquiries, email, correspondence, meetings, newsletters, website and various networks including social media.

Duties and responsibilities

1. Financial Accounting

- Ensures the financial affairs of NLPSPA are managed by
 - a. recording all incoming receivables (cash, cheques, money orders, Visa/MasterCard). (Receivables are generally from Government Pension Payroll, from Provident¹⁰, from sponsors/partners, from donors, from affiliate and reciprocal members' fees, from convention registration fees and from social events).
 - b. depositing cheques, money orders and cash to the Association's bank account, in the absence of the book keeper.
 - c. performing other related duties as assigned by the Executive Director.

2. Records and Document Management (filing, printing, scanning, faxing, photocopying and distribution)

- Manages in a safe and secure manner, a computerized, electronic and print records management system related to the membership database, Board and committees' computerized record system, financial records and subject files (government reports, meeting agendas and minutes, convention documents, partnership files, coalition files, audit files) including but not limited to
 - a. creating and managing Word and pdf. files as well as print records using an alphabetical system.
 - b. Managing the Share Point system by uploading documents, maintaining the Board folder and other Committee folders, and providing assistance to individual Board Directors in navigating the computerized Board records management system.
 - c. May be required to record and transcribe the minutes of meetings of the Board of Directors.
 - d. creating and maintaining an annual record book of minutes of all Board, Executive Committee and other Board Committees' meetings.
 - e. Arranging and managing both virtual and in-person meetings for the Board, Executive Committee, Coalition and other committees (book locations, send email notices and reminders; gather RSVPs; print agenda/minutes/resource materials, as requested; provide

- refreshments as needed; and shred unused materials.)
- f. Setting Board, committee, and memberships meetings in the Board's virtual platform, managing and cancelling RSVP's, sending resource materials to registered guests, forwarding pre-submitted questions to the presenter, and providing technical support to the meeting host and presenter.
 - g. maintaining security of additional accounting records stored at the office, including backup receipts for additional security of cash, credit card, merchant receipts, etc as directed by the Executive Director, including the security of monthly income and expense records in preparation for the annual audit.
 - h. maintaining and regularly updating membership data using MS Excel and MS Access to add new members, remove and maintain records of cancelled memberships, updating address changes, email addresses and telephone numbers as well as status changes.
 - i. comparing on a quarterly basis, Government and Provident¹⁰ reports against the membership database to ensure they are matching and accurate.
 - j. filing, maintaining and backing-up current and archived Association records using a digital file system.
 - k. assisting the Branches of the Association (where active) with mileage, hotel requests, costs and membership lists etc.
 - l. performing other related duties as assigned by the Executive Director.

3. Communications

- Ensures efficient and effective communications on behalf of the Association with the membership, potential membership, association partners, sponsors/advertisers, donors, auditors, government officials and other stakeholders, including but not limited to
 - a. managing a reception/front desk operation on a daily basis.
 - b. maintaining a digital record of all communications.
 - c. responding to/directing inquiries from all sources in a timely manner in consultation with the Executive Director.
 - d. Sitting on Board committees, as assigned, and participating

- in meetings, as required.
- e. supporting the preparation and distribution/mailing of the Association newsletter by gathering content and ads; forwarding invoices to bookkeeper; sending the newsletter articles to the graphic designer for the layout; distributing the newsletter to the membership by email and website posting when the newsletter is finalized; arranging the printing, sorting and mailing of a limited number of hard copy newsletters as requested by the membership; processing any returned electronic or hard copy newsletters due to incorrect email or home address.
 - f. In situations of bulk mailings, labelling the envelopes and sorting them by postal code, arranging delivery of mail containers from Canada Post; filling and labeling the containers by postal code with the prepared envelopes/other mailings, arranging returned delivery to Canada Post, and processing any returned mailings due to incorrect addresses.
 - g. arranging for advertising with approved media contacts.
 - h. supporting the preparation and printing of the Annual Report as directed by the Executive Director including obtaining print quotes and gathering reports from the various committees and Board Directors.
 - i. assisting with the preparation of the NLPSPA Annual General Meeting and/or Convention, including preparing the program for print; registration of delegates; acquiring sponsorships from various organizations; obtaining speaker gifts and donations for prize draws, buying and wrapping prize draws; preparation of delegate bags including program, annual report, name tags and other swag; ensuring the management of special need requests.
 - j. assisting with annual social events as directed by the Executive Director including the sale of tickets; arranging tables and seating charts; printing place cards and table number cards; buying and wrapping prizes including arranging door prizes; securing donations; checking in guests; and continuing communication with the venue and entertainment providers.
 - k. preparing PowerPoint Presentations as may be directed by

the Executive Director.

- l. maintaining and updating all aspects, files, and other informational materials of and on the NLPSPA Website as directed by the Executive Director and as may be necessary from time to time.
- m. identifying and communicating operational issues of interest/concern to the Executive Director in a timely manner, including, the maintenance of office equipment to ensure productivity and the adequacy of supplies to complete assigned tasks and the need for additional office resources, upgrading or replacement of equipment and/or systems, including quotes to facilitate decisions and organizing and managing the purchase and installation of such equipment.
- n. working directly with vendors, such as, printing companies, suppliers to ensure that projects are properly managed, and that the information needs of vendors are met.
- o. arranging regional or other membership meetings including securing a venue; travel arrangements and accommodations; preparation of meeting materials; and insuring invoices and expense claims are paid.
- p. developing good rapport with all individuals, groups and stakeholders referenced under “**Job Purpose**”.
- q. performing other related duties as assigned by the Executive Director.

