



Policies and Procedures Manual

Aerials Gymnastics Policies and Procedures Manual

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Our Vision – to provide a safe and fun gymnastics experience for the community of Spruce Grove and surrounding area.

Our Structure –Aerials Gymnastics is governed by a board with an elected President, Vice President, Secretary, Treasurer, and 12 directors.

Aerials Gymnastics comprises of an Executive Director, program directors, and several supervisors as the Executive Director sees fit.

Section 1

Governance and Management

1 Introduction

Aerials Gymnastics is an Incorporated Body registered under the Societies Act in 1983. The Constitution list the objects of the Company, its legal powers, composition of the Board, office bearers, conduct of elections and general meetings, membership, and so on. Copies of the Constitution are held in the office and are available to all members and staff of the organization.

This section explains in more detail:

- The Role of the Board
- Board meetings and decision-making
- Committees of the Board, co-option of Board members, and orientation for new members
- Conflict of interest
- The role of the Executive Director/Executive Officer
- Planning processes
- Membership, membership fees and maintenance of the membership register

1.1 The Role of the Board

The Role of the Board falls into three areas:

1.1.1 Organizational management and governance

The roles of the Board in governance and management are:

- Setting organizational policies (the Executive Director/ etc. is responsible for follow through and implementation); and
- Monitoring compliance with organizational policies and reporting against agreed performance standards.

Members of the Board have a role in compliance. To ensure Board responsibilities are met, the members will:

- Examine and monitor compliance with policies and procedures, and with legal requirements, in a more detailed way (e.g. in relation to staffing issues and organization's role as an employer and in relation to financial responsibilities)
- Report to the Board on compliance issues. To guarantee that the Board picks up on issues, any important areas or issues will be listed separately on the agenda.

The Board recognizes that the management of the organization and implementation of organizational policies is the responsibility of the Executive Director.

In relation to funding submissions, the Executive Director in consultation with the President may approve applications or expressions of interest for projects of up to \$5000. For larger projects, Board approval should be sought. The Board will make decisions based on how the proposed new project fits with the Strategic Plan. In situations where time constraints do not allow this, the Executive Director will consult with the Executive.

1.1.2 Policy issues

The role of the Board in relation to policy issues comprises:

- Setting annual priority policy areas around implementation of the Strategic Plan;
- Identifying/deciding on Aerials Gymnastics involvement in new or emerging issues and in issues raised from the sector; and
- Making decisions where changes to our existing policy position are proposed to be changed.

Policy issues that are brought to the Board should fall into one of the following categories:

- Matters for decision making by the Board - i.e. issues which are considered strategic, important, and serious or where the Board has identified the need for ongoing involvement
- Issues for discussion are brought to the Board, in order to:
 - Canvass the issues
 - Provide ideas for future policy work by staff
 - Set the context of where we want to take an issue (for example, this could be in relation to emerging policy issues or issues with policy implications)
- Matters for information only – to inform the Board

In each instance, information should be presented to the Board in the agreed format for Board papers (see below – Reporting and Presentation of Materials).

Both staff and Board members can identify issues that should be brought to the Board. The Executive Director should be informed of any such issues, so that they can be incorporated into the agenda.

Where a Board member wishes to discuss an issue that has been placed on the agenda for information only, this should be raised at the beginning of the meeting, in the time allowed for re-ordering of the agenda.

Where a Board member wishes to propose that the Board change its position on a policy issue, notice of a recession motion should be provided.

1.1.3 Role of Board members outside board meetings

Staff can tap into the expertise of the Board members outside Board meetings. However, when this happens, it needs to be clear that the Board member is speaking in his /her personal capacity and not with the authority of the Board unless this authority has been given to the Board member by the Board. Where there is disagreement or major issues for resolution, matters should be referred to the Executive Director and, if necessary, brought to the Board.

Office bearers can speak to staff with the authority of the Board, but formal approaches to the office bearers by staff, or vice versa, should be via the Executive Director

1.1.4 Representing Aerials Gymnastics

Representing Aerials Gymnastics in the Media

The President and Executive Director shall negotiate their respective roles in relation to media comment, depending on their respective skills. In particular, it will often be strategic to use the President for media comment that is particularly critical of government. It is generally expected that the President would have some skills in dealing with the media.

