

Human Resources Policy

Purpose

1. The purpose of this policy is to describe the scope and limits of the Board of Directors' ("the Board") oversight of human resources and to define the responsibilities of the Board's Human Resources & Governance Committee and those of the senior staff in respect to human resources.

Objective

2. The objective of this policy is to create a clear framework for SMUSA's leadership to understand their respective role and responsibilities relating to the association's human resources policies, processes, and procedures.

Application & Scope

3. This policy specifically applies to the relationship between the Board of Directors, the President, and General Manager, and their shared responsibility for the human resources of the Association.
4. This policy is SMUSA's overarching Human Resources Policy. All other human resource policies, processes, and procedures fall under the guidance of this policy.

Policy

5. The sole full-time employee of the Board is the General Manager.
6. The Board will communicate to the President and General Manager through either the Board Chair or Chair of the HR and Governance Committee. The Board will communicate to all other employees through the President or the General Manager.
7. The Board also employs part-time employees, the Chief Returning Officer(s) and Deputy Returning Officer(s). These employees will be directed and supervised by the Chair of the Elections Committee.
8. The Board is responsible to:
 - a. Provide guidance and support to the President and General Manager.
 - b. Attract, retain, motivate, and evaluate the General Manager.
 - c. Provide the General Manager with the tools, resources, and mechanisms they need to succeed in their role, and to help others to succeed.
 - d. Periodically review and adjust the compensation of the General Manager.
 - e. Hold the elected President accountable and periodically review.
 - f. Periodically assess and update the position description of the General Manager.

9. All SMUSA activities relating to human resources will align with the practices found in the Human Resources Policy Manual. This manual will be maintained by the General Manager and be reviewed by the committee every 5 years or as needed.
10. The Human Resources & Governance Committee (“the committee”) is empowered by the Board to provide oversight and guidance to the General Manager and President on human resources policies and strategy.
11. The committee is responsible to:
 - a. Ensure that appropriate policies, processes, and procedures are in place and updated at least every five years.
 - b. Review and approve new or amended human resources policies put in place by senior management prior to implementation.
 - c. Support the General Manager and President on human resources matters when they request it.
 - d. Approve the rate of pay for all new permanent staff members.
 - e. Approve the complement (headcount) of full-time staff.
 - f. Approve the overall full-time staffing budget each year.
12. In the course of performing its duties, the committee may, from time to time:
 - a. Review any human resources processes and procedures.
 - b. Review and approve both the existence of and salaries for new positions.
 - c. Initiate a market review of salaries and wages.
 - d. Initiate an inflation review of salaries and wages.
13. Should the General Manager position become vacant, the Board may hire an Interim General Manager for no more than eight (8) months, while a permanent replacement is found.

Accountability

Policy Owner	Human Resources & Governance Committee
Approved by	Board of Directors
Next Review	[month], [year]

Revisions

Action	Date	Signature
Approval		

Appendix A: Levels of documentation

For the purpose of this policy:

- a. A policy is a set of principles, rules, and guidelines which provide guidance to decision makers and inform processes and procedures.
- b. A process is a high-level view of a series of activities/steps which produce a specific outcome (i.e., hiring). Processes address who is responsible, what actions are performed in what order.
- c. A procedure is a set of detailed instructions necessary to perform a task or part of a process. These explain who performs the procedure, what steps are performed when, and how the procedure is performed.

Think of policies as the overall guidelines, while processes explain the flow of activities, and procedures are the detailed instructions.