

# CFSC and CYM Personnel Policies

June 13, 2013

*CFSC is a standing committee of Canadian Yearly Meeting of the Religious Society of Friends. As such, CFSC and its staff follow the policies and practices contained in the CYM Personnel Policy. In addition, CFSC has policy and procedures that it has developed which complement the CYM policy or address implementation procedures. Information on the salary model and calculation method are in found in CYM policies #20 (salary), #21 (benefits) and Appendix B (grid and calculation – note: figures are 2012).*

## CFSC Personnel Policy

### **Introduction (2011)**

CFSC follows the terms found in the CYM Personnel Policy (which is in this section) as well as policy that CFSC has developed itself to elaborate on the CYM Policy and to meet its specific needs. The terms of reference for CFSC Personnel Committee are found in the section "Organization and Governance – CFSC Personnel Committee".

### **Hiring process (2011)**

It is CFSC's intent to appoint the best candidate for each position. In achieving this goal CFSC upholds the rights of the individual as set out in the Human Rights Code of Ontario and complies with the laws and statutes regarding fair employment practices in the Province of Ontario.

#### Process

To carry out the intent of the hiring policy, and to ensure consistency in the way candidates are treated, all appointments are coordinated through the CFSC Personnel Committee.

A Hiring Committee is appointed by the Personnel Committee. It usually consists of an appropriate Clerk, Staff person and member of the Personnel Committee. The Hiring Committee manages the entire hiring process, consulting with Personnel Committee as needed, and then brings its hiring recommendation back to Personnel Committee for consideration. The person offered the position is then contacted by the Clerk of the Hiring Committee with a verbal offer. This is quickly followed up with a written offer of employment (see CYM Personnel Policy for model letter), which is signed by the Clerk of CFSC Personnel Committee.

#### Time Line

- Once an open position is identified, or once a Staff person has submitted his/her letter of resignation, an accurate up-to-date job description is prepared in order for a realistic advertisement to be drafted. The relevant Clerks and/or Committees with which the staff person works should be consulted in this process.
- The advertisement is drafted by the Hiring Committee with support from the staff representative to Personnel who is familiar with practice. The Clerk of Personnel Committee and the General Secretary sign off on the text.
- The position is advertised immediately by notifying:
  - all board members of CFSC
  - all Monthly Meetings
  - CYM Office

It is also posted on CFSC's website, through its communications tools (Quaker Concern, the E-Newsletter, social media).

- The deadline for receiving applications is 21 days after the notices have been mailed.
- Applications are acknowledged promptly.
- All applications and written documentation are reviewed by the Hiring Committee and evaluated according to a particular grading tool. The Hiring Committee determines which candidates will be invited to interview.
- The Hiring Committee interviews all the selected candidates using a particular interview guide and grading scheme. The Hiring Committee ranks the candidates and makes recommendations to CFSC Personnel Committee.
- Final candidates are kept up to date on the status of their applications.
- All final candidates are notified promptly of the outcome of the selection process.
- The appointment is publicized through the same networks as the advertisement for employment (CFSC board members, CYM office, Monthly Meetings, CFSC's communications tools).

### **Board members applying for positions (2011)**

CFSC board members applying for paid staff positions are required to suspend their activities and membership with CFSC upon submission of their application and for the duration of the hiring process. Any member of that person's family who is involved with CFSC must absent themselves from discussions that may present conflict of interest issues. We invite these candidates to resume their valued work once the staff person is hired. If a CFSC Committee member is hired into the staff position, he or she must then resign from CFSC.

### **Home offices (2011)**

Prospective and current CFSC staff can propose to establish and work from a home office for some or part of their work. Requests to work from a home office (and have expenses reimbursed) come to Personnel Committee for a decision, with the support of the main committee with which the staff person works. Personnel Committee works with Finance Committee regarding the financial viability of establishing a home office. *(See also "Finance – Expense reimbursement and budget Disbursements - General expense categories Home office expenses")*.

## **Letters of employment (2011)**

Each letter includes:

- Reference to current Canadian Yearly Meeting Personnel Policy and CFSC's POP Manual (copies appended)
- Conditions of employment
- Salary level
- Job description (copy appended)
- Dates of employment and probationary period
- Explanation of performance review with dates
- Information about withholding military tax, as per CYM policy
- Information about having a Committee of Care appointed.

## **Performance Appraisals (2011)**

Evaluations and performance appraisals are undertaken by CFSC Personnel Committee, which appoints a non-staff member of Personnel to conduct the process. This appointee consults with staff regarding the names of performance appraisers, summarizes the information received, meets with the staff person to review the findings and set goals, and reports back to CFSC Personnel Committee with any recommendations, including contract renewal.

### Purpose

The purposes of the performance appraisal are:

- to provide an opportunity for employees to share with the Personnel Committee areas of concern regarding job functions, Staff and employer relations and organizational needs;
- to reinforce and improve employee performance by ensuring that employees know what is expected of them and to provide feedback on how well they are meeting these expectations;
- to provide an opportunity for review of job descriptions
- to provide a basis for decision-making about training and development;
- to identify current strengths and areas for improvement;
- to review achievement of performance objectives from previous year and to develop performance objectives for the up-coming year;
- to provide an opportunity for the employee and the Personnel Committee to reflect on organizational changes needed as a result of the performance review.

Incidents or areas of concern regarding job functions are not introduced for the first time during a Performance Review.

### Probationary period

There is a six-month probationary period for new employees, with a review at the end of that time. An annual performance appraisal takes place following probation. Subsequent performance appraisals are set out in *Appendix F: Staff Performance Appraisal Schedule*.

### Evaluation during the probationary period (2010)

Employees are subject to a six-month probationary period, which should allow adequate time for the employee to become familiar and proficient with their job description requirements and for their performance to be observed. Within the probationary period, the employee and the designated clerk (or another staff or committee member, as appropriate) meet weekly or bi-weekly (by phone or in person). Within these meetings, the employee and clerk (or another staff or committee member, as appropriate) review the work plan and discuss any concerns raised. As well, the clerk (or another staff or committee member, as appropriate) provides affirmation or direction as required. In addition, a designated member of CFSC Personnel Committee maintains regular contact (at least monthly) with the new employee and the appropriate clerk (or another staff or committee member, as appropriate).

At the three-month point, in advance of a report being prepared for Personnel Committee, the Personnel representative will consult with relevant committee members and employees for constructive feedback to ensure a well-rounded evaluation. If there are specific issues that require remedial training, the Clerk (or another staff or committee member, as appropriate) will discuss these issues with the employee, who will then implement any required changes to the work plan by the fourth month.

At the five-month point, the Personnel representative prepares a brief report on the employee's performance and the job requirements and challenges (based on the job description and work plan). The employee contributes information from a self-evaluation vis-à-vis their job description. The Personnel representative circulates this report to the CFSC Personnel Committee who can offer feedback if requested.

The employee and CFSC Personnel Committee representative meet by phone or in person to discuss the report, with a focus on identifying and affirming strengths as well as areas for improvement or further training that can be integrated into the work plan or related to the committee (for some of the areas of improvement may not be limited to the employee). The Personnel Committee representative will write a summary of the meeting and the employee reviews this summary. If the summary is satisfactory to the employee, both the employee and the Personnel Committee representative sign the summary, which is then placed in the employee's file. If termination is recommended, during or at the conclusion of the probationary period, CFSC will follow procedures in the CYM Personnel Policy and Ontario provincial law (as CFSC is an Ontario-based not-for-profit corporation).

#### Additional appraisals

Additional appraisals may be carried out at the discretion of the Personnel Committee or at the request of Executive Committee. The Personnel Committee coordinates all appraisals. As with all appraisals, CFSC Personnel Committee appoints one of its non-staff members to conduct the process.

#### Process

Performance appraisal interviews with staff often take place at the time of a Board Meeting.

Prior to this, performance appraisers receive a package of information about the process including a form with questions to complete and return to the member of Personnel coordinating the process. The staff person being appraised is consulted in the naming of appraisers. Three appraisers are named, one is a member of staff familiar with the person's work. In terms of the other two named appraisers, at least one should be in a supervisory role of the staff person. Here is a recommended pool of Friends by position to be considered:

- for the General Secretary: the CFSC Clerk, Treasurer, the Clerks of relevant Standing Committees.
- for the Program Coordinators: the Clerks of relevant CFSC Committees.
- for the Finance Administrator: the Treasurer.
- For the Office Administrator: the Finance Administrator (supervisor).

The staff person completes a self-evaluation as well as a review of their job description as a part of the process as well. This information is shared with the member of Personnel Committee who is conducting the appraisal.

The member of Personnel Committee receives all the appraisal information and creates a summary document which is shared with the staff person during the interview. At the completion of the process, the documents received from appraisers is destroyed, with the summary document being put to the staff person's personnel file.

#### The interview

The summary document is shared with the staff person. It provides a framework of discussion about the employee's performance as well as performance objectives and strategies to achieve them within a set timeline. Clear goals are set for any desired changes. It is also useful to review performance objectives and goals set at the previous appraisal. Job descriptions are re-assessed for both workload and content.