Representing Aerials Gymnastics in lobbying

Board members may also represent Aerials Gymnastics in delegations to politicians as follows:

- Where this is strategically useful;
- Where Board members are available;
- Based on skills and expertise of Board members in relation to the topic of the delegation.

Board members may also be involved in joint delegations, on the understanding that they participate in their capacity as Aerials Gymnastics representatives. Board members need the authority of the Board to represent Aerials Gymnastics in delegations.

Participation in delegations should be used as an opportunity to train new Board members and develop skills of Board members.

1.2 Conflict of Interest

From time to time Aerials Gymnastics Board members may encounter conflicts of interest when participating in Aerials Gymnastics decision-making processes, as other professional or personal roles intersect. Potential areas where a conflict of interest may arise include:

- recruitment of staff or contractors
- decisions to undertake projects or enter into partnerships
- representing Aerials Gymnastics in other forums.

In general, a conflict of interest can be said to arise if:

- It is likely that the performance of a person's duties as an Aerials Gymnastics Board member could be prejudicially influenced by that person's other interests (private, personal or professional), or that a reasonable person would believe that the person could be so influenced; or
- If a person's participation in the Aerials Gymnastics Board could be prejudicially influenced by the interests of the organization the person is representing, or that a reasonable person would believe that the person could be so influenced. Aerials Gymnastics expects that Board members will be mindful of potential conflicts of interest (or the likely perception of a conflict), and declare a conflict of interest before it arises. Appropriate action can then be taken in consultation with colleagues. For instance, a Board member will usually be expected to withdraw from a particular selection panel or lobbying delegation, or absent himself/herself from discussion about particular issues if it presents a conflict of interest. Minutes of the meeting should note the conflict of interest, and the relevant minutes are not to be forwarded to the member who has absented him/herself.

1.3 Election of the Board

The process for the election of the Board and the appointment of office bearers is set out in detail in the Bylaws and staff members seeking further information should consult this document. The process covers matters such as calling for nominations (board members must be fee paying members), eligibility for nomination, the appointment of a Returning Officer, conduct of elections and announcement of results. Nominations must be called (one month) before the Annual General Meeting, and ballot papers should be posted out to members (four) weeks prior to the meeting.

1.4 The Annual General Meeting

The Annual General Meeting (AGM) is a legal requirement. The AGM is usually held in May. Notice of the AGM is provided at Aerials Gymnastics.

The standard agenda for the AGM includes:

- minutes of the previous AGM
- presentation of the Annual Report and the President's report
- Executive Director's report
- election of Board members

A quorum for the AGM is required, and if a quorum is not reached the meeting must stand for 30 minutes.

1.5 Board Meetings

The Board has adopted the following strategies in order to ensure efficient and effective decision-making at board meetings. Board meetings are held every month.

1.5.1 Agenda planning

The Executive Director and President plan the agenda before each meeting in order to:

- Allocate issues to be included for decision making, discussion or information only (based on the input of staff and Board members);
- Ensure that the purpose for inclusion of issues is clear;
- Plan time allocation for different issues on the agenda.

1.5.2 Structure of meetings

The following strategies will be used to ensure productive Board meetings:

- The agenda will be structured to clearly identify non-discussion items, items for decision, items for discussion and items for information only.
- Time will be allocated at the beginning of each meeting for reordering and prioritization of the agenda.
- Board meetings will regularly include time for major discussion on key or emerging issues. These topics will be planned in advance.
- Items for the next agenda will be identified at the end of each meeting.
- The meeting is chaired by the President, or his/her absence, the Vice-President.

1.5.3 Decision-making in Board meetings

To be clear about decisions made by the Board and capture decisions:

- Areas for decisions to be made will be clearly indicated on the agenda, with recommendations from staff included in the papers.
- As a decision is made the chair will clarify to the meeting what the decision is.
- The minute taker may also request that the meeting clarify and confirm a decision (e.g. before the meeting progresses, to seek clarification and read back the decision to ensure it has been captured correctly).
- A register to be established recording all decisions made by the Board (cross referenced by topic) – to ensure all decisions are captured and available for reference.
- Details of Board decisions will be captured and included in this policy and procedure manual, where appropriate.

