

This example could be considered an omnibus policy, that is, one that includes all the HR areas where more detailed policies are needed. For some non-profits, a global board level policy aimed at setting HR practice standards is intended to leave further details to be implemented by the executive director. This idea is indicated in the beginning goal statement. For organizations that have a Personnel or Human Resource Policy manual this list could serve as a front piece with each item being a section title.

Human Resource Management

Our Association is committed to being an exemplary employer. Towards this end the Executive Director will ensure that the human resource practices of the organization adhere to the principles of fairness and respect and that we abide by all relevant laws and government regulations.

More specifically, the **Executive Director** will be accountable¹ for the development of a detailed policies and procedures that ensure the following:

1. Recruitment, hiring, and promotion practices are transparent, equitable and inclusive, thorough, fair and based on performance.²
2. That the legal distinction between employees and contractors will be respected.
3. That, at a minimum, we adhere to the requirements of the Nova Scotia Labour Standards Code, Human Rights Act, and Occupational Health and Safety Act.³
4. All employees have job descriptions and that these are regularly reviewed.
5. Personnel records are treated as confidential and that appropriate restrictions are in place regarding their use and who has access to them.
6. Human resource policies and procedures are provided to all staff.
7. Every staff member is formally evaluated on a regular basis, that the evaluation criteria are in line with best practices in other organizations, and all employees know that evaluation criteria and meeting schedule.
8. Employees are recognized for excellent performance⁴.
9. Every employee is entitled to a specified amount of time off with pay in the event of sickness, a death in their immediate family, medical appointment and unexpected family obligations.
10. There is a formal grievance or conflict resolution procedure in place for staff that involves the Board as the final arbitrator.⁵

11. That sexual harassment, either by direct physical or verbal contact, or via computer messaging, will not be tolerated, is to be reported by the alleged victim or by their co-workers and will be immediately investigated.
12. The Association will strive for diversity in its employment practices with respect to race, gender, sexual orientation, culture and disability.
13. Staff has professional development opportunities available to them and that an annual training plan is prepared and implemented.
14. Wages and salaries paid are competitive with other organizations, reflect the value of equal pay for equal work, that there is a documented scale tying compensation minimally to qualifications, experience and level of responsibility, and that wages and salaries are regularly adjusted for inflation. The board may review wage and salary scales annually or as part of its regular review of this policy.

Note: This sample policy may be freely used and adapted by non-profit organizations without attribution.

¹ The executive director's performance should be evaluated regularly, in part on the implementation of this policy, or at least one or two elements of it. Some boards conduct a detailed evaluation of their ED, sometimes referred to as a 360, one year and facilitate a ED self evaluation the next. The detailed evaluation ought to include staff input tied to the implementation of the policy.

² Non-profit boards may want to require that all hiring and promotion interviews involve at least two staff persons and that resulting decisions are based on more than one person's assessment.

³ Non-profits should specify the relevant legislation as shown in this example rather than refer to generic employment regulations.

⁴ Recognition for excellent performance may include board or executive director acknowledgement in meetings, newsletters, or via awards, promotions and/or pay increases.

⁵ A conflict resolution policy might contain a "whistle-blower" provision. Alternatively there could be a separate policy that addresses the exposure of illegal or unethical practices within the organization.