

HR Management Standards

Second Edition



HR Council for the Nonprofit Sector

The HR Council for the Nonprofit Sector (HR Council) works with organizations, educators, labour and government to identify and address issues related to paid employment in the voluntary and non-profit sector.

Our priorities are to:

- Build and share knowledge
- Promote good HR practices
- Foster training and learning opportunities
- Provide leadership on HR issues
- Engage voluntary and non-profit organizations in our work

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Aussi disponible en français.

201-291 Dalhousie Street | Ottawa, Ontario K1N 7E5
613.244.8332 | TF: 866.594.8332
info@hrcouncil.ca

The HR Council is funded through the Government of Canada’s Sector Council Program. The opinions and interpretations in this publication are those of the author and do not necessarily reflect those of the Government of Canada.

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1 Introduction

Each organization will need to consider how the Standards can be adopted to reflect their organization's available resources.

Organizations in the non-profit sector are increasingly challenged by the same HR issues as organizations in other sectors – an aging workforce, falling recruitment levels and rising skills requirements. However many boards and managers in our sector lack the skills, tools and resources to address these challenges. Many are seeking resources and support in relation to their human resource management responsibilities.

The HR Management Standards (Standards) developed by the HR Council for the Nonprofit Sector (HR Council) are intended to inspire, educate and support board members, managers and employees with regard to the fundamental role HR management policies and practices have in creating effective organizations. The Standards are designed and presented in such a way as to assist non-profit organizations in developing effective HR management policies and practices.

The diversity of organizations in the non-profit sector and the significant variations in how organizations are structured and funded means that the Standards will not uniformly fit every organization. Each organization will need to consider how the Standards can be adopted to reflect their organization's available resources, such as expertise, available time and priorities, yet at the same time achieve the overall intent underlying the Standards. Organizations can work towards achieving these Standards in ways that are appropriate to their operations and which consider the resources available to them.

Organizations can use these Standards to:

1. Examine their current policies and practices
2. Determine what needs to be changed, and then
3. Determine how the Standards can be used to improve the organization's policies and practices in order to enhance the organization's performance.

Balance is required; standards need to address current issues confronted by non-profit organizations; however there also must be a focus on the future. As evident in *Toward a Labour Force Strategy for Canada's Voluntary & Non-profit Sector*¹, organizations in the sector are influenced by circumstances in the

¹ Available at <http://www.hrcouncil.ca/projects/council-projects-sector.cfm>

external environment such as high labour market demands in other sectors that compete with the ability of non-profit organizations to recruit and retain staff. Non-profit organizations need to consider these Standards as they develop appropriate policies, processes and practices to address such challenges.

Principles underlying the Standards and potential target audiences are identified in order to deepen the understanding of organizations as to how Standards can be used.

The Standards are grouped into six broad clusters:

- HR Management Policy Framework & Employment Legislation
- Getting the Right People
- Managing People and their Work
- Workplaces that Work
- Training, Learning & Development
- HR Planning

Each cluster of Standards has five parts:

1. Introductory statements that identify the intent and benefits of achieving the standards within that cluster.
2. The **Standard** statement itself that summarizes the end result to be achieved.
3. **Standard Details** that provide detail on what to include when considering how to achieve the standard.
4. **Implementation Considerations** that includes information to help in implementation as well as connections between Standards and/or other operations within the organization.
5. **Links to Resources** that provides links to articles, research documents, tools or templates to assist in achieving the Standards.

How the standards were developed

In 2008, the HR Council convened an Advisory Committee² composed of individuals from across Canada involved in providing HR management services to organizations in the sector. Working with a consultant, the Advisory Committee reviewed research³ that identified the key features and structures to relevant standards programs in Canada and the US. The research provided a basic framework to undertake developing a series of HR management standards.

Once a draft set of standards was developed, three validation sessions were held in Toronto, Regina and Halifax to solicit feedback from 37 individuals representing a variety of organizations.⁴ Using the feedback, the HR Management Standards were revised and the Advisory Committee met to review the revised standards and offer final comments.

Principles

The following principles articulate the broad framework and intent of the Standards and guided the development of the specific standards:

- **Reinforce compliance with legal requirements.** Being compliant with relevant legislation is the absolute minimum standard that organizations must achieve. The Standards reinforce compliance but also provide a rationale as to why organizations should do more than the minimum.
- **Support active and positive approaches to working with employees.** Rather than being reactive to continuing problems, the Standards provide managers with information to establish processes and practices that encourage and support employees in their current and future work.

² See Appendix 2 for a list of Advisory Committee members and consultant

³ See Human Resource Management Standards/Guidelines August 1, 2008

⁴ See Appendix 3 for a list of individuals and organizations who participated in the validation sessions

- **Contribute to a fair and equitable work environment.** The Standards set the stage for developing processes that are clear, known and applied consistently so that expectations in performance and relationships essential to an effective workplace are established and promoted.
- **Integrate with standards that support organizational excellence in governance and accountability.** HR management practices do not function in isolation, but are part of the organization's overall approach to interacting with the public, funders, volunteers and other organizations. These HR Management Standards must be integrated with other standards, such as good governance, ethical fundraising and financial accountability.
- **Act as a foundation for individual learning and organizational improvement.** The Standards support organizations in identifying areas for improvement and to make a clear link between employee performance and organizational results.
- **Provide tools that will build organizational effectiveness.** By implementing the Standards, organizations make a demonstrable commitment to excellence and allocating resources to ensure capacity is built and sustained and that their mandate is accomplished.
- **Current and future employees** in assessing how the organization supports their work and careers.
- **Donors and funders** in determining which organizations have effective HR management policies and practices and supporting organizations in developing and implementing effective HR management policies.
- **Partner organizations** in gauging the sustainability and effectiveness of their partners.
- **Organizations that provide capacity building** activities to non-profit organizations to support implementation of effective HR management policies and practices.
- **The public and community** by providing a clear link to understand how a non-profit organization works with their employees to achieve results.

