



FIELD HOCKEY CANADA

EMPLOYEE POLICIES



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Section A: CATEGORIZATION AND DEFINITIONS OF EMPLOYEES

1. Professional Staff

- a) Professional Staff are those employees generally designated as "Directors", "Managers", "Coaches" or "Coordinators" within Field Hockey Canada. Position titles may include:

Senior Manager	Executive Director
High Performance Director/Coordinator	Technical Director/Manager
National Coach	National Junior Coach
Programme Coordinator	Domestic Coordinator
Marketing Coordinator	National Teams Coordinator

- b) The Professional Staff positions may be financially supported by Sport Canada, the association, or a combination.
- c) Professional Staff positions may be full or part-time, in accordance with the specific employment contract.
- d) Professional Staff positions receive salaries calculated on an annual salary basis, and receive association benefits as outlined in this document, Section B - "General Policies - Professional & Support Staff", and the individual employee contract.
- e) Professional Staff are employed under an "open-end" or "closed-end" contract, but in accordance with FHC's specific employee performance guidelines.
- f) Annual Performance Assessments or Appraisals are conducted for each Professional Staff member, as outlined in this document, Section C - "Performance Appraisals - Professional and Support Staff".
- g) The employment effective date for Professional Staff is April 1st, of the year in question. If the actual hiring date is within the fiscal year period, the new effective date comes into effect at the initial April 1st following hiring. This means that salary and benefit package changes will be determined from April 1st of any fiscal year.
- h) An approved association job description is available for all Professional Staff positions, although the employees may be requested to perform tasks or be responsible for areas outside of that job description. The job description will be reviewed on an annual basis.
- i) Professional Staff may not hold elected office. Professional Staff carry votes on Standing Committees in accordance with the current By-Laws of the association.

2. **Support Staff**

- a) Support Staff are those employees designated as "Assistants," "Secretaries" or "Administrators" within Field Hockey Canada. Position Titles may include:
- | | |
|----------------------------|--------------------------|
| Financial Assistant | Administrative Assistant |
| Senior Secretary/Secretary | |
- b) The Support Staff positions may be supported by Sport Canada, the association, or a combination.
- c) Support Staff positions may be full or part-time, in accordance with the specific employment contract.
- d) Support Staff positions may be paid on an hourly basis, or an annual salary basis, and receive association benefits as outlined in this document, Section B, - "General Policies - Professional and Support Staff", and the individual employee contract.
- e) Support Staff may be employed under either an "Open" or "Closed" contract, and in accordance with the FHC performance guidelines.
- f) Annual Performance Appraisals are conducted for Support Staff in accordance with Section C of this document - "Performance Appraisals - Professional and Support Staff".
- g) An approved job description is available for each Support Staff position, although employees may be asked to perform tasks or be responsible for areas outside of their normal job description. The job description will be reviewed annually by the Management Committee.
- h) Support Staff may not hold elected office. Employees may vote in accordance with the current association By-Laws.

3. **Individuals Receiving Honoraria**

- a) Field Hockey Canada may, from time to time, request that certain volunteers undertake a specific task or series of activities. Satisfactory completion of the task or activity may be rewarded with a honorarium.
- b) The honorarium is in no way representative of or reflective of the time or expertise required to complete the task or activity, but considered to be a monetary reward for what is essentially a volunteer undertaking.
- c) Individuals receiving honoraria are able to hold elected position in the association.

- d) Individuals receiving honoraria may or may not be reimbursed for any direct expenses associated with the specific task or activity in question.

4. Contractors

- a) Contract personnel are hired on a short-term basis, typically for less than twelve months, with a closed contract. Funds may be provided by Sport Canada, the association, or a combination of sources.
- b) Contract personnel perform very specific functions, as outlined in their Contract of Employment. A full job description and rationale must be prepared for each contract prior to hiring. The nature of the work is usually such that specific skills, experience, or availability is required, precluding existing staff and/or volunteers from carrying out the functions required.
- c) Contract personnel receive remuneration in strict accordance with their contract, and are not eligible for any association benefits.