The summary document is amended to include any recommended changes to the job description, performance objectives and goals, etc. It is signed by both the member of Personnel who conducted the process and the staff person, then forwarded to CFSC Personnel Committee for consideration. A recommendation for contract renewal, or termination, is brought forward by the Personnel member to Personnel Committee for decision.

### **Concerns about job performance (2011)**

In the event that CFSC board members, other Friends or Staff Members have a concern regarding an employee's job performance, this concern is brought to the Personnel Committee at the earliest opportunity. The concern is stated in writing with supporting evidence.

The Personnel Committee documents all further evidences of unsatisfactory behaviour.

If the Personnel Committee concludes that a recommendation to give the employee a warning, to terminate the employee's contract or not to renew it, the recommendation must be approved by the Executive Committee. The Executive Committee's decision is conveyed to the employee in writing. Reasons for the decision are explained to the employee.

### **Employer - Employee Relations (2011)**

In the event of dissatisfaction with working conditions or job assignment, the employee discusses it initially with his/her supervisor (this may include be the General Secretary or the Clerk of the Executive Committee) and attempts to resolve the issue.

If this course is unsuccessful, the employee may take the concern to the Clerk of the Personnel Committee who may involve the Personnel Committee as a whole.

If this course is also unsuccessful the complaint is brought to the attention of the Executive Committee. The process for Conflict Resolution may be implemented (see section " *Conflict resolution*").

### **Working conditions (2011)**

As outlined in the CYM Personnel Policy.

When part time staff are travelling for CFSC business they will be paid at the full time rate. Such travel requires approval from the relevant committee and must be a part of the budget.

### **Salary levels (2011)**

As outlined in CYM Personnel Policy.

### **Terms of employment (2011)**

As outlined in CYM Personnel Policy.

### **Committees of Care (2011)**

Committees of Care provide both practical and spiritual support to employees engaged in the work of Friends. A Committee of Care of two to four persons is named by the Personnel Committee after consultation with the employee concerned. New employees are contacted by a designated member of Personnel Committee shortly after their contract begins to discuss formation of a Committee of Care. Although the formation of a committee of care is at the discretion of the employee, employees are strongly encouraged to make use of a committee of care.

Names put forward to serve on an employee's committee of care are to be mutually agreeable to the designated member of Personnel Committee and the employee. Once selected, the designated member of Personnel Committee contacts the new members and provides them with information about their role and responsibilities and designates one member to convene the first meeting of the committee with the employee.

Members of the Committee should be carefully chosen, with a mixture of age and experience represented (refer to the CYM 1985 Minutes, Addendum 2A). The Committee

of Care:

- Serves for a three-year period and can change at the request of the employee or committee member, in consultation with Personnel Committee.
- Members can be appointed for subsequent terms, at the discretion of the employee and Personnel Committee.
- Meets in full with the employee, not less than twice a year. Members of the committee are encouraged to maintain regular contact with the employee.
- Listens to the employee's experience of being employed by Friends.
- Helps the employee to develop insight into preventing or solving problems.
- Provides a long-term perspective on any current situations.
- Provides help, both practical and spiritual, during times of stress.

At the first meeting of the Committee, a Clerk is appointed who is then responsible for setting regular meetings with the employee. Should the employee need to meet with the Committee before the next scheduled meeting, he or she will contact its Clerk.

Committees of Care must take care not to create dependency, but to enable employees to make independent, useful choices for themselves. CFSC Personnel Committee will check with employees and Committee of Care Clerks annually to ensure that their committee of care is functioning as expected and if changes are required; this will be reported at the fall meeting of Personnel Committee. At any time, the employee can ask for the laying down or reformation of their Committee of Care by Personnel Committee. A departing staff person can request that their committee of care continue for a period of time after their employment has ended to provide support during this transition time. For further information on Committees of Care, see *Organization and Procedure of Canadian Yearly Meeting*, Chapter X.

## **Honoraria (2011)**

CFSC has policies on conflict of interest, and criteria for giving honoraria. This policy addressed honoraria offered to CFSC employees. An honorarium issue usually arises when an employee has been invited to participate in an event, conference, or participate in a publication project.

When an honorarium is offered:

- The employee should suggest a general or designated contribution to CFSC rather than a personal honorarium as the most appropriate expression of gratitude or payment by the inviting (or organizing) group. Where this is not convenient, the employee should usually submit the honorarium to CFSC just as s/he also submits all related expenses. If appropriate, a charitable receipt should be issued to the inviting group.  
The employee could retain the honorarium under either of the following circumstances:
  - The honorarium is given for services unrelated to the person's role as an employee of CFSC. In this case, CFSC will not be paying for the related expenses nor will the preparation or service require time committed to CFSC;
  - The honorarium is given with the explicit insistence that it is a personal gift rather than a payment for services of the employee. This could occur even when the service is related to the person's role as long as the CFSC conflict

of interest policy as per gifts and hospitality is followed. (*Please also see "Finance - Conflicts of interest - gifts and hospitality"*).

At the discretion of the employee, all or part of the honorarium could be donated to CFSC. The employee would receive a tax-deductible receipt but should be aware that honorarium retained in these cases must be declared as income whether or not they are donated to CFSC.

To prevent misunderstandings, the employee should try to clarify the terms of invitation in advance.

## **Conflict Resolution (2011)**

### Principles:

If conflicts arise involving staff, board members, and/or volunteers, the following principles apply:

#### *Spirituality*

Conciliation and resolution processes should be undertaken in the "manner of Friends," i.e., preceded and followed by silent worship; marked by careful, tender listening and plain speaking; and open to the leading of the spirit. None of the above should cause participants to repress unduly their emotional expression, but participants should refrain from insulting, demeaning or "labelling" others. The purpose of the resolution process is to choose better, more appropriate actions, not to identify 'wrongdoers'.

#### *Openness to New Light*

Conflicts are powerful opportunities for change. They offer new information and insights, the occasion for personal empowerment and points of renewal where our practices may be brought into better alignment with our fundamental beliefs. But these characteristics may be minimized or destroyed if conflicts are denied, or avoided and thus allowed to deepen or widen. Efforts are made to identify and deal with conflicts at an early stage and to approach their negotiation and possible resolution with energy and good spirit.

#### *Egalitarianism*

All persons directly concerned with a conflict have the opportunity to be involved in the resolution process. Each person involved is regarded as important and knowledgeable in the matters under discussion and will be accorded a full hearing from others.

#### *Confidentiality*

While the chosen resolution process is under way, those involved share information only with those directly involved in the outcome. Any agreement reached is reported fully to the appropriate oversight person or group.

### Process:

The steps in the conflict resolution process are:

- Any individual, or group may initiate the process to resolve a perceived conflict.
- Parties involved in the conflict begin by informally approaching those with whom they believe they are in conflict and attempting to resolve the issue(s) in private negotiation.
- If such direct, informal negotiation does not result in an agreement, then the parties request help from the Clerk of Personnel Committee.

- In response to such a request, the Clerk of Personnel Committee in consultation with Members of Personnel Committee and the Executive Committee provides a mediator to assist the parties in reaching an agreement. This mediator clarifies the details of the resolution process with the parties and facilitates their negotiations. In addition the mediator reports the general schedule of negotiations and the final agreement to the Clerk of Personnel Committee who reports the outcome to the Executive Committee.
- Expenses are borne by CFSC, not by the disputants.
- The Clerk of Personnel Committee is responsible for ensuring that a review and evaluation of the conflict resolution process is carried out.

### **Staff Accountability Model (2011)**

Staff are accountable, generally, to the Board of CFSC through the Committee Clerk with whom they work most closely. CFSC seeks to promote an egalitarian atmosphere among the staff and to provide sufficient means for accountability and support. Given the dependence of accountability oversight on volunteer leadership, there is concern about consistently having adequate means in place for addressing concerns about appropriate carrying out of responsibilities by staff.

CFSC affirms the following in terms of our current understanding of staff accountability:

- All CFSC members and staff are obliged to abide by the Discipline of CYM (Organization and Procedure), the CFSC Policy, Organization & Procedure manual and decisions made by CFSC (including its committees) and CYM.
- We are accountable for fulfilling the responsibilities outlined in these documents. Accountability is best achieved by an ethic of mutuality: we meet our individual responsibilities, we help each other fulfill our responsibilities and, when necessary, we call each other to account for unfulfilled responsibilities.
- Still, our discipline and policy advise that the clerks and the General Secretary of CFSC have a higher level of responsibility to ensure that committees and staff are fulfilling their responsibilities. They are accountable to CYM for the overall functioning of CFSC.

Therefore, we ask that all members and staff of CFSC familiarize themselves with Organization and Procedure of CYM, the CFSC Policy, Organization & Procedure Manual and recent decisions of CFSC and CYM to guide our actions and fulfill our service to CFSC and CYM. When serious concerns regarding fulfillment of responsibilities arise, they shall be brought to Personnel Committee and/or Executive Committee.

# Canadian Yearly Meeting Personnel Policy (2012.09)

*The first item in this section is a new policy, approved in April 2013, but not yet integrated into the policy document. There are also new policies (as of June 26, 2013) regarding Workplace Violence and Harassment that are not yet in the document, and a forthcoming policy on Health & Safety.*

## **Role of Staff on Committees**<sup>1</sup>

*(Approved by CYM Representative Meeting, minute 13-04-14)*

Committee work within Canadian Yearly Meeting (CYM) depends on a trusting and reciprocal relationship between the volunteer committee members and the staff whom they employ.

