

## **Badminton Ontario Human Resources Policy (March 2017)**

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Badminton Ontario (“BON” or “the association”) manages its daily affairs through the hiring of employees and contractors (“Staff”), with oversight provided by a volunteer board of directors (the “Board”) that has many operational functions. Given the small size of the staff allotment, the effective delivery of BON member services depends heavily on the quality of interaction between volunteer Board members and staff – as such, the BON Human Resources Policy (the “Policy”) requires scope that includes both staff and volunteer Board activity/principles within this Policy.

### **Badminton Ontario Staff:**

This section of the Policy refers to the principles and actions that Badminton Ontario adheres to in respect to the hiring, management, evaluation and transitioning of paid Staff within BON. On a bi-annual basis, the BON Board will ensure that its Employment Agreements/Contractual Agreements are reviewed by a legal specialist to ensure proper compliance with applicable employment requirements.

### **1. Recruitment and Selection**

- a) BON believes in equal opportunity in hiring practices without discrimination on the grounds of race, religious belief, gender, sexual orientation, physical disability, mental disability, ancestry, place of origin, age, marital status, source of income or family status.
- b) BON will endeavour to recruit the most competent individuals to fill all Staff positions.
- c) Recruitment activities may be conducted within the BON membership or externally.
- d) Recruitment postings will include essential requirements for education and experience, knowledge and skills required, key areas of responsibility, starting date, ending date (for contractors), compensation rate and the closing date of the position listed.
- e) All applications will be acknowledged and confirmed, including a statement that only those candidates selected for an interview will receive further correspondence.
- f) An interview will be conducted by, at minimum, two members of the BON Board before offering an employee post or contract to the successful party. Interviews can be done either electronically (Skype, GoTo Meetings, etc.) or face to face.
- g) All candidates participating in an interview will be notified of the results.
- h) An employment agreement/service contract will be issued by the president of the BON Board (the “President”) and signed by both the President and the employee/contractor.

### **2. Employment Agreements**

- a) Employment Agreements will be written and will include all terms and conditions of the agreement, including:
  - A clear job description that outlines the scope of responsibilities of the employee, commencement dates, annual salary and payment process, vacation/sick days/time in lieu policies, working/reporting relationships, management and performance oversight procedures, performance review process, consequences of failure to perform, conflict of interest information, termination of agreement information, confidentiality terms, proprietary rights, liability and indemnity terms, dispute resolution procedures and governing law.
- b) At the time of employment offering, BON will encourage the employee to seek legal advice on the Employee Agreement and will agree to cover any legal fees of such a review. This is an optional consideration for the potential employee – it is not a condition of hiring.
- c) BON and the Employee will, on an annual basis (during the annual performance review), meet to discuss the existing Employment Agreement and determine whether adjustments need to be made.
- d) BON reserves the right to unilaterally propose term changes to an Employment Agreement due to financial, employee performance, association re-structuring or other matters beyond the internal control of the Board. In such instances, BON will follow a legal process of agreement adjustment and communication to the employee.
- e) BON, through the President (or designate), will ensure that all BON employees receive a formal annual review process; this process will be a combination of a written and verbal discussion with respect to the scope of the job description and the employee performance against expectations, and will result in a written report that is signed by both parties and formally recorded in the BON personnel file. For new employees, there will be a three month “probationary review” conducted by the President (or designate), utilizing the same principles as outlined for the annual review.
- f) Upon completion of employment with BON (except in the case of termination), the President (or designate) will conduct an “exit interview” with the departing staff member. The intent of this interview is to have a frank review of strengths and weaknesses of the association management and operational system as it pertains to the role of the staff person in that system, with the goal being to highlight challenges and opportunities for improvement that can be addressed by the Board. Such an interview will be confidential between the President (or designate) and the departing employee, and only items agreed to by the departing employee will be shared with the Board. This is not a mandatory process but is extended to the departing employee as an opportunity to provide good feedback to the Board on matters that relate to the employee’s scope of work for the organization.

### **3. Contracts**

- a) Contracts will be written and will include all terms and conditions of the agreement, including responsibilities of the contractor, commencement and termination dates, fees and payments, working/reporting relationships, deliverables and deadlines, failure to perform, conflict of interest, termination of agreement, confidentiality, proprietary rights, liability and indemnity, dispute resolution, governing law, and scope of work.

### **Facilitator and Evaluator Contracts**

- a) BON routinely presents coaching development courses and conducts coach evaluations under the NCCP program as well as presents provincial-level technical official courses. As the governing body for the sport of badminton in Ontario, Badminton Ontario maintains a list of all qualified facilitators for each type of course or evaluation. As such, recruitment for event will consist of contacting only the qualified facilitators, and a contract will be issued for each course or evaluation tailored to the specific requirements of the event.

### **Badminton Ontario Board of Directors:**

Given that BON manages its operations with a small staff or group of contractors, the volunteer Board take on many operational responsibilities that may normally be handled by staff in larger organizations. As such, it is imperative that BON extend this Policy to include scope of engagement of the volunteer Board members in the daily operational matters of the association and, in particular, respecting their individual engagement with Staff.

### **Scope of Engagement**

- a) The BON President is ultimately responsible for managing the operational relationship between members of the Board, and between Board members and staff/contractors.
- b) All members of the BON Board will have a detailed job description for their role within BON. This description should include their term of office, their scope of responsibilities (both operationally and from a policy/process perspective), their internal communication and reporting protocol within the Board, expectations and principles of engagement within the Board environment, code of conduct, conflict of interest, termination protocols and the process whereby they engage with BON staff and contractors. All Board members will receive the job description at the time of appointment to the BON Board and will be required to sign a memorandum of understanding with the association accepting the scope of engagement principles.
- c) Annually, the Board (as a whole) will conduct a “needs assessment” of the BON Board in respect to its scope of management and engagement against the association’s Strategic and Operational Plan priorities. This process will be led by the President but will require strong input by all Board members to be effective. In essence, this “assessment” is intended to be a Board “performance review” and accountability process that will be shared with the membership at the Annual General Meeting.
- d) As part of the “needs assessment” process, the President will conduct a review of Board/Staff engagement protocols – this will include input from the Staff. The intent of this review is to ensure that all Board members are aware of appropriate communication and conduct principles with respect to their engagement with staff and contractors.

Any matters pertaining to conduct, discipline, communication issues or other instances that create a strain in relations between BON Board members, Board members and Staff, or Board members and members of the association, will be managed through the BON Code of Conduct Policy.

In 2017, Badminton Ontario will endeavour to create a “Whistle-blower” Policy that can provide an appropriate and confidential process whereby matters of extreme sensitivity and confidentiality can be brought forward for resolution.

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