Section B: GENERAL POLICIES - Professional & Support Staff

The following policies will pertain to all professional and support staff in the association, unless a section is overridden by a specific clause in the employee's Contract of Employment.

1. Hours of Work

a) Professional Staff

The nature of the work conducted by the Professional Staff of Field Hockey Canada precludes defining daily hours of work. However, the Professional Staff are expected to work the equivalent of a thirty-five (35) hour work week, with the exception of vacation days, approved leave, and statutory holidays. An average workday would be 8:30 am to 4:30 pm.

Part-time Professional Staff are expected to work the applicable percentage of 35 hours per week.

b) Support Staff

Support Staff located at the National Office in Ottawa will normally work the equivalent of a 35 hour work week exclusive of lunch time; the hours being 8:30 am to 4:30 pm Monday to Friday, with 1 hour per day for lunch.

Support Staff located outside of the National Office will also work an equivalent of 35 hours per week, with 1 hour per day for lunch, but the hours of work will be negotiated with the on-site supervisor.

Part-time Support Staff are expected to work the applicable percentage of 35 hours per week.

2. Statutory Holidays

Field Hockey Canada recognizes twelve (12) days during the calendar year as paid Statutory Holidays. They are New Year's Day, Family Day, Good Friday, Easter Monday, Victoria Day, Canada Day, 1st Monday in August, Labour Day, Thanksgiving Day, Remembrance Day, Christmas Day and Boxing Day.

When a Statutory Holiday falls on a Saturday or Sunday, it will normally be observed on the following Monday. When a Statutory Holiday falls during an employee's vacation period, an additional vacation day may be added, or taken at a later time in the year.

If an employee is absent from work on a day immediately preceding or following a Statutory Holiday or a Holiday weekend, that day absent will be considered a vacation day or day in lieu, unless a medical certificate is supplied.

3. Days in Lieu - Professional Staff

Professional Staff are required to work on specified weekends or statutory holidays, in order to attend meetings, tournaments or special events.

The association will allow days off in lieu of weekend or statutory holidays worked on a straight "one day-for-one day" basis. These days in lieu should be taken as close to the weekends worked as possible. Weekday evenings (Monday to Friday) are considered to be only an extension of a normal work week, and are not to be included in calculation of a work period requiring lieu time.

Professional Staff are required to complete a "Monthly Employment Record" indicating weekend and/or statutory holidays worked. These are to be submitted to the Manager for inclusion in the employee's Personnel file.

Only five (5) days in lieu may be carried over from one fiscal year to the next. Any deviation of this policy will be at the discretion of the employee supervisor and the President.

Lieu days are not eligible for cash compensation.

If requested, the Manager will submit a biannual summary of lieu time earned and taken, to the President, on behalf of all employees.

4. **Overtime - Support Staff**

Overtime hours will not be considered to have been worked unless prior approval has been given and documented by the immediate supervisor.

- i) Time in Lieu: Support Staff may occasionally be required to work on specified weekends or statutory holidays, in order to attend meetings, tournaments or special events.

The association will allow days off in lieu of weekend or statutory holidays worked on a straight one day-for-one day basis. These days in lieu should be taken, with supervisory approval, as close to the weekends worked as possible. Support Staff may also be required to work more than the stated 35 hours per week due to a heavy workload, or upcoming project. Time off will be given on a straight hour-for-hour basis. This time off should be taken, with supervisory approval, as close to the overtime worked as possible.

- ii) Overtime Salaries: It is not the on-going policy of Field Hockey Canada to pay additional salary for overtime worked. In certain cases, an employee may request that overtime worked be reimbursed on a hour-for-hour salary basis. This must be approved at least 24 hours prior to the overtime worked, by both the immediate supervisor and/or the Manager, due to the potential budget implications.

Only five (5) days in lieu may be carried over from one fiscal year to the next. Any deviation of this policy will be at the discretion of the immediate supervisor, and should be submitted to the Manager for inclusion in the employee's personnel file.

Lieu days are not eligible for cash compensation.

If requested, the Manager will submit a biannual summary of lieu time earned and taken to the President, on behalf of all employees.