1.5.4 Reporting and presentation of materials

The Board papers will ordinarily include:

- Minutes of the previous Board meeting
- Minutes of sub-committee meetings
- Financial Reports
- Papers provided for discussion, including the staff report
- Papers provided for information, including the calendar of events.

Papers should be provided on all issues so that the Board members can make informed decisions.

Papers should indicate whether they are being provided for decision-making, for information only or for discussion. Minutes from the Sub committees are to be circulated with the Board papers, so as to allow Board members time to read them in advance. Major items or issues that need discussion or decisions from the Board should be separately listed on the agenda.

The Staff Report should identify:

- Progress and outcomes against the Operational Plan
- Major developments in ongoing policy issues
- Emerging policy issues that may need to be addressed in policy work in future.

The Staff Report should not be seen as a report of activities undertaken in the previous month – these are more appropriately reported in the Calendar of Events.

Procedure

The Executive Director, who sends out reminders to staff to submit their contributions, and then prepares the papers, and compiles board papers each month. Papers are mailed out to Board members to arrive at least three working days prior to a meeting.

1.5.5 Role of staff in Board meetings

Staff members have the right to attend Board meetings if they wish.

The Board would normally expect staff to attend for discussion of issues in their area, where these have been placed on the agenda for decision or discussion. The Board does not otherwise expect staff to

attend (excepting the Executive Director and minute taker). Once present at Board meetings, staff are free to participate in discussions and debate.

1.5.6 Records of Board meetings

Minutes are taken at each Board meeting, usually by the secretary. Copies are stored in the relevant file and can be made available on request. Hard copies of Board minutes are maintained by the Executive Director. Usually the minutes from current and previous year are held in the office, and older records are archived. Aerials Gymnastics is required to maintain records for seven years.

1.6 Attendance at Board Meetings

Board members are expected to attend meetings and to advise if they cannot attend. If a Board member fails to attend three consecutive meetings without the permission of the Board, their membership of the Board will lapse.

1.7 Orientation for New Board Members

New Board members are provided with an orientation by the President. An orientation session is provided each year after a new Board is elected.

1.8 Board Performance Appraisal

Aerials Gymnastics promotes regular evaluation and feedback to the whole board on its effectiveness. One of the best ways the board can strengthen its governing capacity is to periodically assess its own performance. Such an assessment provides the board with an opportunity to stand back from its usual preoccupations and reflect on how well the board is meeting its responsibilities with regard to its mission.

Monitoring the board's performance and getting feedback on how well the board is doing is a crucial part of board and organizational learning. Some of the performance areas that may be evaluated include:

- Are we clear and in agreement about mission and purpose?
- Are values shared?
- Do we have a strong orientation for our new members?
- What goals have we set and how well are we accomplishing them?
- What can we do as a board to improve our performance in these areas?
- Are we providing clear and relevant governance for the organization?

While Aerials Gymnastics believes that evaluation is the responsibility of the board itself, they may choose at times to seek input from outside of the board. The board may draw on representatives of Aerials Gymnastics staff and members (with their consent) or even an independent consultant, to evaluate achievements, strengths and weaknesses. Utilizing people external to the board will only be initiated by full board consent. This process should occur at least annually and the responsibility rests with the President or delegated person to organize the appraisal.

1.9 Committees of the Board

The Aerials Gymnastics Board delegates management and governance powers to its subcommittee(s).

1.9.1 Executive Sub-Committee

The Executive Committee are comprised of:

- the President;
- the Treasurer;
- the Secretary
- the 1st Vice President;
- the 2nd Vice President;

Quorum for the sub Committee is three persons.

1.10 The Role of the Executive Director

The Board delegates day-to-day management of the organization to the Executive Director. Within guidelines set by the Board, the Executive Director has responsibility for management of the organization, including:

- Implementation of the Strategic Plan, including development of and reporting against the Operational Plan
- Recruitment, management and supervision of staff
- Liaison with stakeholders
- Overseeing financial management of the organization, including approving expenditure within delegation and budget
- Reporting to the Board
- Acting as the public spokesperson for the organization, as agreed with the President.

