

BRIEFING NOTE

TO: Board of Directors

FROM: Governance Committee

DATE: May 17, 2021

SUBJECT: 9.1(b) Content Review of Human Resources and Relations Policy 2-08

For Decision

For Information

Monitoring Report

Purpose:

To carry out a scheduled review of the Human Resources and Relations Policy 2-08 for the purpose of determining whether any amendments are necessary.

Background:

It is the responsibility of the Board to develop, approve, update and evaluate implementation of its governance policies. Appendix 2 to the COO's Policy Governance Manual sets out a review schedule for all policies in the manual. The purpose of reviewing the policies on a regular basis is to ensure that they continue to be relevant and serve the function that they were implemented for.

For Consideration:

The Human Resources and Relations Policy 2-08 was first approved by the Board on May 28, 2018 and falls within the Operational Boundaries Category. Policies in this category set out the Board's risk boundaries for the COO's operations.

The Human Resources and Relations Policy 2-08 is attached in **Appendix A** below and a clean version, **Appendix B**, is also attached.

On review, the Governance Committee was of the view that the policy required updating to adequately serve the Board's needs.

Public Interest Considerations:

The Board has recognized the importance of strong governance in order to carry out its object of regulating the profession in the public interest and has invested significant time and resources into updating its governance policies and processes. Reviewing the content of these policies ensures that policies are consistent and effective, and that the College is up to date with regulations, technology, and regulatory best practices.

Diversity, Equity and Inclusion Considerations:

It is incumbent on the Board to consider whether the proposed action plan is consistent with the COO's organizational values relating to diversity, equity and inclusion.

Recommendation:

To approve the changes to the Human Resources and Relations Policy 2-08 as recommended by the Governance Committee.

POLICY TYPE: OPERATIONAL BOUNDARIES

2-08 Human Resources and Relations Policy

With respect to the treatment of and relationship with employees, the Registrar, CEO shall not cause or allow conditions which are ~~unfair, unlawful, disrespectful, discriminatory, inequitable or unsafe, unclear, or that fail to allow for due process.~~

EMPLOYEE RELATIONS

Accordingly, the Registrar, CEO shall not:

1. Operate without written human resources policies and procedures that are consistent with government legislation, human resource standards, and the values of the organization. These policies will not fail to clarify terms of employment, to guard against ~~wrongful-unlawful or inequitable working~~ conditions, and to ensure equal opportunity employment.
2. Prevent an employee from reporting a complaint to the Board, through the Chair, when:
 - a. The internal complaint procedures have been exhausted; and
 - b. The employee alleges that the Registrar, CEO engaged in unethical, illegal conduct, or was dishonest.
3. Fail to acquaint employees with their protections under this policy and with their rights and responsibilities under ~~all-any~~ applicable Board policies.
4. Fail to promote an environment that values the contribution of employees, is equitable and supportive, and builds a positive morale.
5. Fail to provide reasonable and relevant opportunities for professional growth and development.
6. Fail ~~to~~ take adequate measures to prevent workplace violence, discrimination, and harassment.

EMPLOYMENT AND COMPENSATION

With respect to employment, compensation, and benefits for employees, the Registrar, CEO shall not fail to use sound principles of human resource management in accordance with the fiscal integrity and the reputation of COO.

Accordingly, the Registrar, CEO shall not:

Employee Compensation

7. ~~Operate~~ without providing employees with a reasonable compensation package.

Hiring Practices

8. Evaluate employees and candidates for employment using criteria other than objective job qualifications and/or job performance.
9. Hire or promote staff based on favouritism or nepotism.
10. Promise or imply permanent or guaranteed employment for any reason.

Registrar, CEO Compensation

11. Change their own compensation and benefits except as approved by the Board.

Note: [For the purposes of this policy](#), ~~The~~ term employee(s) refers to all full time and part time ~~people~~ [staff persons](#) working for and paid by the College. [For clarity, this policy does not apply to persons holding non-staff and/or contract positions with the College, including but not limited to Appointed Committee Members, peer assessors, investigators, inspectors, PLAR interviewers or examiners.](#)

POLICY TYPE: OPERATIONAL BOUNDARIES

2-08 Human Resources and Relations Policy

With respect to the treatment of and relationship with employees, the Registrar, CEO shall not cause or allow conditions which are unlawful, disrespectful, discriminatory, inequitable or unsafe.

EMPLOYEE RELATIONS

Accordingly, the Registrar, CEO shall not:

1. Operate without written human resources policies and procedures that are consistent with government legislation, human resource standards, and the values of the organization. These policies will not fail to clarify terms of employment, to guard against unlawful or inequitable working conditions, and to ensure equal opportunity employment.
2. Prevent an employee from reporting a complaint to the Board, through the Chair, when:
 - a. The internal complaint procedures have been exhausted; and
 - b. The employee alleges that the Registrar, CEO engaged in unethical, illegal conduct, or was dishonest.
3. Fail to acquaint employees with their protections under this policy and with their rights and responsibilities under any applicable Board policies.
4. Fail to promote an environment that values the contribution of employees, is equitable and supportive, and builds a positive morale.
5. Fail to provide reasonable and relevant opportunities for professional growth and development.
6. Fail to take adequate measures to prevent workplace violence, discrimination, and harassment.

EMPLOYMENT AND COMPENSATION

With respect to employment, compensation, and benefits for employees, the Registrar, CEO shall not fail to use sound principles of human resource management in accordance with the fiscal integrity and the reputation of COO.

Accordingly, the Registrar, CEO shall not:

Employee Compensation

7. Operate without providing employees with a reasonable compensation package.

Hiring Practices

8. Evaluate employees and candidates for employment using criteria other than objective job qualifications and/or job performance.
9. Hire or promote staff based on favouritism or nepotism.
10. Promise or imply permanent or guaranteed employment for any reason.

Registrar, CEO Compensation

11. Change their own compensation and benefits except as approved by the Board.

Note: For the purposes of this policy, the term employee(s) refers to all full time and part time staff persons working for and paid by the College. For clarity, this policy does not apply to persons holding non-staff and/or contract positions with the College, including but not limited to Appointed Committee Members, peer assessors, investigators, inspectors, PLAR interviewers or examiners.