5. **Various Leaves**

- a) Compassionate Leave:

Field Hockey Canada will grant Compassionate Leave with pay to Professional & Support Staff. This leave cannot exceed three (3) days in any one case, and will be granted in case of serious accident or death in the employee's immediate family (eg: parents, step-parents, spouse, common-law partner, sibling, child, step-child, mother-in-law, father-in-law or grandparent). Compassionate leave may also be granted in emergency cases, at the discretion of the President.

b) Sick Leave

Employees shall accumulate sick leave at the rate of 1¼ days per month (15 days per year). If an employee is absent for any period over three (3) consecutive days, a medical certificate may be required by the Senior Manager and/or President.

Sick days not taken in any fiscal year do not earn the employee cash compensation. An employee may accumulate up to thirty (30) sick days which can be transferred from one fiscal year to the next.

Disability Benefits: The employee's short term disability plan will be accessed for any required sick leave known to be more than the allowed number of casual and/or certified sick days. If the employee is hospitalized due to illness or an accident, coverage starts on day one. If the employee is not hospitalized, coverage will start on the 8th consecutive day of illness. Employees will not receive Casual or Certified Sick Leave benefits past the date that financial benefits are received from the association employee insurance plan. The appropriate proportion will be utilized in cases of hiring or termination resulting in only a portion of a fiscal year being worked.

Disability benefits are as per the group centre plan.

c) Pregnancy & Parental Leave

Pregnancy and Parental leave will be granted as per the Federal and Provincial laws in effect. Employees will receive a Record of Employment to ensure that they are able to collect EI premiums for the applicable period. No salary will be paid during pregnancy or parental leave, but will continue to accumulate vacation and sick days.

Payroll benefits will be continued during Pregnancy and Parental Leave for Professional Staff and Support Staff.

Any leave requested after the allowable legal period will be considered to be Special Leave, and must be requested as such.

d) Special Leave

In special or exceptional circumstances, special leave may be granted, with or without pay. This shall be determined upon the request of the employee, by the President.

6. Vacations

a) Professional Staff

Full-time Professional Staff are entitled to receive minimum paid vacation leave as follows:

1 year to 4 years:	15 working days/year (3 weeks)
5 years to 10 years:	20 working days/year (4 weeks)
11 years plus:	25 working days/year (5 weeks)

b) Support Staff

Full-time Support Staff are entitled to receive minimum paid vacation leave as follows:

1 year to 4 years:	10 working days/year (2 weeks)
5 years to 10 years:	15 working days/year (3 weeks)
11 years plus:	20 working days/year (4 weeks)

c) General

Annual vacation entitlement is based on the FHC fiscal year, April 1 to March 31. Vacation time cannot usually be taken within the first six (6) months of employment. These requests must be approved by the Manager and/or President.

If an employee resigns or is terminated in the first twelve months of employment, and has not taken vacation time earned, the gross salary for the equivalent number of earned days will be added to the final pay cheque, prior to net pay being calculated.

If an employee resigns or is terminated after one year, payment will be made for earned vacation not yet taken, in accordance with the employee contract. A payroll deduction will be made for any vacation time taken, but not yet earned.

The Manager will attempt to coordinate vacation schedules so that adequate coverage is provided at all times. In the case where two or more employees request the same vacation time, seniority shall prevail.

Professional and Support Staff may, with the approval of the Manager and/or President carry over up to five (5) working days of vacation time, to the next fiscal year. The carry over time must be taken within the first six months of the fiscal year. Employees cannot receive compensation for earned but unused vacation, in excess of the five (5) days that can be carried forward.

7. Remuneration

a) Salaries

Individual salaries are first recommended to the Director of the Business Management Unit and the President by Business Management and Human Resource/Volunteer Unit. These recommendations are developed from information forwarded with Performance Appraisals, as part of supervisors recommendations, and the financial projections for FHC. Final decisions on individual salaries are made by the Director of the Business Management Unit and the President. The Field Hockey Canada Board of Directors is responsible for approving the overall budget of the association, including the total staff budget. Field Hockey Canada is responsible for benefits and employer payroll taxes.