The Executive Director is accountable to the Aerials Gymnastics Board.

1.11 Membership

Any member can be accepted so long as they are in good standing and their fees are paid and up to date.

1.11.1 Membership fees

Membership fees are determined by the Executive Director and revised from time to time according to changes in AGF costs.

Membership fees for full members are charged on a scale according to the length of the class and program attending.

Three reminder letters are sent out; if no payment is received the memberships will be lapsed.

1.11.2 Membership Register

A register of *Aerials Gymnastics* members is kept in the office, and is updated regularly. The list of organizational members is published each year in the Annual Report. Membership information relating to individuals is subject to privacy legislation and is not made public.

1.12 The Annual Report

The Annual Report is published each year for the AGM. Typically, the Annual Report will include:

- a report from the President
- a report from the Executive Director

- a report from the Treasurer
- audited financial statements

Responsibility for producing the Annual Report and organizing the AGM resides with the Executive Director. The Executive Director will liaise with the auditors and coordinate contributions from relevant staff, and coordinate production of the report.

1.13 Compliance with Annual Filing requirements

Aerials Gymnastics is committed to meeting all requirements in a timely and efficient manner.

Standard reporting requirements include:

- advising of any changes to the *Aerials Gymnastics* Board Members
- proper conduct of the AGM and any General Meetings
- advising of any changes to the Organization's By-Laws
- lodging annual returns

Section 2

Stakeholder Relationships and Services

2 Introduction

This section outlines Aerials Gymnastics policies and procedures relating to its functions and relationships with stakeholders with whom it works.

Included in this section is:

- **Funding agreements**
- **Project management**
- Consultation
- Conferences
- Publications
- Website
- Media and parliamentary liaison
- Sponsorship
- Complaints handling
- **Privacy**

2.1 Funding Agreements

Aerials Gymnastics is committed to maintaining positive working relationships with stakeholders and meets all funding agreement requirements in a timely and efficient manner.

Liaison with funding agencies is the responsibility of the Executive Director in the first instance, while the Board of Directors manages compliance issues.

Aerials Gymnastics funding agreements are filed in the Executive Director's office and access to the funding agreements is by permission of the Executive Director. Board members may take a copy of the original for their own records.

2.1.1 Funding Agreement Terms and Conditions

The terms of funding agreements commonly include some or all of the following:

- performance monitoring and evaluation arrangements
- specific function and performance indicators
- service specifications outlining goals and targets for the current funding period
- compliance with relevant service standards and statutory requirements
- reporting requirements
- management arrangements
- staffing and volunteer arrangements
- confidentiality
- asset management, insurance and indemnity
- procedures in the event of a dispute or termination of the funding agreement.

Aerials Gymnastics is fully committed to meeting the performance targets specified in the agreement, and complying with reporting requirements.

2.2 Project Management

Specific projects are an important part of Aerials Gymnastics' work, and the organization is usually involved in several discrete projects at any given time. In deciding whether or not to pursue a particular project, Aerials Gymnastics will consider:

- Policy priorities. This involves an assessment of the project in terms of Aerials Gymnastics' policy priorities and strategic plan, the likely outcomes and impact of the project, the urgency of the issue, and possible benefits for the organizations' client base.
- Appropriateness of Aerials Gymnastics involvement. It is important to consider whether Aerials Gymnastics can add value to the project or whether another agency may be more appropriate, and what participation offers to Aerials Gymnastics in terms of staff development, resources, and organizational profile. Any potential risks to Aerials Gymnastics should also be considered.
- Effectiveness of our involvement. It is also necessary to consider whether Aerials Gymnastics has the networks, resources, capacity necessary to support the project and ensure that our participation is effective, as well as any opportunity costs that may arise from participation.

2.2.1 Project Development

Staff members proposing a project should discuss the idea with their supervisor and the Executive Director in the first instance. If it is agreed to investigate the project further, the staff member will usually prepare a short options and issues paper to inform internal considerations. If it is decided to pursue the project, the staff member will develop a project submission.