Qualifications

- Diploma/Certificate in Office Administration or related field.
- Proficient in the use of Word, MS Excel, MS Access and MS PowerPoint, website management, and social media platforms.
- Keyboarding accuracy is essential.
- Strong organizational and multitasking abilities and the ability to adapt to changing priorities.
- An ability to work independently and to demonstrate initiative and sound judgment.
- Well-developed written, verbal and technical skills.
- Experience working in a nonprofit organization as well as a

- working knowledge of retirement issues would be an asset.
- Considerable experience related to the duties of the position.
- Provide a Police Records Check with the Vulnerable Sector Query included upon initial employment and every three (3) years thereafter.

Working Conditions

1. This job requires a high level of independence in a nonprofit membership office.
2. The office is normally open five (5) days per week from 9:00 a.m. – 3:00 p.m., with the exception of a lunch break (at a time agreed to by the Executive Director).
3. May be required to work from home location during periods of lockdown or other office interruptions, including health or weather-related events or other office interruptions.
4. There may be occasional evening and weekend work, for example, attendance at meetings, when required by the Board of Directors, including the Association's AGM and Convention. (When applicable, time off in lieu of pay must be approved in advance).

Physical Requirements

This is not generally a physically demanding position. The incumbent will need to exercise due caution to avoid any musculoskeletal soft tissue injuries due to significant time managing the technological aspects of the work. An ergonomic assessment will be approved upon request to minimize any impact on the employee's physical health.

Direct Reports

There are no positions to be supervised by the incumbent. A possible exception might occur if a student/intern is temporarily funded to support the work of NLPSPA.

Compensation

Effective January 21, 2016, the annual salary is \$37,692 (Step I); \$39,585 (Step II), and \$41,514 (Step III). Salary is paid every two weeks and is calculated on a thirty (30) hour work week. As approved by the Board of Directors on April 19, 2022, all salary increases for this position will be the same as those awarded to general service non-union, non-management employees, effective and implemented on the same dates as those agreed by Government in the collective bargaining process and that these dates will not be tied to the anniversary date of employment.

Employee Benefits

1. Paid vacation and other leave days are approved for this position as outlined in the NLPSPA Human Resources Policies and Procedures Manual.
2. A monthly contribution for health benefits in the actual amount of the cost of the employee's health care plan is paid directly to employee, subject to proof of annual coverage. This is applicable to the current employee only; future hires to this position will be covered as per the conditions as established in the NLPSPA Human Resources Policies and Procedures Manual.
3. An employer matched RRSP up to 10% of gross salary is paid.
4. Statutory holidays are granted as per the General Service Collective Agreement.
5. Travel expenses associated with administrative work, (bank deposits, purchasing supplies and other related duties) are reimbursed as per the approved Board of Directors' travel policy.

Status

This is a full-time permanent position. A probationary period of three (3) months is applicable to all new incumbents. Any continued offer of employment will be contingent on the satisfactory outcome of an assessment of performance.

Approved by:	Board of Directors
Date approved:	January 21, 2016
Reviewed:	July 30, 2019
Review Approved:	Board of Directors, September 10, 2019
Reviewed	June 15, 2021
Approved	Board of Directors, June 22, 2021
Reviewed:	August 2, 2022
Approved:	Human Resources Committee, August 9, 2022
Approved:	Human Resources Committee, April 18, 2025

APPENDIX C:

Application, Screening, & Interview Process

NLPSPA Executive Director

(Note: Refer to full document on file with HR Committee for related appendices)

Step 1 Setting Up the Application

1. Determine ED job description, salary and benefits range, timeline, and resources needed to conduct the process
2. Identify information needed, questions, and a screening process to be used to evaluate the applicants for position fit
3. Determine who will be involved in process and interviews (including who/where to receive applications)
4. Develop posting and application form/additional questions
5. Determine ad and places to post ad
6. Post ads at identified locations

Step 2 Screening

1. Candidates submit their application and resume
2. Acknowledge receipt of resume and advise the screening, interviewing and hiring process
3. Committee members review and rank applications, using the following screening tools:
 - a) **Covering Email Screening:** is the candidate thorough with the application, all pieces included, is an expression of interest in the position articulated/noticeable?
 - b) **Application screening:** is application form complete? All sections completed? Correct language and spelling? Are references with full contact information included? Resume included? Application received within timeline?
4. Committee meets to select candidates for first round interviews
 - a) **Screening Matrix:** Scanning for “must have” qualifications and desired assets. Candidates are short-listed to participate in the first interview phase. **(Appendix A)**
5. Contact candidates to be interviewed; advise candidates not being interviewed

Step 3 Interviews

1. Face-to-face interviews are held with candidates selected for first round of interviews
2. Interviews consist of a series of questions (**Appendix B**) and a written question (**Appendix C**)
3. Committee meets to review first round candidates and determine a second screening, if necessary, or proceed to recommendation to Board.
4. Committee checks references before deciding any recommendation.
5. Committee compiles a synopsis on each candidate
6. Committee meets to make final selection

Step 4 Recommendation to Board

1. Committee prepares for presentation to the Board
2. Highest ranked qualified candidate recommended to the Board for final approval
3. Finalize salary and benefit package to offer candidate
4. Contact recommended candidate to make offer
5. Finalize offer and starting date
6. Contact any remaining candidates and notify them of decision

Step 5 Hire & Orientation

1. Develop communication to send to membership and Anthony Insurance, Government, Coalition, etc.
2. Develop press release
3. Develop orientation plan for new Executive Director
4. Establish release date for current Executive Director from contract