Support Staff salaries may be supported by Sport Canada contributions. FHC is responsible for benefits and employer payroll taxes. FHC does not provide for any Cost of Living increase. All salary increases are considered to be merit increases.

Salaries are reviewed annually, but final figures may not be made known to employees until after the approval of the FHC Operating Budget for the year (approx. July), as well as confirmation of the FAS contribution for that year.

Individual negotiations may occur with employees of exceptional standard, employees with an unusual assignment or employees with added responsibility. In addition, any employee or their supervisor may approach the Business Management Unit, through the Senior Manager and/or President, with a specific request. The following areas may be considered:

- * increased vacation leave
- * increased contribution to the employee's RRSP
- * professional development or training opportunities
- * special travel opportunities
- * cash bonus for specific targets of performance

b) Benefits

The individual employee's benefit package will be outlined in the Contract of Employment. However, several general principles shall apply:

- * RRSP contributions will not be made by FHC until after the first calendar anniversary of employment;
- * FHC contributions to Insurance and/or Medical Coverage will be in line with the programme currently offered to associations through the group centre plan.

i) Generally, the following benefits will be made available to Professional Staff:

- * Provincial Medical Insurance
- * Group Accident/Dismemberment/Death Insurance
- * Dental Insurance
- * Parking
- * Quarterly RRSP Contributions: minimum 3% of Gross Salary, to a maximum of 5% of Gross Salary

ii) Generally, the following benefits will be made available to Support Staff:

- * Provincial Medical Insurance
- * Group Accident/Dismemberment/Death Insurance
- * Dental Insurance
- * Parking
- * Quarterly RRSP Contributions based on a minimum of 2% of Gross Salary

8. **Expenditures**

Professional and Support Staff will be reimbursed for approved travel and administrative expenditures, in accordance with the current association policies.

Staff are expected to account within thirty (30) days of the event, and submit original receipts in all cases except food.

The daily meal allowance for Professional Staff shall be \$25.00. Exceptions may be made, within Treasury Board Guidelines, for travel overseas or to specific events. These exceptions must be approved by the Senior Manager and/or President.

9. **Travel**

Field Hockey Canada staff travelling on Association funded business are allowed to accumulate and keep for their own personal use the airline "frequent flyer" points.

10. **Staff Training/Professional Development**

Field Hockey Canada recognizes that Staff Training and Professional Development experiences are important to the long-term well-being of the association and the employees.

A Professional Staff Development pool of money will be set aside each year. Employees may seek approval from the Management Committee and/or the President for the use of these funds. Professional Development opportunities should relate directly to the employee's job or identified FHC needs in current or future performance areas.

A budget for Support Staff Training may be established within each Operating Budget, based on the training requests identified and submitted by staff supervisors. Employees may seek approval from the Senior Manager for the use of funds. Training opportunities should relate directly to the employee's job or identified FHC needs in current or future performance areas.

The employee may also apply for assistance with related but non-essential upgrading. If granted, this contribution may be considered to be a taxable benefit, in accordance with the current Revenue Canada Income Tax releases.

11. Resignation or Termination

Every employee will have a resignation/termination clause in their Contract of Employment.

In general terms, Professional staff are expected to provide a minimum of fifteen (15) days notice upon submission of their resignation.

Support Staff are expected to provide ten (10) days notice upon submission of their resignation.

Continued employment with the association is subject to an annual Performance Appraisal as per Contract of Employment.

12. Job Descriptions

A job description, outlining in general terms, the expectations and responsibilities of the employee, will be written for every Professional Staff position. The job description will be reviewed annually by the employee and appraiser, and then by the Human Resource/Volunteer Unit.

13. Forms and Contracts

Every employee will sign the following documents when hired at Field Hockey Canada.

- a) Employee Contract - 2 copies: one to the employee and one for the employee's personnel file.
- b) Financial Addendum - 2 copies: one to the employee and one for the employee's personnel file. A new Financial Addendum will be signed by the employee and the association each year, after the approval of the budget by the Board of Directors.
- c) Company Property List - employee's will receive a number of items that are the property of Field Hockey Canada. These may include any or all of:

- office key
- building pass
- parking pass
 - corporate credit card
 - telephone calling card

Upon termination or resignation, employees will return all company property.