When developing a submission, the impact on other parts of the organization needs to be considered. These include:

- impact on other staff,
- impact on Finance/Administration, including conferences, and
- impact on communications, including publications and website

These impacts should be reflected in the submission, particularly within costing, and timing of activities. In developing a budget for the project, advice should be sought from the Executive Director.

All new projects require approval from the Executive Director and in some instances from the Board. Staff members need to factor in the time necessary to gain approval when developing new projects.

2.2.2 Project Management

The following policies and procedures apply to projects that have been successful in obtaining funding.

Project Manager

Every project is to have a project manager. The project manager is the central contact person for the project.

The project manager is responsible for, and will liaise closely with the Executive Director to ensure:

- That the project is completed on time, within budget and to a high standard.
- Appropriate supervision to project staff (if any) and providing appropriate oversight and support to consultants (if any).
- That the relevant financial and performance requirements are met.
- Assistance from the Executive Director is sought if they are facing any difficulties.

Project Plan

At the commencement of the project the project manager is to submit a project plan. This plan is to list project milestones and funding and performance requirements. The project manager is to maintain an up-to-date report on the status of the project against this plan.

Central Project File

The project manager will provide the Executive Director with a file containing the following information:

- The original submission, including the budget submitted to the funding agency;
- The budget developed by Aerials Gymnastics (using the Aerials Gymnastics categories of expenditure);
- The funding and performance agreement;
- Consultancy agreements (if any); and,
- Any other relevant correspondence.

The project manager will ensure that copies of any correspondence with the funding agency and any consultants are added to this file as the project progresses.

The Executive Director will ensure that all correspondence received by them in relation to the project is copied to the project manager.

Keeping Staff Informed

The project manager will ensure that all relevant parts of the organization are kept informed about their role in the project, including timing of their work. This includes publications, conferences, financial reports, mail-outs, and other tasks.

Reporting Progress

The project manager will report regularly to the Executive Director on the progress of the project. A standard project reporting framework document is available.

Finalizing the Project

The project manager will ensure that all obligations under the funding and performance agreement have been met and that all reports and publications have been finalized. They are to prepare a short evaluation of the project.

2.3 Aerials Gymnastics Website

The Aerials Gymnastics website is an important means through which Aerials Gymnastics can provide information to the sector. For many stakeholders the Aerials Gymnastics website is their first contact with the organization.

The website provides public information on Aerials Gymnastics, including information about programs, history, and contact details.

The site provides a range of links to other community organizations.

The Executive Director is responsible for delegating all web design, site content and maintenance. The webpage submission form that all staff must complete and send along with the relevant file, is available. All material published on the website must be approved by the Executive Director.

2.4 Working with the Media

Aerials Gymnastics regularly uses the media to advocate on behalf of disadvantaged people and communities. The Executive Director generally acts as media spokesperson for Aerials Gymnastics. In some instances, the President will also act in this role (see *Representing Aerials Gymnastics* in Section 1) and in some cases the Executive Director may delegate this role to another staff member. All requests from journalists for comment by Aerials Gymnastics should be referred to the Executive Director.

Other staff members, Board members, and Aerials Gymnastics members are not to represent Aerials Gymnastics or provide information to journalists without authorization from the Executive Director (or in the Executive Director's absence, the President). Staff members can provide background information to journalists provided that they will not be quoted. Wherever possible, approval from the Executive Director should be sought before providing such information. Similarly, liaison with politicians should only take place with the approval of the Executive Director.

When seeking or responding to media coverage of issues, the Executive Director considers Aerials Gymnastics' strategic priorities, capacity to influence public debate, and the effects of media coverage. The Executive Director may delegate other staff members to speak to the media, or seek background information, or consult with other non-government organizations. Aerials Gymnastics does not respond to issues that are outside its brief, and will not normally make critical comment on government policy unless the issues have been previously raised with government.

2.5 Complaints Handling

Internal

Aerials Gymnastics recognizes that complaints, grievances and disputes may occur within an organization. It is also recognized that external bodies may need avenues to raise complaints with Aerials Gymnastics. Complaints will be handled fairly and efficiently in order to promote high organizational standards and to maintain a positive work environment.