Target audiences

Primary target audiences who can benefit from the Standards include:

- **Organizations** in assessing and evaluating their current HR management policies and practices, identifying gaps and developing solutions to fill those gaps.
- **Management staff** in identifying where their skills and knowledge to implement effective HR management policies and practices may be limited or missing.
- **Boards** by providing clear direction on their role in this critical area as well as criteria to ensure the organization's HR management policies and practices are implemented thoroughly and effectively.

Terminology

Employee

Is used generically throughout this document to apply to all paid staff of the organization whether full-time, part-time, fixed-term contract, salaried or hourly. This would include all management employees but exclude all individuals volunteering their time with the organization.

Governing Authority

Refers to the formal body with highest authority within the organization. In most cases this will be a board of directors of the legal entity, or a governing committee of volunteers to whom the most senior staff person reports.

Most Senior Staff Person

The highest ranking paid employee in the organization to whom all other employees report either directly or indirectly, and who reports to the Governing Authority. In most cases this will be an Executive Director or Chief Executive Officer (CEO).

Position

Refers to a role or job that is filled by an employee.

HR Management Standards Overview

1. HR Management Policy Framework and Employment Legislation

- 1.1 HR management policies are formalized, documented and approved by the Board or approval as designated to the CEO/ED.
- 1.2 HR management policies comply with employment, workplace health and safety, and other related legislation as is applicable in the jurisdiction in which the organization operates.
- 1.3 HR management policies are reviewed on a regular basis and revised if necessary.
- 1.4 HR management policies are made accessible to employees.

2. Getting the Right People

- 2.1 An approved job description is completed for all positions.
- 2.2 Recruitment is through an objective, consistent process.
- 2.3 Criteria used to select the appropriate individual are established and documented.
- 2.4 All individuals external to the organization who are offered a position, sign a letter of employment that outlines the working relationship between the individual and the organization.

3. Managing People and their Work

- 3.1 All new employees are oriented to the position and to the organization.
- 3.2 Managers and supervisors with the responsibility for managing the efforts of others are provided with appropriate learning opportunities to develop their supervisory skills.
- 3.3 All employees have a work plan and performance objectives that identify the tasks/activities and expected results for future performance.
- 3.4 The performance of each employee is fairly assessed, at least annually, at the end of the work plan or performance period.
- 3.5 The organization has methods to address employee performance issues or concerns.
- 3.6 The organization provides competitive compensation to employees.

4. Workplaces that Work

- 4.1 The organization provides a safe work environment.
- 4.2 The organization supports employee work/life balance.
- 4.3 The organization ensures a work environment free of harassment.
- 4.4 The organization promotes an inclusive workplace.
- 4.5 The organization has a conflict resolution policy.

5. Training, Learning & Development

- 5.1 Every employee's training and development needs are reviewed at least annually and plans established to address any gaps.
- 5.2 During the development of the annual budget consideration is given to including appropriate resources to fund employee training and development.

6. HR Planning

- 6.1 The organization has a process for regularly reviewing staffing needs.
- 6.2 Backup plans are documented to address any key employee leaves of absence.
- 6.3 Critical positions in the organization are identified and succession plans are established.

2 Standards

1. HR Management Policy Framework & Employment Legislation

The intent of HR management policies is to create a workplace where:

- It can be assured that minimum legal requirements are being met
- Best practices appropriate to the organization can be documented and implemented
- Management decisions and action are consistent, uniform and predictable
- Individuals and the organization are protected from the pressures of expediency
- Organization values are promoted

In developing HR management policies, organizations will likely have practices that can be reviewed and converted into policies. All employers, including those in the non-profit sector, must comply with federal and/or provincial legislation relating to employment and workplaces, therefore HR management policies and practices must take into account the relevant laws and regulations. While legislation provides the framework, the interpretation of legislation will be through case law – both legislation and case law will need to be referenced for a complete picture of what is required of employers.

Standard 1.1 *HR management policies are formalized, documented and approved by the Board or approval as designated to the CEO/ED.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>HR management policies are formal written documents easily accessible by management, employees and key stakeholders.</p> <p>Policies should include those issues that govern the work and actions of employees, such as:</p> <ul style="list-style-type: none"> • Employee Information • Performance Management • Hiring • Holidays • Hours of Work • Leaves of Absence • Overtime • Termination • Vacation 	<p>Policies can be hard copy or electronic copy, and must be made easily accessible to all employees.</p> <p>Consideration can be given to providing the governing authority with a report on how policies are applied and any revisions that are being considered to the policies.</p> <p>Refer to the following Standards:</p> <ul style="list-style-type: none"> Standard 4.1 Standard 4.3 Standard 4.4 Standard 4.5 	<p>Information on developing HR policies as well as sample policies are available at: www.hrcouncil.ca/hr-toolkit/policies-overview.cfm</p> <p>Templates are available at: www.hrcouncil.ca/hr-toolkit/resources-resources.cfm</p> <ul style="list-style-type: none"> • Sample Employee Handbook • Sample Policies on Common HR Topics

Standard 1.2 *HR management policies comply with employment, workplace health and safety, and other related legislation as is applicable in the jurisdiction in which the organization operates.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>A periodic review of relevant legislation is conducted to ensure compliance.</p> <p>A written report documenting compliance is submitted to the organization’s governing authority at least annually.</p>	<p>At a minimum, legislation reviewed should include the following:</p> <ul style="list-style-type: none"> • Employment/Labour Standards • Occupational Health and Safety • Human Rights • Labour Relations Legislation • Privacy Legislation (if relevant) <p>It can be difficult to identify all legislation that needs to be considered; some legislation is provincial while other legislation is federal. However, as an employer it is your responsibility. Depending on the internal expertise available to the organization, it may be appropriate to seek external assistance to ensure HR management policies comply with relevant legislation.</p> <p>Organizations also need to be aware of how legislation may, periodically, be applicable to their workplace, such as provisions for releasing staff to vote on election day or legislation relevant to organizing a union.</p>	<p>An overview with additional links to employment-related legislation: www.hrcouncil.ca/hr-toolkit/policies-overview.cfm</p>