Staff are an essential resource for CYM and its committees in doing its work. There needs to be clarity about the respective roles and responsibilities of committee clerks, staff persons and committee members, while including space for this to be flexible.

There is a duality of relationships between committees, clerks and staff. Friends seek to make fair well-informed decisions that are not influenced by conflicting interests and seek to identify and manage conflicts or perceived conflicts when they exist.

### *Guiding principles regarding role of staff*

These guiding principles can help clarify the role of staff in relation to the committees they serve:

- The staff role with the committee they serve is to help inform the committee's discussion and to participate fully in the discernment process.
- The staff role within a committee, other than the one they serve in an employee capacity, is to be a resource. They will not be expected to carry out programming responsibilities for these committees, but to be mindful of the limits of their role, when serving in such a capacity.
- The clerk and staff person will consult regularly, particularly when new initiatives are being brought before the committee.
- The clerk will prepare the agenda in close consultation with the committee staff.
- The staff person will assist the clerk to identify information, materials, etc., which committee members might be expected to need in considering agenda items.
- The staff person and the clerk will determine who will prepare and present these materials (clerk, staff, committee member, or invited guest).
- Committees, clerks and staff need to work together to ensure critical elements of a committee's tasks, decisions and challenges are well understood by all members.
- If specialized skills or knowledge are crucial to committee work and the clerk's collaboration with a staff member, CYM will provide and/or support learning opportunities for those involved.
- While participating fully in the discernment process, when the clerk seeks the

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<sup>1</sup> This policy draws extensively on Friends General Conference's *Blue Book: Advices for Committees: their members, clerks and staff* and Canadian Friends Service Committee's *Policy, Organization, and Procedure Manual*.

committee's approval of a clearly articulated sense of the meeting on a particular matter, the staff, as is the clerk, is silent.

- In circumstances where conflicts arise, committee clerks will implement the conflict resolution guidelines in the CYM Personnel Policy. (see Appendix A to this report)

The Quaker discernment process requires that those involved share honestly and openly whatever light they are given. If staff feels constrained from acting as full members of the committee they serve, they may not be able to contribute to the discernment process. They might not feel free to offer their own proposals, to the detriment of the committee. We recognize the risk that the staff person may find himself or herself moving ahead of the committee, managing the committee and thus assuming a leadership role. Staff often has more time to focus on the issues than committee members. The position of staff may be similar to that of a Friend under the weight of a concern.

Staff have specific gifts, skills, and experience, which they offer to their committee. Their experience and attention to the daily implementation of the committee's work places them in a unique position. Staff bring clarifying information, an understanding of current, and in more seasoned staff, past or former practice, to help inform the committee as it seeks to move towards unity in its decision-making. Staff may have an understanding of other program work that may influence a particular area under study by the committee. During the committee's meeting for business, contributions of the staff are an important part of the committee's search for unity. They provide continuity and expertise, which is a valued resource to a volunteer committee.

Like the clerk, staff have a responsibility to participate in the discernment and yet practise loving restraint from influencing the committee to move in a particular direction. This specialized and unique role needs to be respected and embraced by all committee members, trusting that the Spirit can and will guide the committee in its search for unity and truth in all our work.

### *Queries*

The following queries are offered to committees with staff:

- How can the committee and staff best support each other in carrying forward the committee's work?
- Are staff mindful of offering balanced information without exercising undue influence, so that committees can make well-informed and thoughtful decisions?
- How is the responsibility of the work carried both during meetings and between meetings?
- Are staff able to let go of their own attachments and interests in the process of moving the work forward?
- How is corporate discernment used to find unity in decision-making?
- Is attention paid to recording those decisions carefully?
- Are there opportunities provided for all members of the committee to share and participate in the work, such as the use of subcommittees or other mechanisms?
- Is a sense of community nurtured within the committee with particular attention to integrating new members?
- Are clear understandings established of committee members' responsibilities for work and those of staff?
- Is the relationship between the clerk and staff person recognized as important and

- complex?
- When conflict arises, is it resolved through early, direct and respectful communication?
- Do committees and staff hold regular conversations about the relationships and roles with the intention of creating and maintaining common understanding?

## **1. Basis for Friends' Employment**

Friends' beliefs are founded on our experience of "that of God" in all persons and situations. Flowing from this we are committed to respecting the dignity of the person while we also recognise the essential nature of corporate life. These two exist in creative tension. We affirm the dignity of labour as a fundamental aspect of human existence and affirm its importance in the lives of our employees. Our task as employer must recognise and consistently seek ways of ensuring the full development of persons at every stage of life. To be consistent in seeking justice we must act with justice, individually and institutionally.

All Friends are responsible for the work and witness of Canadian Yearly Meeting. Effective organization of this work and witness requires different roles for different individuals and groups. As some roles call for the employment of persons it is the responsibility of the Yearly Meeting to create and maintain a just work environment which includes decent working conditions, fair wages and benefits. Such an environment engages both employer and employee in the process of decision-making, grounded in worship, and requiring mutual respect, listening and hearing. A just work environment also encourages and supports the calling to service of each employee.

Although not all employees may be Friends, all are included in this process. We recognize that, while it may not be so for all, some of those employed by Friends will be called to this work as a form of ministry.

## **2. Employment Equity**

It is the policy of Canadian Yearly Meeting to conduct its recruitment and other employment practices to promote the purpose and to comply with the spirit of fair and equitable employment. Discrimination on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, gender, sexual orientation, age, marital status, family status or handicap will not be tolerated in employment.

It is important that committees employ those individuals best able and most competent to perform the services required. Yearly Meeting committees who employ staff may require that a position be filled by a member of the Religious Society of Friends (in accordance with human rights legislation). Where membership is not required and where two candidates are equally qualified, preference will be given to a member of the Religious Society of Friends.

## **3. Sexual Harassment**

Sexual harassment is prohibited by federal and provincial law. Sexual harassment is: unwelcome sexual advances, requests for sexual favours and other verbal, written or

physical conduct of a sexual nature, whether or not they are accompanied by explicit promises or threats, made by a person who knows, or ought to know that this attention is unwanted. Sexual harassment can include: unwanted sexual innuendo, sexual jokes and body language, persistent questions pertaining to sexual orientation, overt physical actions such as unwanted embracing or fondling, and physical assault. Friends will not tolerate sexual harassment. Complaints of sexual harassment will be taken seriously and dealt with in a spirit of compassion and justice. A process for responding to complaints is outlined in the *Appendix A*.

#### **4. Committee Membership**

The Personnel Policy Committee is a committee of Representative Meeting and consists of the following members:

- Clerk: named by Representative Meeting;
- CYM Office Committee representative: named by CYM Office Committee (members of the CYM Office Committee are named by Representative Meeting);
- CFSC Personnel Committee representative: named by the CFSC Personnel Committee (members of the CFSC Personnel Committee are named by CFSC);
- Publications and Communications Personnel Subcommittee representative;
- HMAC Personnel Subcommittee representative;
- Youth Secretary Committee Personnel Subcommittee representative;
- Clerk of Representative Meeting;
- CYM Office staff representative: named by CYM Office employees;
- CFSC staff representative: named by CFSC employees;
- Publications and Communications staff representative: named by P&C employees;
- HMAC staff representative: named by HMAC employees;
- Youth Secretary.

The Subcommittees listed in this section are referred to below as Personnel Subcommittees. Each Personnel Subcommittee has a description of its functions and terms of reference, as it relates to the appropriate employing committee and its employees in implementing approved policies.

[revised 2011.05]

#### **5. Conditions of Employment**

Representative Meeting is responsible for the employment of staff for the Yearly Meeting office. The employment of staff of Yearly Meeting committees is the responsibility of the respective committees.

- Each Yearly Meeting committee that employs staff (employing committee) is encouraged to establish a Personnel sub-committee to implement CYM Personnel Policy (including performance assessments) and any additional policy interpretation specific to the needs of that committee;
- Each employing committee will have a policy statement with regard to specific hiring procedures for that committee;
- The Clerks of employing committees (or their Personnel sub-committee Clerk) will ensure that newly appointed committee members receive a copy of the CYM Personnel Policy, committee-specific policy (including hiring procedures), job

- descriptions, and an Internet link to the provincial employment standards in use;
- Employment appointments are on a term basis for renewable terms, normally three years (see Section 6 – Letters of Employment);
- Each employee will have a job description that includes individual tasks and areas of responsibility as well as the line of accountability for job performance;
- All personnel practices will be carried out in conformity with provincial employment standards.

[revised 2010.05]

## **6. Letters of Employment**

All new employees receive from the Yearly Meeting committee that employs them (i.e., employing committee) a letter of appointment outlining conditions of employment.