14. Personal Information

Field Hockey Canada must maintain up-to-date personal information on all employees. It is the employee's responsibility to inform the Senior Manager promptly, in writing, of any change in their name, address, telephone numbers, etc. All information shall remain confidential.

From time to time, Field Hockey Canada will receive requests to confirm an employee's address, home telephone number, current salary, etc. Such information is confidential and will not be released except as required by law, or as authorized by the employee.

Section C: PERFORMANCE APPRAISALS - Professional & Support Staff

1. General Procedures

Every member of the Field Hockey Canada Professional and Support Staff will be given a Performance Appraisal a minimum of once every twelve months.

The appraisals will be conducted by the employee's supervisor. The supervisor may request input from additional volunteers and staff with whom the staff member works.

The appraisal will be conducted in accordance with the Employee policies

All appraisals will be documented, and signed by both the appraiser and the employee. One copy will be retained by the employee and one copy will be placed in the employee's Personnel file.

2. Probationary Period Appraisals

Every new member of staff will be placed on an initial probationary period, the dates of which will be noted in the employee's contract of employment.

- X In the case of professional staff, it will be a six month probation;
- X In the case support staff, it will be a three month probation.

The supervisor and the employee will determine specific tasks and activities to be completed during this period, in addition to a mutually agreed upon level of general expertise and knowledge to be reached by the new employee.

At the end of the fifth month for professional staff (or the second month for support staff) of employment, the supervisor and employee will meet to discuss and document the employee's progress, quality of tasks performed and completed, and the general growth and development of the employee.

One of the following outcomes will occur:

- a) If the supervisor, with the support of the Senior Manager and the President, is satisfied with the progress that the employee has made, the employee will be offered a permanent contract with the association, to come into effect at the end of the probationary period. Specific details and benefits will be as outlined in the individual contract.
- b) If the supervisor, with the support of the Senior Manager and the President, determine that the employee has some identified weaknesses that could improve or be eliminated in the near future, the probationary period may be extended by an additional three months.

A second probationary period appraisal will take place early in the third month of the extended period. If the employee's performance has improved to the standard determined at the time that the extension was negotiated, the employee will be offered a permanent contract with the association. If the performance of the employee has not reached the required standard, the employee will be informed that employment will be terminated at the end of the probationary extension period. The association may offer fourteen days salary in lieu of notice. Only one probationary period extension will be granted to an employee.

- c) If the supervisor, with the support of the Senior Manager and the President determines that the employee has not performed satisfactorily, and that little chance for improvement exists, the employee will be informed that employment will be terminated at the end of the probationary period. The association may offer fourteen days salary in lieu of notice.

3. Permanent Contract Appraisals

- a) Developing Standards and Objectives:

At the beginning of the appraisal period, the supervisor and employee will determine and document mutually agreed-upon standards and objectives for the employee. These standards should be in place no later than four months following the signing of the contract.

To as great an extent as possible, the standards and objectives should have measurable targets. (ie: project expenditures within 2% of target, timely reports, etc.)

The tasks and activities contained within the standards and objectives should be prioritized or ranked. The tasks and activities should relate to the association plans and priorities.

b) Additional Tools to be Used:

If requested, an employee should develop monthly workplans, relating these directly to the association plans, and the employee's agreed-upon position objectives.

The workplans should be distributed to the supervisor on an ongoing basis. The workplans will be an important tool during the performance appraisal process.

c) The Annual Appraisal:

Regardless of the anniversary date of employment with the association, the employee's annual permanent contract appraisal will be conducted within the final quarter of the fiscal year, between January 1 and March 31, unless otherwise specified in the employee's contract of employment. The supervisor will initially request from the employee a completed self-evaluation form, and may also request input on the employee's performance from other volunteers and staff with whom the employee has worked.

The employee and the supervisor will meet to discuss the employee's performance in light of the previously agreed upon standards and objectives, the employee's workplans, and the association's plans and priorities.

All discussions will be documented. The outcome of the appraisal will be dealt with in one of three different ways.