Standard 1.3 *HR management policies are reviewed on a regular basis and revised if necessary.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>HR management policies are reviewed to ensure changes to employment-related legislation and/or new developments in HR management best practices are incorporated into the organization’s HR management policies.</p> <p>A full review of policies should be completed every two to three years. However, there needs to be constant monitoring for new legislative requirements, to ensure the organization is in compliance with new legislative policy.</p>	<p>Policies could be reviewed as needed by the governing authority in order to satisfy their responsibility that the organization is operating in compliance with the appropriate laws and regulations.</p> <p>Policies could be reviewed during a regular staff meeting to gain input from staff as well as remind staff of existing policies.</p>	<p>Information on reviewing HR Policies can be found in the HR Toolkit: www.hrcouncil.ca/hr-toolkit/policies-guideline.cfm</p>

Standard 1.4 *HR management policies are made accessible to employees.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>In order for policies to be fair and relevant they must be communicated and accessible to employees. This is often done during the orientation of a new employee. Each employee should have their own copy of the policy manual or easy access to view them online.</p>	<p>Policies should be reviewed with staff regularly; in order to ensure they are relevant and being adhered to.</p> <p>Accessibility can also mean ability to comprehend. Ensure that policies are presented in the dominant language of your workforce, and accessible to those with disabilities.</p>	

2. Getting the Right People

Recruiting individuals to fill positions is the most critical HR management function undertaken whether the person is being recruited from within or outside the organization. Committed, motivated, and qualified employees will help an organization achieve its purpose and goals. The recruitment process begins by defining the job, seeking a pool of qualified individuals, selecting the best individual for the position, and finally orienting the individual to the position and to the organization (if the individual is hired from outside the organization).

When an organization hires, promotes or transfers an employee it is making a commitment to that person. As such, an organization is obligated to ensure that the individual has all reasonable opportunity to perform the job satisfactorily; the goal is to recruit, select and orient the most suitable individuals to the organization.

Standard 2.1 *An approved job description is completed for all positions.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>Job descriptions may include:</p> <ul style="list-style-type: none"> • Typical duties, tasks, and responsibilities of the position • How the work of the position supports the goals of the organization • Minimum competencies/experience required to do the work of the position including equivalencies to address non-Canadian education/credentials • Special requirements (if any) such as security clearance or criminal record checks • Degree of authority and/or independence of the position • Impact of the position on the organization (such as relationships the position is expected to maintain with stakeholders and others) <p>All job descriptions are reviewed annually to ensure that they are aligned with the strategic direction and structure of the organization.</p> <p>Changes to job descriptions automatically trigger a review of compensation rates.</p>	<p>Job descriptions document the tasks and activities required of the position in order to fulfill the organization's strategic and short-term objectives within the current organization structure. The end result will determine the types of skills and experiences required of individuals in order to be successful in this role.</p> <p>The job description is the foundation for both performance management and knowledge management activities.</p> <p>Refer to the following Standards:</p> <ul style="list-style-type: none"> Standard 2.1 Standard 3.3 Standard 5.2 <p>If the workplace is unionized, job descriptions may need to be negotiated, reviewed or shared with the union.</p> <p>Job descriptions should be reviewed when there are significant changes in the direction of the organization and/or position.</p> <p>Refer to Standard 3.5</p>	<p>Information on developing job descriptions is available at: www.hrcouncil.ca/hr-toolkit/right-people-job-descriptions.cfm</p> <p>Templates are available at: www.hrcouncil.ca/hr-toolkit/resources-resources.cfm</p> <ul style="list-style-type: none"> • Job Analysis Questionnaire Template • Job Description Template

Standard 2.2 *Recruitment is through an objective, consistent process.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>The recruitment process is fair and objective so that candidates, whether internal or external, are being assessed using the same criteria.</p> <p>Recruitment will comply with human rights legislation.</p>	<p>External recruitment of staff will likely involve a variety of communication processes to inform other organizations and relevant communities-of-interest of the available position.</p> <p>Internal recruitment will be linked to processes of succession planning, performance management, learning and could potentially involve some form of job posting.</p> <p>Refer to Standard 1.2</p>	<p>Additional information on recruitment is available at: www.hrcouncil.ca/hr-toolkit/right-people-recruitment.cfm</p> <p>Templates are available at: www.hrcouncil.ca/hr-toolkit/resources-resources.cfm</p> <ul style="list-style-type: none"> • Recruitment Checklist • Reference Check Questions

Standard 2.3 *Criteria used to select the appropriate individual are established and documented.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>Treatment of information collected through the selection process conforms with privacy legislation.</p> <p>Interview questions comply with human rights legislation.</p>	<p>Staffing for permanent positions could include oral interviews, written or other appropriate tests to determine competence.</p> <p>Refer to Standard 1.2</p>	<p>Additional information on selection processes is available at: www.hrcouncil.ca/hr-toolkit/right-people-selection.cfm</p> <p>Templates are available at: www.hrcouncil.ca/hr-toolkit/resources-resources.cfm</p> <ul style="list-style-type: none"> • Interview Questions • Interview Rating Guide Template • Hiring Practices for Equity in Employment – Interview Guide • PIPEDA Guide

Standard 2.4 *All individuals external to the organization who are offered a position sign a letter of employment that outlines the working relationship between the individual and the organization.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>The letter of employment is signed by the employee and returned to the organization before the commencement of work. The letter contains key information including:</p> <ul style="list-style-type: none"> • Start date • Job title • Starting salary or wage rate • Hours of work • Notice period for resignation • Notice period for termination • Probationary terms • Directions on accepting the offer • Requirements for criminal record checks, security clearances, bonding, etc. • Key employee benefits • Any special conditions of the position or offer • Any accommodation needs as agreed during the recruitment process • Reporting/supervision relationships • Information on the organization’s human resource management policies and confirmation that employees must adhere to them • The end date of employment should be included in the letter of employment for fixed term positions (such as project funded positions or filling a maternity leave) • Reference to union status (if applicable) 	<p>The letter of employment is a legal document and should be treated as such.</p> <p>A personnel file for each individual hired should be maintained; the file should include the letter of employment and documentation of any subsequent changes to the terms and conditions of employment.</p> <p>The current job description for the position could be attached to the letter of employment, for information.</p>	<p>Templates are available at: www.hrcouncil.ca/hr-toolkit/resources-resources.cfm</p> <ul style="list-style-type: none"> • Employment Agreement Template • Offer Letter Template

3. Managing People and their Work

A fundamental of good management is that all employees know what to do, how well they are performing and what they need to learn in order to do a better job. Setting clear performance targets and expectations, ensuring employees get objective feedback on their performance and have a personal development plan, will drive more effective individual behaviour and enhance organization performance.