Each letter will include (see *Appendix C* for a sample):

- Information about the salary level and benefits, including the forms to undertake the experience and needs assessment necessary for determination of the final salary (and a deadline for return of completed forms);
- Information about withholding of military taxes if desired by the employee (see Section 23);
- A copy of Canadian Yearly Meeting Personnel Policy as well as any specific policies and conditions of work adopted by the employing committee;
- job description (including individual tasks and areas of responsibility as well as the line of accountability for job performance);
- Dates of employment (beginning and end dates of term), length of probationary period, and the date of the performance review preceding the end of the probationary period;
- The procedure by which a Committee of Care will be named;
- A request for written confirmation from the employee of acceptance of the terms of the letter of appointment.

Following the satisfactory completion of the probationary period or the renewal of a term, a letter of continuation of employment will be sent to each employee (see *Appendix C* for a sample) The letter will include conditions of employment and any new terms of employment, and will state the timing of the next performance appraisal (preferably at least three months before the date a decision on term renewal is required).

[revised 2010.05]

## **7. Employee Files**

A file will be kept for each employee that will include (see *Appendix C* for a sample checklist):

- copies of letters of employment and contract;
- employee's resumé;
- records of overtime, compensatory time, vacation time, personal and sick leave;
- performance review results;
- commendations and a summary of disciplinary actions;
- salary records;
- rationale for the employee's salary level;

- letters of reference and travelling minutes for the employee;
- other appropriate documents;
- termination correspondence and documents.

Personnel records are confidential. They are accessible to the individual employee concerned, and the relevant clerks and Personnel Subcommittee. Files will be kept a minimum of seven years.

## **8. Performance Review**

Performance reviews will be carried out minimally on an annual basis and before the end of probationary periods. Particular attention will be given to reviews carried out prior to the end of probationary periods and prior to renewal of contracts.

The purposes of the performance review are:

- to provide an opportunity for employees to share areas of concern regarding job functions, staff and employer relations and organizational needs;
- to reinforce and improve employee performance by ensuring that employees know what is expected of them and to provide feedback on how well they are meeting these expectations;
- to provide an opportunity for review of job descriptions;
- to provide a basis for decision-making about training and development;
- to identify current strengths and areas for improvement;
- to review achievement of performance objectives from previous year and to develop performance objectives for the up-coming year;
- to provide an opportunity for the employer to reflect on organizational changes needed as a result of the performance review.

Each Yearly Meeting committee who employs staff will develop its own procedures for carrying out reviews for their own employees. Yearly Meeting committees who employ staff are asked to share these with Personnel Policy Committee for information purposes.

## **9. Employee Development**

Employees are encouraged to seek opportunities to increase their knowledge and skills. The purpose is to equip employees to conduct their work in an improved manner by:

- broadening their information base in all aspects of their job description;
- increasing their technical, administrative and managerial skills;
- nurturing their spiritual growth.

The maximum working time permitted for employee development in any one year is five days for each employee. "Unused" days are not carried over into a subsequent year. Both the employer and employee are free to initiate proposals, but final approval must be given by the employer. The employer should maintain an adequate line in the annual budget to cover expenditures for employee development.

## **10. Committees of Care**

A Committee of Care provides both practical and spiritual support to an employee engaged in the demanding work for Friends. Employees are strongly encouraged to make use of a Committee of Care (see *Organization and Procedure of Canadian Yearly Meeting*, Chapter 8). The Personnel Subcommittee will consult with the employee about a Committee of Care and appoint one as requested. The employee participates in the naming of a Committee of Care.

## **11. Hours of Work**

The work week for full-time employees is 35 hours. Flexibility is allowed in individual schedules, provided that all functions are adequately covered. Job descriptions will reflect a job load that may be reasonably carried out in the normal work week. Because of the nature of the work, employees may need to work extra hours on occasion. In so far as it is practical, employees are encouraged to take compensatory time for such additional hours worked as soon as it is earned. We acknowledge that our staff are often called to work longer hours than the "normal" 35 hour work week, especially during trips out of the office. While full hour-for-hour compensatory time is not feasible, some compensatory time is necessary and in keeping with the spirit of our policy regarding justice for employees.

Chronic overtime may be a result of unrealistic job expectations and needs to be addressed by Yearly Meeting committees who employ staff. Travel time on Friends' business is considered to be part of the work week. Employers are responsible for keeping records of employee overtime, compensatory time, holidays (including statutory holidays), personal leave and sick leave (see *Appendix C*).

## **12. Expenses**

Employees should not have to subsidize the costs of carrying out Friends' business. If the budget is insufficient to provide for these costs, Friends need to explore other ways of doing the work.

### **(a) Per diem expenses**

Employees will be reimbursed for costs associated with approved attendance at conferences, yearly meeting sessions, etc., including travel, registration, accommodation and meals. Employees are encouraged to arrange hospitality and be modest in their expenses when travelling among Friends. Such expenses will be reimbursed. Yearly Meeting committees who employ staff may set a maximum per diem for non-Quaker conferences.

### **(b) Travel**

Employees will be reimbursed for costs associated with approved travel. The most appropriate means of transportation should be used, taking into consideration factors such as cost, time, effective use of resources, health, etc. Full bus, train or airfares will be reimbursed; travel by car will be reimbursed at the current Canadian Automobile Association rate for a compact car. Where car rental costs are less expensive this alternative should be considered. If an employee chooses to use a means of transportation more costly than would normally be considered, s/he will assume the extra costs.

### **13. Vacations**

Full-time employees earn annual leave at the rate of 1 2/3 days for each full month worked. This totals 20 days in a year. Leave time will not usually be granted during the first three months of employment. No more than 20 days may be accrued. Leave time is pro-rated for part-time employees. Vacations will be arranged by employees and the Yearly Meeting committee who employ staff to be taken at a mutually convenient time. In special circumstances, Yearly Meeting committees who employ staff may approve leave time being taken prior to being earned. In the event of termination, an employee will be paid for any unused leave.

### **14. Statutory Holidays**

New Year's Day, Good Friday, Victoria Day, Canada Day, Civic Holiday (in Ontario 1st Monday in August and 3rd Monday in February), Labour Day, Thanksgiving, Christmas Day, Boxing Day. The following days are also paid holidays: Easter Monday and a half-day each on Christmas Eve and New Year's Eve.

### **15. Sick Leave**

Employees are eligible for leave with full pay, in case of personal illness, up to a maximum of 16 days a year. This is not an entitlement. Unused sick leave may not be accumulated. Cases of long illness will receive special attention. Sick leave may include days for preventative health care. Employees are encouraged to use flex-time for short term appointments.

### **16. Personal Leave**

Up to five days may be used as personal leave, for personal and family matters other than, and in addition to, sick leave. Where possible, arrangement should be made with others in the office and the Yearly Meeting committee who employ staff. Unused personal leave may not be accumulated or used to extend a vacation. Cases of long illness will receive special attention.

### **17. Parental Leave**

*(The following guidelines are based on the Federal Employment Insurance Act (2000) and the Ontario Employment Standards Act (2001). We believe other provinces have similar requirements. When a request is made for leave under this section by an employee working in another province the legal requirements for that province should be reviewed.*

#### **(a) Pregnancy leave**

Pregnancy leave is a right pregnant women have under the Employment Standards Act to take a leave of at least 17 weeks off work. The employer does not have to pay wages to an employee on pregnancy leave, but eligible workers can apply for "maternity benefits"

from the Employment Insurance Program during their pregnancy leave.

(b) Parental leave

Parental leave is a right new (biological or adopting) parents have under the Employment Standards Act to take time off from work when a baby or child first comes into their care:

- The birth mother can take 35 weeks of parental leave immediately after her 17 weeks of pregnancy leave for a total of 52 weeks.
- Parental benefits can be collected for up to 35 weeks by biological and adoptive parents or by their partners.
- Parental benefits can be claimed by one parent or shared between the two partners.
- Parental benefits for biological parents and their partners are only available within the 52 weeks following the child's birth or, for adoptive parents, with the 52 weeks from the date the child is placed in their care.

All applications for pregnancy, adoption, parental leave must be made in writing to the Clerk of the appropriate Personnel Subcommittee.

**18. Jury Duty**

When an employee is subpoenaed in court or called to jury duty, in principle he or she will be granted time off without loss of income. In each situation, consultation will take place between the Yearly Meeting committee who employ staff and employee with respect to the needs of both.

**19. Employer/employee Relations**

Friends' experience with the Peace Testimony will guide us in these areas. Yearly Meeting committees who employ staff need to take care to clearly express expectations of our employees, and to regularly review their performance and communicate any concerns.

(a) Conflict resolution

When conflicts arise they will be addressed openly and promptly. Yearly Meeting committees who employ staff will establish procedures whereby employing committees or employees may seek assistance in resolving conflicts. (*See Appendix A.*)

(b) Resignation

When an employee decides to resign, three months notice is requested where possible.

(c) Termination

When termination of employment is necessary, every reasonable effort is made to provide the employee with as much advance notice as possible.