General principles

All complaints and disputes will be addressed promptly and within the guiding principles of:

- transparency
- fairness
- respect
- accountability.

All members and staff of Aerials Gymnastics are expected to work cooperatively as a team, to acknowledge any dispute at an early stage, and to resolve any dispute in the most constructive manner possible.

Any conflict of interest arising from a dispute will be declared and all steps will be taken to ensure persons working to resolve a dispute are impartial. Members and staff are expected to maintain confidentiality in relation to complaints and disputes.

2.6.1 Complaints involving staff

The Board delegates responsibility for resolving complaints or disputes involving staff members to the Executive Director and supervisors, in their capacity as Directors of staff.

Where a staff member makes a complaint concerning another staff member, this will be dealt with in accordance with the grievance procedure set out in Section 3 – Human Resource Management.

Where a member or external agency makes a complaint against a Aerials Gymnastics staff member, the Executive Director will:

- notify the employee about whom a complaint is being made and the nature of the complaint;
- investigate the complaint and provide the staff member with an opportunity to respond to any issues raised;
- attempt to mediate the dispute (if appropriate) and/or attempt to resolve the matter to the satisfaction of the outside party;
- take any other action necessary to resolve the issue.

Any disciplinary action against a staff member arising from a complaint will be taken in accordance with the procedures contained in Section 3 Human Resource Management.

Where a staff member makes a complaint concerning another staff member, this will be dealt with in accordance with the grievance procedure set out in Section 3 – Human Resource Management.

Where a member or external agency makes a complaint against a Aerials Gymnastics staff member, the Executive Director will:

- notify the employee about whom a complaint is being made and the nature of the complaint;
- investigate the complaint and provide the staff member with an opportunity to respond to any issues raised;
- attempt to mediate the dispute (if appropriate) and/or attempt to resolve the matter to the satisfaction of the outside party;
- take any other action necessary to resolve the issue.

Any disciplinary action against a staff member arising from a complaint will be taken in accordance with the procedures contained in Section 3 Human Resource Management.

2.6.2 Complaints involving Members and Board Members

Complaints against a member or Board member should be referred to the President. The President, or an approved delegate, will attempt to resolve the issue to the satisfaction of the complainant. The President or delegate will advise the person about whom a complaint is being made of the notification and the nature of the complaint. Where the President is the subject of a complaint, the complaint should be referred to another Executive Member of the Board.

If the matter remains unresolved, the President or notified Board Member will raise the matter at the next Board Meeting following notification. Depending on the seriousness of the complaint, the Board may:

- deal with the matter at this Board Meeting by determining appropriate action to resolve the issue to the satisfaction of the aggrieved party and the Aerials Gymnastics Member; or
- defer the matter to a special meeting of the Board.

Under the Constitution, the Board has powers to suspend or terminate the membership of any member who wilfully 'refuses or neglects to comply' with the provisions of the Constitution, or who is 'guilty of conduct prejudicial to the interests' of Aerials Gymnastics. Such action must be taken in accordance with the process described in the Constitution, which provide for proper notice and rights of appeal.

2.6.3 Complaints or Disputes Involving the Executive Director

Complaints or disputes involving the Executive Director should be referred to the President. The procedural format for complaints involving the Executive Director is the same as for complaints involving other staff excepting it is the President facilitating resolution.

2.7 Aerials Gymnastics External Complaints and Feedback policy Standard for Managing Complaints

Aerials Gymnastics offers service users, members, stakeholders and the public the opportunity to provide feedback on their experiences with Aerials Gymnastics. We value this feedback and aim to manage complaints in a prompt, fair transparent and consistent way.

Aerials Gymnastics Complaints and Feedback Policy – Principles

Any person or organization using Aerials Gymnastics services or affected by its operations has the right to complain. Complaints procedures and a commitment to consider all complaints are simple and easy to use and are effectively promoted, so that all people using Aerials Gymnastics services have the opportunity to make a complaint if they wish to do so

Service users, stakeholders and members are entitled to be heard and have their concerns addressed in ways that ensure access and equity, fairness, accountability and transparency.