Building workplace relationships supports commitment by staff to the organization and to their work. These Standards will help to build a work environment that encourages individual excellence and satisfaction balanced with the needs of the organization.

Standard 3.1 *All new employees are oriented to the position and to the organization.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>Orientation may include information on:</p> <ul style="list-style-type: none"> • HR management policies • Employee benefits and any documentation explaining benefits • The organization’s mission • The governing, management & reporting structures • The funding structure • The organization’s programs and services • Expectations of the position over 3 months, 6 months and 1 year • Resources available to support the position • Respective roles and responsibilities of volunteers and staff 	<p>Appropriate orientation begins at the very beginning of an employee’s employment. Being properly oriented has shown to enhance the early and ultimate performance levels of new hires as well as build commitment to the position and to the organization.</p> <p>Orientation is a process rather than an activity; depending on the position, orienting a new employee may take up to a year.</p>	<p>Information on orientation processes is available at: www.hrcouncil.ca/hr-toolkit/right-people-orientation.cfm</p> <p>Templates are available at: http://www.hrcouncil.ca/hr-toolkit/resources-overview.cfm</p> <ul style="list-style-type: none"> • Orientation Checklist

Standard 3.2 *Managers and supervisors with the responsibility for managing the efforts of others are provided with appropriate learning opportunities to develop their supervisory skills.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>Making the transition in your career to managing and supervising others includes learning a new set of skills.</p> <p>These skills can include:</p> <ul style="list-style-type: none"> • Motivating and engaging others • Working with employees to set goals • Conducting performance reviews • Management and delegation of work <p>It is important to ensure that all managers have the opportunity to develop the new skills required to manage others.</p>	<p>Learning may include a variety of options including coaching, mentoring, job shadowing etc. as well as structured training sessions.</p>	<p>Information on the roles and functions of managers and supervisors is available at: www.hrcouncil.ca/hr-toolkit/keeping-people-supervision.cfm</p>

Standard 3.3 *All employees have a work plan and performance objectives that identify the tasks/activities and expected results for future performance.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>The work plan or performance objectives (usually annual) reflect the organization’s strategic direction, business plans, and/or annual plans.</p> <p>The work plan/performance objectives are written documents jointly prepared by the employee and their supervisor.</p>	<p>Creating work plans/performance objectives is a joint responsibility of both the employee and his/her supervisor. Supervisors have final approval to ensure work plans/performance objectives are integrated across the organization and support the overall goals of the organization.</p> <p>Work plans/performance objectives can include individual development activities that support the organization’s goals.</p> <p>The supervisor needs to ensure that the work plan is achievable given the time assigned to the position and the skills of the individual.</p>	<p>Information on strategic and operational HR planning, succession planning and risk management is available at: www.hrcouncil.ca/hr-toolkit/planning-overview.cfm</p> <p>Templates are available at: www.hrcouncil.ca/hr-toolkit/resources-resources.cfm</p> <ul style="list-style-type: none"> • Work Plan Template 1 • Work Plan Template 2

Standard 3.4 *The performance of each employee is fairly assessed, at least annually, at the end of the work plan or performance period.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>Performance management is a continuous process of planning, monitoring and reviewing employee performance.</p> <p>An effective performance management system will:</p> <ul style="list-style-type: none"> • Assessing the employee’s contribution to the operational and strategic plan of the organization • Encouraging performance excellence • Identifying and addressing areas for improvement in performance • Identifying personal and professional development needs • Consideration for promotion or other work assignments • Identifying work and career goals • Consideration for compensation increases <p>Performance reviews are systematic; based on current job descriptions and work plans.</p> <p>The performance review process and evaluation criteria are established prior to any assessment and will be known to both supervisor and employee.</p> <p>The performance review results in a written document that has been reviewed and signed by both the employee and his/her supervisor; the written document is filed in the employee’s confidential personnel file.</p> <p>Managers and supervisors responsible for assessing the work of others are provided with an orientation to conducting performance management reviews.</p>	<p>Performance management is an on-going process guided by principles of positive employee relations.</p> <p>Performance reviews are intended to give employees clear feedback on their performance.</p> <p>Performance reviews are intended to solve performance problems early before the staff member’s performance impacts negatively on the organization as a whole and/or the individual’s continued employment.</p> <p>If the workplace is unionized, performance management processes may need to be negotiated with the union.</p> <p>Refer to the following Standards:</p> <ul style="list-style-type: none"> Standard 2.1 Standard 3.2 Standard 5.1 	<p>Information on performance management systems and processes is available at: www.hrcouncil.ca/hr-toolkit/keeping-people-performance-management.cfm</p> <p>Templates are available at: www.hrcouncil.ca/hr-toolkit/resources-resources.cfm</p> <ul style="list-style-type: none"> • Performance Management Form Template

Standard 3.5 *The organization has methods to address employee performance issues or concerns.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>Clear expectation, appropriate supervision and feedback on a day-to-day basis are the best ways to avoid employee performance issues or concerns. However, despite our best intentions performance issues or concerns will arise. It is therefore important to have a process in place that deals with these situations.</p> <p>An effective process will also make any necessary termination more defensible if termination is necessary and the situation is taken to court.</p>	<p>Identifying the issue or concern with the employee is a good first step. Discuss how the performance could be improved and agree upon timelines for improvement. Resolving the issue or concern may involve for example coaching or training.</p> <p>Refer to Standard 5.1</p> <p>There may be times however when the employee continues to demonstrate unsatisfactory performance or problem behaviour.</p> <p>An approach to discipline should be set out in a policy rather than determined after an incident has occurred.</p> <p>Termination may be considered. Often this course of action isn't considered unless all reasonable efforts have been made to support the employee's efforts to address the problem areas.</p> <p>Employers have a basic right to terminate the employment of an employee, but along with that right comes responsibilities. Employers must comply with the employment/labour standards and human rights legislation for their jurisdiction and beyond that, employers must treat employees fairly and in good faith as defined by common law or civil law (Quebec).</p> <p>Refer to Standard 1.2</p>	<p>Information on supervision, discipline and termination are available at: www.hrcouncil.ca/hr-toolkit/keeping-people-overview.cfm</p>