- i) If the supervisor, along with the Senior Manager and the President, is satisfied with the performance of the employee, the employee will be given a "superior", "competent", "marginal" or "satisfactory" rating. The supervisor will make the appropriate recommendations regarding merit increases.

The documented and signed Performance Appraisal is placed in the employee's file. A copy is provided to the employee.

- ii) If the supervisor, along with the Senior Manager and the President, identifies areas of concern, but is confident that the required improvement can be achieved within a specific amount of time, the employee will be given a "Needs Improvement" rating, and will receive a formal warning.

The warning will be documented, and include the specific behaviour, conduct or skill which is to be approved upon, as well as the required standard to be achieved, and the time interval during which the improvement must take place. The warning period can be anywhere from one month to twelve months in duration.

The documented and signed Performance Appraisal and Warning is placed in the employee's file.

If, at the end of the warning period, the required improvements have taken place, a letter stating such will be placed in the employee's file.

If, at the end of the warning period, sufficient improvement has not taken place, employment with the association will be terminated with notice given as per the employee contract. Salary may be given in lieu of notice.

- iii) If the supervisor, along with the Senior Manager and the President determine that the performance of the employee has not reached the mutually agreed-upon standards and objectives, and that a formal warning is not the desired route, then employment with the association will be terminated. Notice or salary in lieu of notice will be as per the employee's contract of employment.

Section D: GRIEVANCE PROCEDURES - Professional & Support Staff

1. General Information

- a) The following procedures shall apply to permanent full or part-time Professional and Support Staff members of Field Hockey Canada. The designation of Professional/Support Staff status, and the employee's ability to initiate the procedures as outlined, if necessary, will be noted in the employee's contract of employment.
- b) Every permanent or part-time professional and support staff employee shall be provided with a copy of the Employees' policy containing the Grievance procedure upon signing their employee contract.
- c) These procedures may be activated by the employee for circumstances or conditions, real or imagined, thought to be unjust or unwarranted.
- d) Grievances or warnings may concern an interpretation, application, operation, or alleged violation. Any dispute as to whether or not the difference is adjudicable shall be dealt with in accordance with these procedures.

2. Grievance Procedure

- a) Informal Discussion:

Before a grievance is formally filed, the employee may choose to try to resolve the situation and/or misunderstanding through informal discussion with:

- i) the President, in the case of Professional Staff;
- ii) the Senior Manager, in the case of Support Staff.

The informal discussion must take place within five (5) working days of the occurrence of the considered difference. This discussion can take place in person, or by conference call. The employee may, if desired, be accompanied by another employee or in the case of Professional Staff, by a member of the Board of Directors.

If, at this stage, the circumstance or difference is resolved to the satisfaction of both the employee and the association, any documentation prepared for the meeting by either party is destroyed. A record of the meeting resolution only may be kept and placed in the employee's personnel file at the agreement of both parties.

No documentation, record or report is presented to the Board of Directors, or Human Resource/Volunteer Unit.

b) Submitting an Initial Grievance:

If mutual agreement and satisfaction is not gained through informal discussion, or if the employee chooses not to pursue the informal discussion alternative, then the circumstance or difference (hereafter called a Grievance) shall be submitted to the President (for Professional Staff) or to the Senior Manager (for Support Staff), in writing, within ten (10) working days of the action, matter or thing giving rise to the alleged Grievance. The submission shall include an detailed outline of the nature of the Grievance and the remedy sought by the employee.

The President and/or Senior Manager shall respond to the Grievance in writing, post marked or fax dated within five (5) working days of the receipt of the written Grievance.

If the employee is satisfied with the response to the Grievance, a report is written by the President and/or Senior Manager and distributed to the Executive as a confidential document. A copy of the report is placed in the employee's personnel file.

c) Resubmitting a Grievance:

If the response of the President and/or Senior Manager is unsatisfactory to the employee and the Grievance is not settled, then the employee may, within five (5) working days, appeal the decision referring to the **FHC Appeal Policy**.

3. Letter of Warning Procedure

A Letter of Warning is an official document submitted to an employee on behalf of the association.