- Permanent employees being laid off are entitled to two weeks salary for every full year of employment to a maximum of three months, in a combination of termination notice and/or pay in lieu of advance notice.
- During the period of termination notice individuals will be allowed reasonable time off to seek employment.
- Where service of an employee is to be terminated without notice, then pay in lieu

- of notice will be paid in a lump sum at the time of termination.
- Termination “with cause” in incidents of gross misconduct may occur immediately, with payment of salary and benefits for a period specified by provincial employment standards.
- Termination “without cause” should only occur after more than two unsatisfactory performance reviews, with active supervision in the interim. A probationary period may be appropriate after a second unsatisfactory review. In cases where an employee does not meet performance expectations, the frequency of performance reviews should be increased in order to expedite improvement or termination. (*See Employment Standards Act, Ontario.*)

#### (d) Exit interview

An exit interview will be conducted with each employee at the end of their term of service. The purpose of the exit interview is to gather information so that the Personnel Subcommittee can evaluate the person's experience and formulate future goals. (*See Appendices A and C.*)

## **20. Salary**

The original vision and rationale for the CYM Personnel Policy stated that, “there are different approaches to determining the level of remuneration for employees. Two of the most common are needs related and job related approaches.” A policy for the remuneration of employees in the Society of Friends in Canada was developed, based on needs related criteria with some consideration being given to experience.

At that time it was envisaged that a non-hierarchical model was in line with Friends’ testimonies and that staff would serve for shorter terms (e.g. six years) and that staff would likely be in two-income families. Experience has borne out that there is a need to recognize and recompense differing responsibilities, accountability and skills expected in a job description even as our model remains non-hierarchical, while maintaining limited disparities between levels.

The salary model now contains three categories of job responsibility, accountability and skills with an annual increment for experience (for 10 -15 years, depending on starting salary). Salaries are increased annually in January by the national average Consumer Price Index (CPI) available from Statistics Canada, as is the total grid to enable positioning new employees.

(*See **Appendix B** for the salary grid and the process for salary calculation*)

We continue to honour the importance of enabling those who enter the employ of Friends to do so without placing an unjust burden on their dependents. The salary model comprises an allowance for child dependents in full time education. An allowance for adult dependents is available in extreme circumstances (e.g. spouse is medically unable to work, unable to find work). In this situation staff would apply with details to their employing committee for consideration of this allowance. Both allowances are indexed to the cost of living and calculated separately to allow for future changes in dependent status.

As in the original vision, we provide remuneration for all employees that will enable them to live at a reasonable standard of living and be able to provide for retirement and the risks of ill health or accident. As part of the benefit plan, 5% of the employee’s salary will

continue to be contributed to their RRSP account, with the employee contributing an equal amount. When staff reach the maximum salary level in their job category, their annual experience increment will be replaced with an additional 1% RRSP per year contribution by the employing committee, for the next eight years to a maximum of a 13% per year. After that (18 or more years of service), staff will receive only the CPI.

*(See **Appendix B** for details regarding criteria for the dependents allowance and the RRSP contribution)*

In some cases a supplement for special needs not covered by the benefits plan may be paid up to a maximum of \$5000 per annum. The amount of the employer's contribution is decided by the employing committee on an individual case basis. The \$5000 is not an entitlement.

*(See **Appendix D** for procedures.)*

## **21. Benefits**

(a) The employer will make available appropriate benefits including extended health care, dental plan and long-term income protection. Where a decision is made that employees will join a group plan, this will be done under a name that indicates clearly that it is available to any employee of the Yearly Meeting.

(b) Benefit plan:

- The plan must be selected so that all employees of Yearly Meeting have equal access to benefits;
- Participation in the plan will be optional;
- Yearly Meeting committees who employ staff will pay 50% of premiums unless there are tax considerations that indicate other payment options would be beneficial for the employee in the long term, (for example, benefits under long term income protection are non-taxable where the employee pays 100% of the premium);
- Where an employee decides not to participate in an approved plan, s/he may propose an alternative to the Yearly Meeting committee who employ staff for consideration.

(c) Yearly Meeting committees who employ staff will contribute 5% of salary to an employee's designated Registered Retirement Savings Plan (RRSP) account. The employee is expected to contribute an equal amount.

(d) See Section 23 with regard to persons who work less than 20 hours a week.

(e) Supplementary benefits during maternal and parental leave:

- Maternal and parental leave benefits are provided for under Employment Insurance (EI) regulations during the 52 weeks following birth or adoption of a child (see Section 17. Parental Leave). A birth mother may take maternal leave of up to 17 weeks, and additional parental leave of up to 35 weeks can be taken by one parent or shared by both. Adoptive parents are entitled to share a total of up to 52 weeks of parental leave. Currently (2007) in Ontario the government benefit during these leaves is 55% of the salary up to a maximum of \$413 per week after a two week waiting period. Under EI rules any supplementary benefit provided by the employer together with the benefit paid by EI cannot exceed 100% of the

- employee's salary. CPP, EI and taxes must be paid on the supplementary benefit.
- CYM employees are entitled to benefits to supplement their EI earnings during maternity and parental leave. Subject to the EI regulations mentioned above, a full-time employee on maternity leave is entitled to benefits to supplement her EI earning over this 17-week period from her CYM employing committee up to a maximum of \$13,000. If she decides to take parental leave following her maternal leave, she is only eligible for additional benefits to a maximum of \$13,000 for the two leaves combined. Any other full-time employee who is taking parental leave is entitled to a maximum of \$13,000 in supplementary benefits from the CYM employing committee to augment their EI earnings during the leave. Employees who are not full-time are eligible for similar supplementary benefits pro-rated to full-time equivalency.
- If the employee resigns within the 12 months following the period in which supplementary benefits have been paid, the employee shall reimburse the employer. If there are extenuating circumstances to the employee's resignation, the employee may approach the CYM employing committee for consideration of an adjustment to the amount of reimbursement required.
- Employees must give adequate notice to the employing committee of forthcoming maternal or parental leave to give the committee time to prepare for the leave. The committee will need to make arrangements, such as a replacement hiring or work coverage, several months ahead of the start of the leave. Adequate cross-over time between the employee going on leave and any replacement worker should be part of the planning.
- If a CYM employing committee, other than CFSC, finds implementation of the policy financially difficult then they should apply to the CYM Finance Committee for assistance.

## **22. Friends Peace Testimony/Withholding of Military Taxes**

Canadian Yearly Meeting reaffirms the centrality of our corporate Peace Testimony (see *Appendix A*). We are clear that it is contrary to the intended uses of the resources entrusted to us when they are used in war preparation rather than the nurturing of life. As a yearly meeting we are seeking ways that we may express this conviction in practice as a responsible employer [1991-8-55]. Canadian Yearly Meeting has minuted the wish to enable Canadian Yearly Meeting employees to live according to their beliefs when they are conscientious objectors to the payment of taxes for military purposes. [1988-8-52]. We recognise that not all our employees will feel led to this particular form of witness [1991-8-55]. An employee may initiate a request to have the military portion of their income tax remittance withheld by writing a letter to the appropriate Yearly Meeting committee who employs staff, stating the reasons s/he feels called to be part of this witness. The employing committee then request that funds either be withheld in a special account within the financial accounts of Canadian Yearly Meeting or remitted to Conscience Canada's Peace Tax Fund until a mechanism for such conscientious objectors is created by the Canadian Government. The employing committee will inform the Clerks of Representative Meeting and of Yearly Meeting how it has accommodated the employee's request.

## **23. Part-Time and Short-Term Employees**

Long-term employees

This category includes people who are working long-term (usually over 18 months) at less than 20 hours a week and do not qualify for participation in the benefit package offered. The majority of persons working part-time in the labour market today are doing so out of necessity and need benefits. The Yearly Meeting committee that employs staff will pay an amount equivalent to the employer's share of the benefits premiums pro-rated for hours worked and if necessary, consider an additional amount under the special needs section of our salary and benefit policy (*see Sections 20 and 21*). This category may include employees who are job sharing. The employing committee uses the salary calculation in Sections 20 and 21 to determine their salary level.

#### Short-term employees

This category includes persons who are hired for a set period of time (usually three to 18 months) to undertake a specific set of tasks captured in a job description either on a part-time or full-time basis. For employees in this category, the employing committee can use an hourly rate or a variation of the salary calculation in Sections 20 and 21.

#### Casual workers

For part-time work of a casual nature (either regular or occasional), hourly rates for employment are established for the particular job requirements according to market criteria. When setting the rates employing committees need to take into consideration that the majority of persons working part-time are doing so out of necessity and they need to consider their responsibilities in setting the hourly rate which, by its nature, does not include any benefits.

#### Contractors

Sometimes an employing committee will decide to purchase the services of an independent contractor (for example, in the past some Yearly Meeting book-keepers have chosen to work under contract). An employing committee agrees to purchase the services of such an agent according to the rates charged by the business. These rates reflect that the person needs to be responsible for their own health care, retirement benefits and vacation pay. A contract of this type will provide considerable detail about the terms of employment (*see Appendix C*). It should be emphasized that a contractor does not come under the terms of the CYM Personnel Policy with respect to salary, benefits, leave, etc.

## **24. Other Meetings That Employ Staff**

Monthly Meetings are encouraged to make use of the Canadian Yearly Meeting Personnel Policy in their employment practices appropriate to their needs.

## **APPENDIX A**

### **Conflict resolution**

The following procedure is one suggested way of enabling individuals to manage and/or resolve conflicts. Where a situation arises in which a staff person is involved in a conflict situation with another staff person or a member of Canadian Yearly Meeting, that staff person may ask the Personnel Subcommittee for assistance in handling the conflict.