Standard 3.6 *The organization provides competitive compensation to employees.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>The organization develops a compensation strategy that supports the work culture they are trying to create. The compensation strategy should be rooted in the principles of external and internal equity.</p> <p>Compensation is not just the direct amount of money paid to an employee. It also involves non-financial rewards and benefits.</p> <p>Creating a strong compensation strategy means an organization will likely use job evaluation and benchmarking.</p> <p>The salary range or wage rate for a position is reviewed whenever there are significant changes to position responsibilities. However, all salary ranges and wage rates will be reviewed and updated at a minimum of once every two years.</p>	<p>Depending on the organization’s strategic direction as well as local labour market conditions, the benchmark for a competitive compensation package may include references to salary ranges or wage rates of comparable positions in:</p> <ul style="list-style-type: none"> • Other organizations in the nonprofit sector • The public sector and/or • The private sector <p>Cash compensation is only one element in an equitable and competitive work environment. Organizations can provide a range of other benefits that can supplement cash compensation. Health benefits, pension, vacation, access to learning opportunities or other benefits (such as hours of work per week, ‘family days’, flex time, etc.), should be considered when designing the overall compensation package.</p>	<p>Information on compensation and benefits are available at: www.hrcouncil.ca/hr-toolkit/planning-compensation.cfm</p> <p>Examples of transparent processes for compensation for fundraising positions include Imagine Canada’s <i>Ethical Fundraising and Financial Accountability Code</i> www.imaginecanada.ca/files/en/ethicalcode/updated_ethical_code_October_2007.pdf</p> <p>and <i>The Ethical Principles (Compensation & Contracts)</i> adopted by the Association of Fundraising Professionals www.afpnet.org/ka/ka-3.cfm?content_item_id=1068&folder_id=897</p>

4. Workplaces that Work

A healthy workplace takes into consideration the physical, environmental, intellectual, emotional, occupational and mental health of employees with the aim of balancing workplace responsibilities with personal/family/community responsibilities. Wellness promotion does not just benefit individuals; organizations with healthy cultures are productive workplaces that attract, retain and motivate healthy employees.

As Canada becomes an increasingly diverse country, it is important to establish diverse and inclusive workplaces. Ensuring that the workplace is reflective of the community and clients that the organization serves is part of creating a healthy workplace.

Standard 4.1 *The organization provides a safe work environment.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>Providing a safe working environment is a legal, ethical and the moral responsibility of any employer. The organization should be in compliance with all Occupational Health and Safety legislation.</p> <p>The organization should express their commitment to a safe and healthy workplace, by preventing injuries and accidents, and promoting a culture of safety.</p>	<p>When considering building a healthy and safe environment the following issues may be addressed:</p> <ul style="list-style-type: none"> • Smoking and scents • Workplace violence • Working alone • Biological, physical and physiological hazards • Substance abuse 	<p>Information on safe workplaces is available at: www.hrcouncil.ca/hr-toolkit/workplaces-health-safety.cfm</p>

Standard 4.2 *The organization supports employee work/life balance.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>The organization reviews options for supporting staff in achieving work/life balance.</p> <p>A process is in place to address work/life balance on the organization's operations.</p> <p>Alternative work arrangements are available to employees to support work/life balance.</p>	<p>Common flexible work arrangements include:</p> <ul style="list-style-type: none"> • Flexible hours • Compressed work weeks • Part-time work • Job Sharing <p>When considering implementing a more flexible approach to work hours ensure the organization speaks with employees for feedback and ideas test the new approach and evaluate.</p>	<p>Information on flexible work arrangements and workplace wellness are available at: www.hrcouncil.ca/hr-toolkit/workplaces-flexible.cfm www.hrcouncil.ca/hr-toolkit/workplaces-health-safety.cfm</p>

Standard 4.3 *The organization ensures a work environment free of harassment.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>The organization will take every reasonable measure to ensure that no employee is subject to harassment from any source within the organization’s governing, managing, employee, membership/client, and volunteer structures.</p> <p>A process is in place to investigate complaints of harassment.</p> <p>All complaints regarding harassment are to be handled in confidence; access to the information and the outcome of any investigation is strictly limited.</p>	<p>Refer to Standard 1.2</p> <p>Harrassment can be present in many forms; visual, verbal, physical or sexual.</p> <p>Where the Executive Director is named in the complaint, the organization’s governing authority (or other designated individual/committee such as a Complaints Officer, Ombudsperson etc.) will handle the complaint according to established process.</p>	<p>Information on legislation regarding human rights is available at: www.hrcouncil.ca/hr-toolkit/policies-human-rights.cfm</p> <p>Sample policies addressing harassment are available at: www.hrcouncil.ca/hr-toolkit/policies-human-rights.cfm</p>

Standard 4.4 *The organization promotes an inclusive workplace.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>The organization regularly examines its current practices to ensure that inclusivity and diversity are supported proactively by:</p> <ul style="list-style-type: none"> • Promoting the organization as an inclusive workplace • Recruiting and selection processes that consider alternative qualifications • Reviewing processes and documents to ensure that bias/discriminatory practices are removed • Reviewing policies and practices to ensure that they comply with human rights legislation <p>Employees with supervisory responsibilities are provided with relevant learning opportunities to ensure they have the skills to support the development of an inclusive workplace.</p> <p>The organization works with employees to accommodate religious observation and/or disabilities to the mutual benefit of employees and the organization.</p>	<p>Refer to Standard 1.2</p> <p>In some circumstances, organizations may be able to identify specific target groups for employment; however they should contact their relevant human rights commission to discuss further. For example, organizations have been able to target recruitment for positions from specific audiences (aboriginal, disabled, women, etc.) in order to support employment options for target audiences.</p> <p>Refer to Standards 3.1 and 5.1</p> <p>Refer to Standard 1.2</p> <p>Employers have the ‘duty to accommodate’ and should investigate relevant legislation (federal/provincial/territorial) to assess their responsibility for accommodation.</p>	<p>Information on human rights legislation, the roles and functions of the supervisor and accomodation are available at: www.hrcouncil.ca/hr-toolkit/policies-human-rights.cfm</p> <p>www.hrcouncil.ca/hr-toolkit/keeping-people-supervision.cfm</p> <p>http://www.hrcouncil.ca/hr-toolkit/diversity-at-work.cfm</p> <p>Templates are available at: www.hrcouncil.ca/hr-toolkit/resources-resources.cfm</p> <ul style="list-style-type: none"> • Hiring Practices for Equity in Employment – Interview Guide • Building Accessibility Checklist • Flexible Workplace Guidelines