- a) The Letter of Warning is written by the supervisor and initialled by the President, or written by the President, within five (5) working days of the incident or circumstance that gave rise to the warning.
- b) A copy of the Letter of Warning is placed in the employee's personnel file, and notice of the Letter of Warning is distributed to the Executive.
- c) If the employee wished to contest the Letter of Warning, they may do so, in writing, within five (5) working days of receipt of the Letter of Warning. This rebuttal should go to the supervisor and President, with due notice being sent to the Executive.

The employee may wish to invoke the **FHC Appeal Policy** instead of the above rebuttal method.

- d) Upon written request by the employee to the President (copy to the supervisor) and subsequent approval, a Letter of Warning more than two years old may be removed from a personnel file, if no additional warnings have been submitted.

Section E: INDIVIDUALS RECEIVING HONORARIA

Honoraria is considered to be a nominal reward for time spent and effort expended in completing a project, task or activity. Honoraria is not considered to be reimbursement on an hourly basis, nor should it be compared to or equivalent of market value for the same services offered by a professional or full-time worker in a similar industrial sector.

1. Selection of Individuals

Various individuals are asked, throughout the year, to take on specific projects, tasks or activities. Completion of such a task or activity may be rewarded with an Honorarium.

The selection of the individuals is the responsibility of the association Working Unit responsible for the project, task or activity.

The name and qualifications of the individual should be presented to the Executive as a matter of information.

2. Appointment Process

- a) The Working Unit will determine the project, task or activity to be undertaken as part of their portfolio plan. The committee should prepare a budget at the appropriate time which includes the anticipated honoraria and reimbursement expenses for individuals required to complete the project, task or activity.
- b) The Working Unit should outline the expertise and experience required to fill the position, and, upon approval of the budget, initiate a search for the appropriate individual. The search could include one or more of the following strategies:
 - direct mail to qualified sector of the membership, requesting applications by a specific date
 - general announcement on the web-site, outlining position and requesting applications by a specific date
 - select recruitment of specific individual(s)
 - general announcement to public at large
 - general announcement to professional sector
- c) The Working Unit will fill the appointment based on their pre-determined position outline, and the qualifications of the candidates.

3. Agreement

- a) The Working Unit, using the agreement template available from the association, should specify the project, tasks or activities to be performed by the appointed individual.

Basic information to be included is the appointed individual's name, address, social insurance number, amount of honoraria to be paid, and payment schedule.

- b) Any approved expenditures and/or budget limitations should be included in the agreement, along with information on submitting expenses and invoices.
- c) Any deadline associated with the project, task or activity should be included in the agreement.
- d) The appointed individual will sign the agreement and return to the Financial Assistant.

4. Payment of Honoraria

- a) Honoraria will be paid to the appointed individual in accordance with the agreement. Options could include:
 - specific payment schedule for duration of project
 - payment release received from project manager after project is completed, or report received.

- b) A T4-A form will be sent to the individuals receiving \$500 or more in honoraria in any one calendar year. The forms will be distributed in February of the following year.

5. Restrictions

- a) Full-time employees may not be eligible to receive an honorarium from the association.
- b) In accordance with Field Hockey Canada By-Laws, Section 18, part 18.1, members of the Board of Directors or Standing Committees are not eligible to receive an honorarium for the time and effort spent in the undertaking of the duties for which they were elected and/or appointed.

Section F: HIRING PROCEDURES AND POLICIES

1. Association Funded Position

Employees to be hired for a position funded by Sport Canada must be hired in accordance with the latest Sport Canada Human Resource Management Guidelines. Please refer to the chart at the end of this section which outlines the hiring procedure, selection committee and appraisal responsibilities for each Field Hockey Canada position. This chart will be reviewed annually by the Human Resource/Volunteer Unit of FHC.