- (a) Personnel Subcommittee will name a mediator.
- (b) The mediator invites persons involved in the conflict to discuss what is troubling them, checks out their perceptions; seeks clarification through active listening; and refuses to take sides.
- (c) The mediator invites each party to meet with others involved in the situation. At these meetings: each party has an opportunity to describe the incidents leading to conflict, how they made them feel, without interruption; the other party will listen and attempt to restate what he or she just heard; the mediator checks with first party, asking if the restatement is substantially correct; the mediator helps both parties to identify common interests and concerns; the mediator encourages parties to brainstorm solutions; an agreement is made which summarizes where the brainstorming led.
- (d) A few weeks later the mediator reviews the agreement asking what has worked and what has not worked.

### **Exit interview**

Except in cases of involuntary termination, a letter will be sent to the employee within three months of the end of a term of service which includes questions based on the following list. Where possible a personal interview will be conducted from which an informal report will be prepared for the Personnel Subcommittee.

In thinking over your time in this position:

- Was there adequate support and information when you began your work?
- Was the job description helpful/accurate?
- Was the communication with your employer effective and timely?
- Did you get adequate support from your co-workers and your employer?
- Were the performance reviews helpful?
- If your contract was renewed was this done in an appropriate manner?
- Was your Committee of Care effective?
- What do you consider the most important learning you gained from working with and for Friends?
- What was the least rewarding/disappointing experience in your work with and for Friends?
- Is there anything else you wish to add?
- Are you interested in receiving a letter of reference for your work?

## **Sexual harassment**

*Because of our deep conviction that there is that of God in every person, Friends affirm the basic dignity of all humankind. We seek to be a community of trust and mutual concern which challenges all forms of violence and oppression, a community in which faith and principles find appropriate expression in action. Sexual harassment and abuse profoundly violates both the individual and that community of love and trust for which we yearn. When such abuse has occurred, f/Friends are called to assist in support and healing.*

Canadian Yearly Meeting is committed to providing a work environment for its employees and volunteers that is free from discrimination and harassment. This includes those forms of discrimination and harassment that are unlawful. Actions, words, jokes, comments based on an individual's sex, sexual orientation, race, disability, ethnicity, age or religious beliefs will not be tolerated.

In particular, sexual harassment, both overt and subtle, is a form of misconduct that is demeaning to another person and undermines trust and respect. Anyone engaging in such behaviour will be subject to disciplinary action, up to and including termination of employment, termination of committee appointment or exclusion from a gathering, project or office premises.

A man, woman or child may be the victim of sexual harassment, and a woman, man or child may be the harasser.

### **Definition**

Sexual harassment usually falls into one of three categories, but is not limited to:

- Verbal: sexual innuendo, suggestive comments, threats, insults, jokes about gender-specific traits, sexual propositions.
- Nonverbal: making suggestive or insulting noises, obscene gestures, whistling, leering.
- Physical: touching, brushing body, pinching, attempted or actual sexual intercourse, assault.
- Often there are differences in power or influence between parties. There may also be explicit or implied threats or promises of favour toward a person who is subjected to sexual harassment. Persons who depend on an employed position for their means of livelihood are particularly vulnerable to differences in power.

In addition, certain behaviour that is not directed at a particular person may nevertheless contribute to a "hostile work environment" and constitute sexual harassment. Examples include the posting of pornographic or suggestive art in offices or public areas, or sexually explicit discussions which may be acceptable to the participants but not to others within hearing.

Incidents of sexual or other unlawful harassment include (among others) the experience of being sexually harassed, an unjust accusation of sexual harassment, the observation of acts of sexual harassment or the presence of a hostile work environment. In unclear or borderline cases, those who are made uncomfortable by any behaviour may make their views known to the appropriate person (see below) and the matter will be investigated fairly and without punitive intent so that the legitimate concerns of all parties may be respected.

### **Procedure**

This policy applies to employees, committee members, programme participants and volunteers.

Anyone who discovers potential criminal behaviour especially involving minors must immediately contact the police.

Any person who wants to report an incident of sexual or other unlawful harassment has the responsibility of reporting the matter promptly to the clerk of the employee's Yearly Meeting committee. If the clerk of the Yearly Meeting committee that employs the staff person is unavailable or if the person believes it would be inappropriate to contact that individual, the person should contact the clerk of Personnel Policy Committee or another member of that committee in a timely manner. If the person who is making a complaint conscientiously feels that contacting these individuals would not be appropriate, s/he may contact the clerk of Representative Meeting.

Any clerk who becomes aware of possible sexual or other unlawful harassment should promptly initiate an investigation and immediately advise the clerk of the Personnel Policy Committee that such an investigation is being carried out. The clerk of the Yearly Meeting committee that employs the staff person ensures that the investigation is carried out by a person trained and experienced in such investigations. The clerk of the Personnel Policy Committee has a responsibility to ensure that all investigations of sexual or other unlawful harassment are conducted in a timely and appropriate manner. S/he is also responsible for ensuring that any individual involved in such an investigation has personal support when such is requested. This applies equally to all parties in such circumstances. It is essential that every complaint be handled in a confidential manner consistent with the need to investigate it promptly, thoroughly and impartially. All parties involved will be interviewed individually and asked to submit written, signed statements. The involved parties will be informed in writing of the findings of the investigation and/or corrective actions, if any. Involved parties have the right to lodge a complaint with the police or to engage legal counsel, as appropriate, but need to know that this may hinder or prevent this policy from proceeding.

We seek to protect each person. We ask persons who are not involved in the investigation to understand the importance of confidentiality and not to circulate rumours or seek to gain information to which they are not entitled. Inappropriate sharing of information may endanger the integrity of the investigation and may subject those involved to possible lawsuits for defamation of character.

Incidents of concern or complaints involving persons not covered by this policy may be reported to persons designated by Yearly Meeting of Ministry and Counsel or to persons designated by local Meetings for this purpose.

*[Approved for use on an interim basis by Representative Meeting 96-05-16b]*

### **Peace testimony**

Declaration to Charles II, 1661:

*We utterly deny all outward wars and fightings with outward weapons, for any end or under any pretence whatsoever. And this is our testimony to the whole world. The spirit of Christ, by which we are guided, is not changeable, so as once to command us from a thing as evil and again to move unto it; and we do certainly know, and so testify to the world, that the spirit of Christ which leads us into all Truth, will never move us to fight and war against any man with outward weapons, neither for the kingdom of Christ, nor for the kingdoms of this world.*

## APPENDIX B

### Salary calculations

*(Not part of the policy, but intended to help in implementing the policy)*

Salaries are calculated according to a salary grid with three category levels based on the responsibilities, accountability and skills required in the job description.

Within each category there would be a starting salary range, based on the assessment of the level of skills, knowledge and experience, which the employee brings to the job criteria. There would be minimum disparity between salary levels.

#### Salary range:

In the first grid below, the first column shows the three categories and sample staff positions; it uses CFSC positions as the example, as this CYM committee already has a measure of where their staff would be positioned on the grid.

The second column of numbers represents the salary range **(2012 figures)** for each position at the time of hiring, representing five increments of \$1000. The starting salary would be benchmarked based on relevant experience to the position and education. New hires would not be benchmarked beyond this range.

The final number represents the maximum payable at the time of hiring for each category. See second grid below.

Low to high accountability/skills		Starting salary range	Annual increments of \$1000/yr. for 10 – 15 years depending on where starting salary is.
	<b>Category 3 –</b> e.g. General Secretary & Finance Administrator	<b>\$53 – \$58k</b>	<b>Starting salary + \$1000 a year to maximum salary of \$68k</b>
	<b>Category 2 –</b> e.g. Program coordinator	<b>\$45 – \$50k</b>	<b>Starting salary + \$1000 a year to maximum salary of \$60k</b>
	<b>Category 1 –</b> e.g. Administration Assistant	<b>\$37 – \$42k</b>	<b>Starting salary + \$1000 a year to maximum salary of \$52k</b>

Cat 3	53	54	55	56	57	58	Max @hire	59	60	61	62	63	64	65	66	67	68
Cat 2	45	46	47	48	49	50	Max @hire	51	52	53	54	55	56	57	58	59	60
Cat 1	37	38	39	40	41	42	Max @hire	43	44	45	46	47	48	49	50	51	52

## Benchmark Criteria for Salary Categories

### *Category 3:*

- Accountable for the overall administration and/or the financial management of the organization (including policy development, and implementation)
- Staff oversight/management responsibilities and/or responsibilities in directing aspects of other staff's work plans
- Level of competence commensurate with the complexity of the financial and administrative requirements of the position
- Relevant skills, work experience, level of education, and Quaker experience
- Requirements may include Category One and Two criteria

### *Category 2:*

- Planning, coordination and implementation of a specific program under the oversight and direction of a committee
- Management of the program's budget, which is approved and regularly monitored by the committee
- Communicates the function and purpose of the program, facilitates engagement and provides resources for Friends to engage with the program
- Level of competence commensurate with the complexity of the program (e.g. financial, administrative, international dimensions, external reporting) and level of creativity needed to accomplish the goals of the program
- Relevant skills, work experience, level of education, and Quaker experience
- Requirements may include Category One criteria

### *Category 1:*

- No overall accountability for the program or committee which the position is serving
- Specific program and administrative tasks or duties, clearly defined in the job description, and performed under the direction of a committee or other staff

## Process of implementation

Each employing committee will determine the criteria for each job in order to position it in a category on the grid, including consideration of skills required and the level of accountability and responsibility.