Standard 4.5 *The organization has a conflict resolution policy.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>All organizations will experience conflict, however a process/procedure should be put in place in order to help parties effectively resolve conflict in a timely manner.</p> <p>The conflict resolution policy should state what appropriate actions should be taken in order to help resolve a conflict. Focusing on solving the issue before it enters a formal complaints procedure.</p> <p>The conflict resolution policy may also offer 3rd party mediation for parties, when the problem escalates and requires intervention.</p>	<p>This could include the establishment of a formal complaint process or formal open door policy for employees to communicate instances where they feel the organization or another employee has acted inappropriately.</p> <p>A key ingredient in any conflict resolution or complaint process is the principle of “no retribution.”</p>	<p>Information on conflict resolution is available at: www.hrcouncil.ca/hr-toolkit/policies-sample-policies.cfm#_secA6</p>

5. Training, Learning & Development

In a fast-paced and decentralized work environment employees often must act independently while carrying out their duties. Organizations must ensure that employees have the necessary knowledge and skills required to complete their tasks effectively and efficiently.

Learning, training and development activities are the planned, continuous effort by an organization to improve employee competency levels and organizational performance. Learning can include a variety of approaches including structured training courses, mentoring, coaching, job shadowing, peer exchanges, and/or self-directed learning.

A systematic program of learning, training and development blends the needs of the organization with the needs and aspirations of individual employees. The aim is to improve organizational performance and to engage employees in their career development.

Standard 5.1 *Every employee's training and development needs are reviewed at least annually and plans established to address any gaps.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>The goal of training and development is to help employees achieve superior performance in their work. Training often focuses on skills required to do the job, and development on building skills required to move to the next level.</p> <p>The organization documents the knowledge and skills required for each position, to ensure that the organization is meeting:</p> <ul style="list-style-type: none"> • Legal/regulatory requirements • New directions (programs/services) • Position responsibilities <p>Individual employee knowledge and skills are assessed against the standard for the position.</p>	<p>In developing learning plans consider identifying learning in the following categories:</p> <ul style="list-style-type: none"> • Essential which is required as part of the job and will either address new responsibilities assigned to a staff member's current job, or issues/concerns identified in job performance. • Enhancement that benefits the staff member in current or future positions with the organization's directions. • Career Development which is requested by the staff member, but may not directly benefit the organization. <p>Annual work plans and performance objectives for individual employees should include:</p>	<p>Information on learning, training and development is available at: www.hrcouncil.ca/hr-toolkit/learning-overview.cfm</p> <p>Templates are available at : www.hrcouncil.ca/hr-toolkit/resources-resources.cfm</p> <ul style="list-style-type: none"> • Individual Development Plan Template

Standard 5.1 *Every employee’s training and development needs are reviewed at least annually and plans established to address any gaps (continued).*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
	<ul style="list-style-type: none"> • A description of the learning activity • The goal of the learning activity • Expenses and time involved <p>On completion of learning in which the organization provided funds and/or leave with pay, the employee could provide his/her supervisor with a report on the learning which,</p> <ul style="list-style-type: none"> • Indicates the benefits to the organization and the individual • Provides suggestions for how the learning can be applied to the employee’s job and the expected results <p>A written report could be required, particularly for learning that was intensive and complex.</p>	

Standard 5.2 *During the development of the annual budget consideration is given to including appropriate resources to fund employee training and development.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>All organizations should plan for and build into their budget an amount for training and development for staff members. A base target amount should be 2.4% of an employees salary.</p> <p>This budget item should be determined by the board and/or executive director annually.</p> <p>Alternatively, there are many low cost or free training and development tools available to develop staff. The board and executive director should be discussing the importance of staff training and development at least once a year.</p>	<p>By ensuring the budget has funds for employee training and development, the organization makes a demonstrable commitment to supporting staff learning and development.</p> <p>While learning can be low-cost, organizations need to include in their annual budget funds to support learning initiatives.</p> <p>Determining the amount of funds to allocate in a budget will depend on the individual organization's resources.</p>	<p>Information on learning, training and development is available at: www.hrcouncil.ca/hr-toolkit/learning-overview.cfm</p>

6. HR Planning

An HR plan is a roadmap that describes how an organization will meet its current and future human resource needs based on the strategic plans of the organization. HR planning is a critical element for ensuring organization success and can be implemented in part by HR management policies built on these Standards.

HR planning is a systematic process of reviewing and anticipating human resource requirements to ensure that there are sufficient employees and volunteers with the required skills available when needed. HR planning can be a formal or informal process – often planning will be evident in annual budgets, strategic planning documents, funding proposals/contracts, etc. that identifies the positions required for accomplishing the organization’s work and how the costs of maintaining those positions will be accomplished.

At the same time HR planning should also consider how HR management directions and activities are developed so that they not only contribute to the effectiveness of the organization, but also to leading the organization into the future. HR management needs to position itself to be a strategic element in the organization’s future by examining and addressing pending legislation, labour shortages or economic conditions affecting the future workforce of the organization.