Aerials Gymnastics recognizes that the issue of complaint is important to the complainant and must be taken seriously. Resolving complaints, where possible, to the satisfaction of the complainant is the goal of the complaints policy process.

Complaints will be dealt with in a timely manner and parties to the complaint will be kept informed of progress of the complaint. Aerials Gymnastics procedures will reflect principles of natural justice.

Feedback data (both positive and negative) is considered in organizational reviews and follow up. Board members, staff, volunteers and students are aware of this feedback.

Aerials Gymnastics procedures for managing client feedback and complaints-Aerials Gymnastics takes a proactive approach, through its communications strategy to ensure all service users, stakeholders and members are aware of the complaints policy and procedures.

Complaints Handling Procedure

Complaints Initiation Process

Service users, stakeholders and members may make a complaint in writing or verbally to:

- The staff member they were dealing with at the time, or
- "The supervisor of that worker,
- The Executive Director, or
- An outside body

If the complaint is about the Executive Director, or a Board member, the complaint will normally be dealt with by the President of the Aerials Gymnastics Board.

How Aerials Gymnastics Deals with Complaints

A supervisor or the Executive Director (the "complaint handler") will look at the complaint within seven days of the complaint being received. They may contact the person for more information.

The staff member investigating the complaint will decide how to respond to the complaint and make sure action is taken.

A letter will be sent to the person within 14 days of the complaint being received explaining what is being done to investigate and resolve their complaint. If the complaint has not been resolved by this stage the person will be asked to formalize their complaint in writing (if this has not already been done).

Aerials Gymnastics aims to investigate and resolve all complaints within a further 28 days of receipt of the formalized written complaint. If this time frame cannot be met, the person will be informed of the reasons why and of the alternative time frame for resolution. All complaints must be dealt with:

- Seriously
- Quickly
- Confidentially; and
- Without stopping the person's right to use Aerials Gymnastics services

Service users, stakeholder and members have the right to access a support person at all stages of the complaints resolution process.

Copies of all complaints and details of actions taken are centrally filed in the Complaints File, held in the Executive Director office. This file is confidential.

Complaints Flowchart

Complaint verbal or in writing □ Staff member allocated as complaint handler, must review complaint within 7 days □ Letter to person confirming receipt of complaint and informing them of action to date □ Within next 7 days contact client with proposed resolution, if not acceptable to client, invite written complaint □ Within next 28 days investigate and resolve written complaint, inform person of action taken, include opportunity for/offer of mediation □ Within 6 months, Executive Director must review actions taken and ensure follow up.

What to Do if You Want to Make a Complaint about Aerials Gymnastics

Our Commitment

Aerials Gymnastics wants to give you the best quality service possible. If you have found our service helpful or have any ideas on how something can be done better, please let us know.

We also want to know if you are not happy or have concerns about any part of our service.

Can I comment on anything?

Yes! You do have the right to express your comments about any part of any service at Aerials Gymnastics.

A comment may be:

- a compliment
- a suggestion
- an idea
- a fear
- a concern
- a complaint

If you have a complaint read this brochure about what you can do.

Making a complaint can be difficult, so if you do have a complaint about Aerials Gymnastics this is a guide to help you...

What do I do first?

First it is best to talk to the person concerned.

If you do not feel comfortable about this, you can speak or write to their supervisor.

If the complaint is about a staff member, please contact the Executive Director by [e-mail: lindsayk@aerialsgymclub.ca](mailto:lindsayk@aerialsgymclub.ca).

If the complaint is about the Executive Director, or member of the Aerials Gymnastics Board please contact the President of the Aerials Gymnastics Board.

What happens after that?

Your complaint will be recorded in a separate file so that the problem can be dealt with sensitively and quickly.

You will receive a letter within 14 days of making your complaint. This letter should:

- restate your comments to ensure Aerials Gymnastics understands your complaint.
- give the name of the person who is managing your complaint and how they may be contacted.
- state the time and the steps the worker will take to deal with your concerns.

What happens after I get my letter?