The hiring committee then assesses where the employee would start in the salary range, once they have determined a candidate to hire. They consider the level of skills and ability they bring to the requirements of the position as a part of this process, referencing the criteria for the position. Once determined, they forward this to the employing committee for approval, and then make the offer to the candidate (all candidates will know the range as it will likely be posted as a part of the job posting).

### *An example:*

Committee X needs to hire a new staff person who will be required to develop, deliver and manage programs under the direction and oversight of Committee X. S/he will not have a high level of accountability as the Clerk and Treasurer provide strong oversight and take care of much of the financial management requirements. Using the job description as a key source document, criteria are developed, based on the current needs of the committee/position. The position is benchmarked at Category 2, and the criteria are provided to the appointed hiring committee. The job is advertised with the starting salary range for Category 2 of \$45-50,000 (2012 figures).

Applications are received, shortlisted candidates are interviewed, and unity is reached on offering it to Candidate B. The hiring committee reviews their interview notes, Candidate B's resume and references, comparing them to the criteria provided by the employing committee (and the job description). They agree that a starting salary of \$48,000 is appropriate. They forward their recommendation to the employing committee, with a rationale. They agree and the job is offered to Candidate B who accepts. Candidate B now will be eligible for \$1000 a year experience increments for the next 12 years, until they reach the maximum salary of \$60,000, *(in addition to other parts of the salary package noted below)*.

Should a job description change substantially, this grid would allow an employing committee to re-assess the criteria required and establish a new benchmark.

Additional parts of the salary package:

1. Individual salaries will continue to be increased annually by the national average **Consumer Price Index** (CPI) available from Statistics Canada. The entire salary grid will be increased by the CPI annually to facilitate hiring in subsequent years and benchmarked against comparable organizations every 3-5 years.

2. Staff will also to receive a 5% **RRSP** match, as they currently do, and will continue to be required to contribute 5% of their salary towards their retirement. At the point that staff reach the maximum salary level in their job category (10-15 years into employment), their annual experience increment will be replaced with an additional 1% RRSP per year contribution by the employing committee, for the next 8 years to a maximum of a 13% per year. After that (18 or more years of service), staff will receive only the CPI.

3. The salary includes a **dependent allowance for children**. As of 2012, staff with one dependent child would receive an allowance of \$7,000; if staff have 2 or more dependent children they will receive \$ 10,000 total in dependent allowance. If there are 2 working parents in the home, the allowance will be 50% of this amount.

This allowance will also be indexed according to the national CPI. It is calculated **separately** and then added to the salary. This allows for future changes in dependent status, when the allowance is subtracted.

Children are considered eligible dependents if they are in fulltime education. This can continue to a maximum age of 25 or completion of one post secondary degree (whichever comes first). If time is taken off from their course of study, the allowance ceases for that period.

4. A **dependent allowance amount for adults** would only be used if there are extreme circumstances (ex. spouse is medically unable to work, unable to find work); staff would apply with details regarding the situation to their employing committee for consideration of this allowance. The adult dependent allowance would be \$7,000 (2012).

See **Appendix D** for details.

Part-time employees

Salaries for part-time, non-casual employees are pro rated (see Sections 21 and 23).

## APPENDIX C

*(Not part of the policy, but material which may be helpful to employing committees.)*

### **Sample checklists**

Forms and checklists such as the following are used by the Personnel Subcommittee of CFSC and may be helpful as models for other Personnel Subcommittees.

### **Personnel Records**

Personnel records are confidential. They are accessible to the individual employee concerned, and the relevant Clerks and Personnel Subcommittee.

Files are kept for a minimum of *seven* years.

The employee has a parallel file. Nothing is included in the file that the employee does not have a copy of.

#### *Contents of File:*

1. Name of employee: -----
  2. Date file opened: -----
  3. Letter of application and resume.
  4. Initial letter of employment with contract.
  5. Calculations showing how salary was arrived at.
  6. Renewal letters of employment with contracts and salary statements.
  7. Original job description.
  8. Performance reviews.
  9. Commendation and summary of disciplinary actions.
  10. \*Record of overtime, compensatory time, vacation time, personal and sick leave.
  11. Job description at time of leaving.
  12. Letter of resignation.
  13. Letters of reference, actual or draft for future use.
  14. Supporting documentation.
  15. Travelling minutes for employee.
  16. Record of exit interview.
  17. \*Additional termination correspondence and documentation if any.
  18. Date file closed: -----
  19. Letter of reference supplied to: ----- Date: -----
- \* If pertinent

### **Annual record of work**

Name: ----- Year: -----

HOLIDAYS (dates): -----

-----

-----etc. -----

SICK DAYS (sick leave may include days for preventive health care) (dates):

-----  
 -----  
 -----etc. -----  
 PERSONAL LEAVE (dates):  
 -----  
 -----  
 -----etc. -----  
 OVERTIME RECORD  
 Overtime accumulated Compensatory time taken  
 (incl. date and reason) (date)  
 -----  
 -----  
 -----etc. -----etc. -----

### **Departure of a staff member**

1. A member of the Personnel Subcommittee or a member of the office staff is chosen by the staff member to conduct the exit interview.
2. The guidelines for an exit interview are followed [*see Appendix A*].
3. The record of the interview is written up by the interviewer and confirmed for accuracy by the staff person before being included in the personnel record.
4. The interviewer and the staff member review the employee's file, trim out the non-essential documents and ensure the employee has a copy of all the documents included in the file, if he/she so wishes.
5. Complete the "Contents of the file" list on the inside cover of the Personnel Record.
6. Remind the employee that personnel records are usually kept for only seven years.

### **Sample letter of employment**

Dear \_\_\_\_\_,

I am pleased to write this letter confirming the verbal agreement [Committee] has offered you to employ you as [job title]. In this position, you are to carry out the work and provide the services as described in the attached job description. This is a [number of years] contract, from [date to date] , at [ full time or FTE] salary, to be determined according to the CYM Personnel Policy.

To enable us to calculate your salary, please provide the following information:

- Number of dependents (as defined in the CYM Personnel Policy)
- Number of years of relevant experience (see attached form)

Three Friends will be asked to independently assess your experience form. In the past we have found this to be a fair system. At your earliest convenience, please send this information to me at the contact information listed below.

Your initial 3 months of employment is a probationary period, followed by a performance review to take place by [date]. This review will provide an opportunity to evaluate how things are going and to deal with any potential concerns. During the probationary period you will receive the regular salary. Should the performance evaluation prove

unsatisfactory, you may be subject to revised terms of oversight at the discretion of the CFSC Personnel Subcommittee, or this contract may be terminated by CFSC with two weeks' paid notice (as noted in the CYM Personnel Policy).

Information on the probationary period and on the performance evaluation process is in the CYM Personnel Policy (Section 8 – Performance Review) and [CFSC POP Manual (Part V – Section E)].

After three months' employment, you are entitled to be enrolled in [CFSC]'s health benefits plan. [CFSC] and the employee equally share the cost of the monthly premium for the benefits plan, which will be deducted from the salary before remittance. Should you not wish to be enrolled in the health benefits plan, you may propose an alternative to [CFSC].

You will be working under the direction of [position of person], or in his/her absence, [position of person], or [the General Secretary of CFSC]. [You will work within the terms of the Staff Accountability Model, as described in Part V – Section M of *Canadian Friends Service Committee's Policy, Organization and Procedure (POP) Manual*].

You will perform the services described in the job description from [location]. You may, as well, be required to undertake approved travel as a part of providing said services. We will contribute the equivalent of 5% of your salary to an RRSP account of your choice. You are expected to contribute an equal amount.

We are willing to put into effect the "Proposal Concerning the Implementation of the War Tax Decision" (see Section 23 of *CYM Personnel Policy*). If you wish to have the military tax deducted, please notify the Financial Administrator in writing.

Salary will be paid monthly on the 15th of the month. By arrangement, this compensation can be directly deposited into your bank account or be remitted by cheque.

Staff and [CFSC] are bound by the CYM [and CFSC] Personnel Policies, [and the CFSC Policy, Organization and Procedure Manual]. Th[ese] document[s] enumerate your responsibilities as an employee of [CFSC], and our responsibilities as your employer.

A Committee of Care is appointed for each [CFSC] employee. Such a committee usually consists of two or three Friends, and its purpose is to provide continuing support to you. When you start work, we will discuss the most appropriate way to establish your committee.

Should you choose to terminate this contract at any time, you will give [CFSC] a minimum of two weeks' notice of the date that the contract will terminate. During that two weeks, you will continue to fulfill the services outlined in your job description (and be paid for such services) and will, subject to request by [CFSC], provide an orderly transfer of the files, equipment, and information on the work undertaken through the services provided relative to that job description. Should we choose to terminate the contract after the probationary period has been completed, we will abide by the terms laid out in [the CFSC POP Manual (Part V – Sections F and G) and] the CYM Personnel Policy – Section 19 (Employer/Employee Relations).