Standard 6.1 *The organization has a process for regularly reviewing staffing needs.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>The organization engages in planning at least annually or has a system to identify organizational goals and/or directions, trends/changes in social and economic conditions, general labour market conditions, legislative, and/or technology developments which impact on recruiting and retaining talent.</p> <p>The ultimate goal of this standard is to be proactive in planning for current and future staffing needs of the organization. This is complete when key positions are identified and succession plans have been created.</p>	<p>Plans for staffing can be addressed through various documents generated by the organization such as:</p> <ul style="list-style-type: none"> • Annual budget • Strategic plan • Funding proposals <p>Each organization has a unique planning cycle; HR needs should be reviewed in conjunction with other planning activities.</p>	<p>Information on HR Planning, including strategic HR planning, operational HR planning and risk management are available in the HR Toolkit. www.hrcouncil.ca/hr-toolkit/planning-overview.cfm</p>

Standard 6.2 *Backup plans are documented to address any key employee leaves of absence.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>Key positions are identified that require ‘backup’ to ensure continuation of service. Short term and long term plans are in place to address potential gaps in these key positions.</p> <p>Leaves of absence could be a result of many issues such as pregnancy, parental or adoption responsibilities, illness, bereavement, jury duty, voting. Ensuring critical positions have backup plans to have continued service is essential for the organization.</p>	<p>Refer to Standard 3.4</p> <p>The annual review of performance management results could identify employees capable of assuming responsibilities of other positions.</p>	<p>Information on leaves of absence are available at: www.hrcouncil.ca/hr-toolkit/planning-succession.cfm</p>

Standard 6.3 *Critical positions in the organization are identified and succession plans are established.*

STANDARD DETAILS	IMPLEMENTATION CONSIDERATIONS	LINKS TO RESOURCES
<p>The organization has processes in place to address succession in the event that individuals in identified positions leave or move into other positions in the organization.</p> <p>Whenever size and resources permit, a succession plan will involve nurturing and developing talent from within the organization.</p> <p>Employees and/or volunteers who have the skills, knowledge, experience and the desire are identified and supported as part of succession planning activities.</p>	<p>Information which profiles current staff and/or volunteers such as age/projected retirement; positions held in the organization; skills acquired; etc. allows the organization to look at employees in the organization who can contribute to determining in other positions to the organization.</p> <p>Learning and development opportunities should be reviewed to ensure there is a connection to developing staff to assume other positions in the organization.</p> <p>Refer to Standard 3.3</p>	<p>Information on succession planning is available at: www.hrcouncil.ca/hr-toolkit/planning-succession.cfm</p>

3 Implementing Standards

The Standards have been developed to help non-profit organizations improve their overall human resource management processes over the long term.

It is unrealistic, and it is not expected that organizations can achieve all of the HR Management Standards immediately. The Standards have been developed to help non-profit organizations improve their overall human resource management processes over the long term. A Self-Assessment Guide is provided in Appendix 1 to help organizations identify which Standards they may already be meeting and where there could be gaps. Organizations will need to determine in what ways they can achieve the Standards given their current operations and available resources.

The following steps are suggested to help organizations move towards achieving and maintaining standards:

- 1. Identify who needs to be involved in assessing existing policies and practices and developing plans to address gaps between the current reality and the Standards.**
 - Typically this would include senior staff in the organization (in small organizations all staff could be included) as well as members of the organization's governing authority.
 - The purpose is to create awareness of the importance of HR policies and practices and how the Standards can support the organization in establishing appropriate policies.
 - This will also ensure individuals are aware of changes in human resource management policies and practices and provide support throughout implementation.
- 2. Assess the organization's current policies and practices versus the Standards by:**
 - Reviewing current HR management policies and practices compared to the Standards to identify gaps.
 - Identifying those Standards that are critical to the organization's current operations. For example, if the organization is experiencing a period of growth and is hiring additional staff, the focus could be on Standards pertaining to *Section 2 – Getting the Right People*.
 - The Self-Assessment Guide in Appendix 1 can indicate where gaps exist in the organization's HR management policies and practices.

3. Develop a one-year plan that targets those Standards your organization plans to implement.

- For example, if the organization currently has no job descriptions for any positions, it may be realistic to accomplish only this Standard. However if job descriptions already exist, but they have not been reviewed recently, this Standard, along with others, may be the goal.
- In developing a plan be sure to include time or resources required for developing staff skills related to the Standard – for example staff may need to be trained in developing job descriptions.
- Upon completion, target new Standards to implement.

4. Communicate your organization’s commitment to standards with the appropriate target audiences.

- The goal of implementing standards is to support the development of effective organizations. By making target audiences aware that you have made a commitment to achieving standards you can demonstrate your commitment to this goal.
- Develop clear messaging that presents the impact that standards have on your organization, the changes that have been made and the reasons why you are aiming to achieve these standards.
- Target audiences may include your organization’s staff, board of directors, donors, funders, partner organizations, clients and the broader community. Keep in mind that you may need to adapt your message to suit each particular audience.

Role of the Governing Authority

The Standards must be integrated with other processes in the organization. Many of the Standards rely on the organization having effective governance practices, in particular having the governing authority, the executive director and managing staff understand and effectively carry out their respective roles.

The HR Council’s HR Toolkit has a section that discusses the Board’s role in HR management (<http://www.hrcouncil.ca/hr-toolkit/planning-board-role.cfm>) which could be a starting point for a discussion on this topic.

Imagine Canada developed the Ethical Fundraising and Financial Accountability Code (Ethical Code) which lays out standards for charitable organizations to manage and report their financial affairs responsibly. As well, Imagine Canada is developing a broader set of standards (http://www.imaginecanada.ca/standards_initiative) in a variety of areas (including mission, governance and transparency) as one way to bolster public confidence and enhance the credibility, performance, and effectiveness of Canadian registered charities and non-profits. Such standards should be reviewed to establish the broader context for these Standards.

All governing authorities must understand their legal obligations as an employer. They must ensure the organization is at least compliant with all legal requirements related to employment and labour issues. Many provinces have information outlining the responsibilities of governing authorities.

4 Appendices

Appendix I: Self-Assessment Guide

By completing the guide periodically, you will see where your organization is making progress and where work still needs to be completed.

The following provides a quick assessment of your organization's HR management practices and can help identify where your organization may wish to focus its efforts in achieving the Standards. The self-assessment guide can also serve as a tool to benchmark the progress your organization is making in achieving standards – by completing the guide periodically, you will see where your organization is making progress and where work still needs to be completed.