- a) A job description, including general and specific responsibilities, must be developed by the FHC Management Committee.
- b) Position criteria and minimum required qualifications should be developed and approved by the FHC Human Resource/Volunteer Unit.
- c) A hiring plan, including budget, advertising schedule, appointment of the Selection Committee, applicant review and short-listing plan and schedule and interview dates, should be submitted to the Chair, Human Resource/Volunteer Unit for approval.
- d) Internal posting and/or notices must be sent to the following locations:
 - FHC National Office
 - all Provincial Offices
 - full Board of Directors and Chair, Human Resource/Volunteer Unit
 - placed on the FHC website
- e) External posting and/or advertisement must be submitted to:
 - one national newspaper (English) (minimum 3 days)
 - one Montreal and/or Ottawa newspaper (French) (minimum 3 days)

All advertisements must contain the phrase: "The Association is financially supported by Sport Canada."

- f) All applications are submitted to the National Office, and kept in confidence for the Chairperson of the Selection Committee.
- g) After the application period has closed, all applications are forwarded to the Chairperson of the Selection Committee for review. The method for determination of the short-list and interview candidates is covered in the hiring strategy already developed.

Unless otherwise stated in the posting all applicants will receive a short letter from the Senior Manager or the Chairperson of the Selection Committee thanking them for their interest, and relaying the anticipated schedule of events. The intent is to prevent numerous phone calls regarding possible interviews.

- h) Field Hockey Canada is responsible for any travel, accommodation and/or meal expenses incurred by the Selection Committee, and any out-of-town travel expenses incurred by the candidates being interviewed.
- i) The Selection Committee should develop a series of questions to be asked to each candidate, along with the appropriate preferred or targeted answers. Each candidate should be ranked for the various areas of required expertise.

Members of the Selection Committee must be familiar with the association's hiring policies and procedures, the provincial restrictions regarding discriminatory questions and/or practices and the federal government requirements regarding hiring for funded positions, e.g., coaching certification levels.

- j) References must be checked for any candidate prior to an offer of employment being made.

Field Hockey Canada Hiring Procedures

Position	Hiring Responsibility (Approved by)	Supervisor	Appraisals	Terms of Employment
Sr Manager	Board (Board)	President	Final Quarter	Open Contract
HPTC	Sr Manager (Board)	Sr Manager	Final Quarter	Open Contract
Financial Asst	Sr Manager (President)	Sr Manager	Final Quarter	Open Contract
Admin Coor	Sr Manager (President)	Sr Manager	Final Quarter	Open Contract
Nat'l Coach	NT M/W & HR (Board)	Sr Manager	Final Quarter	Term Contract
Others, e.g., Atl. Coach, Consultants, etc.	Sr Mngr or Work Unit (Board)	TBD by project	Final Quarter	Term Contract

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Section G: PERSONNEL FILES

Every association employee shall have a Personnel File, maintained by the Manager.

1. **Content of the File**

The file shall contain up-to-date information as follows:

- original application
- resume
- up-to-date job description
- personal information such as current address and phone number, and social insurance number
- all employee contracts and financial addenda
- all performance appraisals
- correspondence relating to performance including Letters of Warning, Formal Warnings, official congratulations or notices of achievement. The employee may request that letters received from individuals be placed in their personnel file.
- tracking records for holidays, lieu time/overtime
- information re: benefits claims or requests

2. **Access to the Personnel Files**

Access to an individual's personnel file will be restricted to:

- the employee
- their Supervisor
- the Manager
- the President
- the Vice President Administration

3. **Removal of Information From the File**

Information may be removed only under the following circumstances:

- a) **Outdated Information:** Information that is being replaced by properly approved documents may be removed. An example is a job description.
- b) **Specific Performance Related Correspondence:** An employee may request that a Letter of Warning be removed from their file after two years, if no additional warnings have been issued during that period.

4. **Closing an Employee's Personnel File**

After the employee has left the employment of Field Hockey Canada, their Letter of Resignation or Notice of Termination, and a copy of their Record of Employment will be added to their file, and the file will be closed.

Any correspondence or requests subsequently received from the Unemployment Insurance Corporation will be responded to, and a copy of the request and the response will be placed with the employee's closed file.

The information will be kept on record at the Field Hockey Canada offices for a period of seven years.

Information regarding payroll will also be kept for a minimum of seven years, but will be stored with the appropriate financial records from that period.

Section H: Staff Organizational Chart

FIELD HOCKEY CANADA STAFF STRUCTURE

Senior Manager