You are required to treat as confidential all information so designated by [CFSC] that you are privy to during the course of your work with [CFSC].

You are asked to disclose all relationships and business affiliations, which may conflict

with the interests of [CFSC]. This disclosure will be made prior to signing this contract to the [Clerk of CFSC Personnel Subcommittee].

[CFSC] assumes no liability with respect to any accident to any person or any loss or damage to any person or property arising from the contract except with respect to any accident, loss or damages arising from the negligent acts or omissions of [CFSC] employees or agents acting within the scope of their employment or authority.

Any property and or equipment (ex. files, computer equipment, funds, computer software, diskettes) issued to any employee by [CFSC], or bought by an employee with [CFSC] funds, shall remain the property of [CFSC]. Any such property or equipment shall be returned upon request or completion or termination of this contract.

Upon completion, or in event of termination, all work in-progress, work completed, and files established (electronic or otherwise), shall be given to [CFSC] as its property.

This letter has been sent to you in duplicate. Please sign below, and return one copy to me at your earliest convenience, as written confirmation of your acceptance of this offer of employment as binding between yourself and [CFSC].

Your appointment will be announced in The Canadian Friend, [the CFSC E-newsletter, and Quaker Concern].

In Friendship,

\_\_\_\_\_

*I, \_\_\_\_\_, accept this offer of employment from [CFSC], and agree to abide by its terms and conditions.*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signature

Witness

Date

## **Sample letter for renewal of employment**

Dear \_\_\_\_\_,

I am writing to confirm the verbal agreement [Canadian Friends Service Committee] has with you related to your continued employment as [Position and FTE].

Your first three year contract began [date], and your second three year term [date]. We are grateful for your service and the gifts that you have brought to [CFSC].

We offer you another three-year contract from [date at FTE] with the salary determined according to the Canadian Yearly Meeting salary policy. We understand that you may decide to complete service prior to the end of this contract. Please refer to the CYM Personnel Policy [as well as the CFSC Policy, Organization and Procedures manual] for the terms of employment and your job description.

As you know, [CFSC] will pay the equivalent of 5% of your salary into an RRSP of your choice. We expect that you will contribute an equal amount. CFSC is willing to put into

effect the "Proposal Concerning the Implementation of the War Tax Decision" (Section 23 of CYM Personnel Policy) on the request of an employee.

Please send written confirmation of your acceptance of our offer at your earliest convenience to me at the address below. We give thanks for the contributions you make to the smooth operations of the [Committee] and for your continuing service.

In Friendship,

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**Sample agreement for a contracted position not directly covered by the Personnel Policy**

CONTRACT - FOR THE SUPPLY OF BOOKKEEPING SERVICES

AGREEMENT made and executed in duplicate this [date]

BETWEEN " Canadian Yearly Meeting " herein called " CYM " and [employee] herein called the " Bookkeeper ".

1. SERVICE:

The Bookkeeper agrees to provide the services outlined in APPENDIX A. See also APPENDIX B : Added Goals.

2. RECORDS:

The Bookkeeper shall keep a complete and comprehensive record of all financial transactions in accordance to Generally Accepted Accounting Principles and as stated in Canadian Yearly Meeting's Policies and Procedures manual. Records processed by the Bookkeeper shall be returned to CYM within one week of processing and all records shall be turned over to CYM upon termination of the contract. The Bookkeeper shall back-up all electronic data files that pertain to Canadian Yearly Meeting's financial records. These files shall be turned over to CYM immediately upon termination of this contract.

3. DURATION OF CONTRACT:

This position is a [length of contract] contract. This contract shall be from [date] to [date].

4. HOURS OF SERVICE:

The Bookkeeper shall provide the services outlined in APPENDIX A over the course of [12 to 30 hours per week]. From time to time CYM may request that the Bookkeeper be available for discussion with officials of Canadian Yearly meeting or attend staff or Committee meetings.

5. LOCATION OF SERVICE:

The Bookkeeper shall perform the services outlined in APPENDIX A and APPENDIX B either at her own location or at the office of Canadian Yearly meeting as appropriate.

6. PROPERTY & EQUIPMENT, SUPPLIES:

a) Any property and or equipment issued to the Bookkeeper (keys, ledgers, stamps, computer software, etc.) shall remain the property of the Canadian Yearly Meeting and

shall be returned upon request or termination of this contract. No office equipment other than diskettes for backups is to be removed from the Canadian Yearly Meeting's premises without the approval of an officer of Canadian Yearly Meeting.

b) The Bookkeeper shall provide the necessary office supplies to provide the duties outlined in APPENDIX A, however, Canadian Yearly Meeting will provide forms and stationary which are specific to its business.

#### 7. PAYMENT:

a) Canadian Yearly Meeting shall pay the Bookkeeper for services performed under this contract an amount equal to [rate of pay] plus 7% GST, payable on the last day of each month.

c) The bookkeeper agrees to submit an invoice on or about the 15th day of each month.

d) Canadian Yearly Meeting agrees to make payments to the Bookkeeper on a monthly basis upon receipt of a proper invoice.

#### 8. INDEPENDENT CONTRACT:

The Bookkeeper shall perform the services provided for in this agreement as an independent contractor and not as an employee of Canadian Yearly Meeting. The Bookkeeper will not be entitled to participate in any employee health, dental, or pension plan.

#### 9. TERMINATION:

Either party must provide a written notice of thirty (30) days if the intention is to terminate this contract.

IN WITNESS WHEREOF the parties agree to the terms and conditions as set forth in this contract.

for: Canadian Yearly Meeting.....

Date.....

(clerk - Representative Meeting)

[employee] ..... Date.....

#### *APPENDIX A : Services required*

Prepare cheque runs weekly.

Prepare bank reconciliations, monthly.

All general bookkeeping, i.e. enter deposits, pre-authorized payment transactions etc.. as required weekly.

Prepare fund statements, committee statement of expenses semi-annual and as required by clerks.

Investments as required from CYM General Fund.

Financial Statements, quarterly, and as requested by clerks or treasurer.

Budget preparation, worksheets for finance committee meetings.

Liaison with bank and external auditors-as required.

Prepare audit lead schedules for all general ledger accounts annually.

Assist and be present during audit-annually.

Annual T3010, and GST rebate claim, and other government forms as required.

Provide ongoing consultation and advice to CYM - as needed.

#### *APPENDIX B: Added goals*

## APPENDIX D

*(Not part of the policy, but intended to help in implementing the policy.)*

### **Special Needs Benefits**

#### Procedures for special needs benefit submission:

##### *Submitting a request for a special needs supplement to employee benefits:*

Employees are required to submit their request in writing to the employing committee in advance of securing services, products, etc. related to the special need if they are seeking assistance from the employing body. Ideally, a request will be submitted a month before a decision is required.

The following information will be included in the submission by the employee:

1. Nature of the special need and reason for the request.
2. If it is medical or dental:
  - Submission of a pre-determination note or letter from the medical professional that the procedure, etc. is necessary or recommended along with a financial quote;
  - Submission of a letter from the health insurance provider that the procedure, etc. is not covered by the employee's plan;
  - Timing of the procedure, etc.
3. Amount requested.
4. Amount, if any, that the employee is contributing.
5. If relevant, length of time that the supplementary benefit is requested.

If it is not possible to make a submission in advance, the employee should contact the clerk of their employing committee or the staff representative to the committee as soon as possible to inform them of the situation with a submission to follow.

Non-urgent requests that are submitted after the expense has been incurred, or situations where the employee has not taken due diligence in securing and terminating the services or otherwise ensuring that the costs are kept as reasonable as possible will result in the request being denied or receiving a limited response.

If a request is approved, the employing committee may request proof of payment for services, etc. relational to the request for special needs supplement from the employee.

#### Considering a request for a special needs supplement to employee benefits:

Employing committees are reminded that the special needs supplement is a benefit, not an entitlement, and that they are dealt with on a case-by-case basis with compassion as well as prudence.

Employing committees may decide that they will set standard practices, for example, with regards to health or dental procedures that are not covered by the insurance provider rather than pay larger premiums to cover those health needs. In such cases, the employee is still required to submit a request for the special needs supplement even

though the committee will not need to meet to consider the request.

In considering requests for the special needs supplement, the employing committee:

- Will ensure that all requested documentation has been provided.
- Will review the documentation and request in light of the need first and foremost as the CYM policy is constructed on needs-based philosophy.
- Will consult with the relevant finance committee about the request and its financial impact if the request is large (ex., over \$2,000 in total). The final decision, however, rests with the employing committee.
- May request more than one quote for a service, procedure, etc. from an employee, but also must take into account the employee's preference as quality of services, etc. can vary.
- Will respond to the employee's request in a timely manner, preferably within two weeks of the request. If the decision making process will take longer, the clerk of the employing committee will consult with the employee and keep them abreast of the estimated time-line for the decision.
- Will respond in writing to the employee with their decision and any terms therein.