Directions:

1. **Read** through the standards, including the second column (Standard Details).
2. **Assess** if your organization's current HR management practices (4) Fully Meets; (3) Needs Works; or (2) Does not Meet the standard. **Circle** the appropriate number.
3. **Circle** (1) Don't Know if you do not have enough information to assess what your organization's human resource management practices are.

Interpretation of results

It is not possible to provide customized solutions for every organization on how to approach addressing gaps to achieve standards – the following are suggestions:

After you have completed the assessment, review your responses –

- a. **Identify** which standards were circled (1) Don't Know – you will need to investigate further to determine what your organization is doing towards achieving these standards.
- b. **Identify** which standards were circled (2) Does not Meet – developing a plan to address these standards should be a priority.
- c. **Identify** which standards were circled (3) Needs Work – these gaps will need to be addressed, however if your organization has some processes/practices that meet the standards it may not be an urgent priority.

HR MANAGEMENT STANDARDS	Circle the rating that best describes how your organization's current HR management practices meet the Standards			
	Don't Know	Does Not Meet	Needs Work	Fully Meets
1. HR MANAGEMENT POLICY FRAMEWORK AND EMPLOYMENT LEGISLATION				
1.1 HR management policies are formalized, documented and approved by the Board or approval as designated to the CEO/ED.	1	2	3	4
1.2 HR management policies comply with employment, workplace health and safety, and other related legislation as is applicable in the jurisdiction in which the organization operates.	1	2	3	4
1.3 HR management policies are reviewed on a regular basis and revised if necessary.	1	2	3	4
1.4 HR management policies are made accessible to employees.	1	2	3	4
2. GETTING THE RIGHT PEOPLE				
2.1 An approved job description is completed for all positions.	1	2	3	4
2.2 Recruitment is through an objective, consistent process.	1	2	3	4
2.3 Criteria used to select the appropriate individual are established and documented.	1	2	3	4
2.4 All individuals external to the organization who are offered a position sign a letter of employment that outlines the working relationship between the individual and the organization.	1	2	3	4
3. MANAGING PEOPLE AND THEIR WORK				
3.1 All new employees are oriented to the position and to the organization.	1	2	3	4
3.2 Managers and supervisors with the responsibility for managing the efforts of others are provided with appropriate learning opportunities to develop their supervisory skills.	1	2	3	4
3.3 All employees have a work plan and performance objectives that identify the tasks/activities and expected results for future performance.	1	2	3	4
3.4 The performance of each employee is fairly assessed, at least annually, at the end of the work plan or performance period.	1	2	3	4
3.5 The organization has methods to address employee performance issues or concerns.	1	2	3	4
3.6 The organization provides competitive compensation to employees.	1	2	3	4

HR MANAGEMENT STANDARDS	Circle the rating that best describes how your organization's current HR management practices meet the Standards			
	Don't Know	Does Not Meet	Needs Work	Fully Meets
4. WORKPLACES THAT WORK				
4.1 The organization provides a safe work environment.	1	2	3	4
4.2 The organization supports employee work/life balance.	1	2	3	4
4.3 The organization ensures a work environment free of harassment.	1	2	3	4
4.4. The organization promotes an inclusive workplace.	1	2	3	4
4.5. The organization has a conflict resolution policy.	1	2	3	4
5. TRAINING, LEARNING AND DEVELOPMENT				
5.1 Every employee's training and development needs are reviewed at least annually and plans established to address any gaps.	1	2	3	4
5.2 During the development of the annual budget, consideration is given to including appropriate resources to fund employee training and development..	1	2	3	4
6. HR PLANNING				
6.1 The organization has a process for regularly reviewing staffing needs.	1	2	3	4
6.2 Backup plans are documented to address any key employee leaves of absence.	1	2	3	4
6.3 Critical positions in the organization are identified and succession plans are established.	1	2	3	4

Appendix II: Advisory Committee Members

Sue Armstrong

Director of Human Resources
Pearson Peacekeeping Centre

Bill Palamar

Director
Human Resources Services
Scouts Canada

Eldon Emerson

Manager
Human Resources Initiatives
Muttart Foundation
Member, HR Council Board of Directors

Yves Savoie

CEO
Multiple Sclerosis Society of Canada
Member, HR Council Board of Directors

Isha Khan

Director
Organization Development and Legal Counsel
United Way Winnipeg

Bibi Patel

Vice-president
Community Foundation of Ottawa

Suzanne Lawson

Organizational Consultant

Katherine van Kooy

President and CEO
Calgary Chamber of Voluntary Organizations

Don McCreesh

Chair
Imagine Canada
President, The Garnet Group Inc.

Appendix III: Organizations Participating in Validation Sessions

Organizations and individuals participating in the validation sessions included:

Affiliated Services for Children & Youth (ASCY) – Joyce Minten
Canadian Mental Health Association – Sudbury – Marion Quigley
Dartmouth Learning Centre – Sunday Miller
Dartmouth Work Activity Centre – Robert LaPierre
Doctors Without Borders/Médecins Sans Frontières – Fabienne Gilles
Family Service Regina – Shellie Pociuk
Family Services of the Eastern Shore – Maureen Kirk
Federation of Community Organizations – Margaret Fraser
Halifax Sexual Health Centre – Rhonda Phillips
Humboldt and District Museum & Gallery – Jennifer Hoesgen
Kids Help Phone – Lisa Smecca
Lake City Employment Services Association – Chris Fyles
Our Neighborhood Living Society – Wynn Wilson
Phoenix Residential Society – Kent Lawson
Regina Open Door Society Inc. – Tracey Peterson
Saskatchewan Archaeological Society – Talina Cyr-Steenkamp
Saskatchewan Deaf and Hard of Hearing Services – Carol Samuels
Saskatoon Indian & Metis Friendship Centre – May Henderson
SaskCulture Inc. – Eleanor Adams
South Riverdale Community Health Centre – Lynne Raskin
The Arthritis Society – Hilja Lassen
United Way of Halifax Region – Evelyn Barkhouse
United Way of Halifax Region – Peter Mortimer
United Way Regina – Corinne Bokitch
VON Greater Halifax – Chris Baert-Wilson
YWCA Saskatoon – Barb MacPherson

Note: Some participants chose to remain anonymous.

HR Council
for the Nonprofit Sector