Once you have received your letter the Aerials Gymnastics worker handling your complaint will contact you to talk about what you want to do and the next steps.

If we have not been able to resolve the complaint within the 14 days we will ask you to formalise the complaint in a letter (if you have not already done so).

Aerials Gymnastics aims to investigate and resolve all complaints within a further 28 days of receipt of the written complaint. If this not possible we will write to you and explain why.

All complaints will be dealt with:

- Seriously
- Quickly
- Confidentially; and
- Without stopping your right to use Aerials Gymnastics services

Can I have someone to help me?

Yes! It is OK to have a friend or person you trust to help you in any of your dealings with Aerials Gymnastics. This person can help you put your comments in writing, be with you when you put forward your comments or attend any meetings.

2.8 Privacy

Background

Aerials Gymnastics does collect personal information relating to clients or members, or in the performance of its consultation or research functions.

Purpose

The purpose of this policy is to protect the privacy of individuals and organizations about whom Aerials Gymnastics collects and/or holds information.

This policy outlines the guidelines which must be observed when collecting, storing and using personal and confidential information.

2.8.1 Legislation

The FOIP Act governs the collection, use and storage of personal information. However, in the case of a non-profit organization, the FOIP act does not apply. Non-profit organizations follow the "personal protection act" of Alberta.

2.8.2 Principles

Aerials Gymnastics adopts these principles:

Collection

1. Lawful - when an agency collects your personal information, the information must be collected for a lawful purpose. It must also be directly related to the agency's activities and necessary for that purpose.

2. Direct - your information must be collected directly from you, unless you have given your consent otherwise. Parents and guardians can give consent for minors.

3. Open - you must be informed that the information is being collected, why it is being collected and who will be storing and using it. The agency should also tell you how you can see and correct this information.

4. Relevant - the agency must ensure that the information is relevant, accurate, up-to-date and not excessive. The collection should not unreasonably intrude into your personal affairs.

Storage

5. Secure - your information must be stored securely, not kept any longer than necessary, and disposed of appropriately. It should be protected from unauthorized access, use or disclosure.

Access

6. Transparent - the agency must provide you with enough details about what personal information they are storing, why they are storing it and what rights you have to access it.

7. Accessible - the agency must allow you to access your personal information without unreasonable delay and expense.

8. Correct - the agency must allow you to update, correct or amend your personal information where necessary.

Use

9. Accurate - agencies must make sure that your information is accurate before using it.

10. Limited - agencies can only use your information for the purpose for which it was collected, for a directly related purpose, or for a purpose to which you have given your consent. It can also be used without your consent in order to deal with a serious and imminent threat to any person's health or safety.

Disclosure

11. Restricted - the agency can only disclose your information with your consent or if you were told at the time they collected it from you that they would do so. The agency can also disclose your information if it is for a related purpose and they don't think that you would object. Your information can also be used without your consent in order to deal with a serious and imminent threat to any person's health or safety.

12.Safeguarded - the agency cannot disclose your sensitive personal information without your consent, for example information about your ethnic or racial origin, political opinions, religious or philosophical beliefs, health or sexual activities or trade union membership. It can only disclose sensitive information without your consent in order to deal with a serious and imminent threat to any person's health or safety.

2.8.3 Responsibilities for Managing Privacy

Responsibilities for the management of personal information are the domain of any individual within an agency with access to, or responsibilities for, such information. However Aerials Gymnastics promotes specific responsibilities to certain individuals / positions. Those individuals will then be in a position to ensure that all staff is suitably instructed either through training or the introduction of policies and procedures, as to their obligations in relation to the protection of personal information in their handling.

Web Manager

Web managers need to recognize that consideration of privacy issues will affect web content in a number of ways:

- Personal information of staff presented to the public or other staff;
- Personal information of members of the public included in web documents;
- Obtaining personal information from the public through their visit to the website.

Executive Director Responsibilities

It is the responsibility of the Executive Director, in their capacity as Executive Director of the organization, to ensure that these principles are observed in the collection, use, storage, or disclosure of personal information.

Personal information also applies to information relating to staff and employees of agencies. Human resource (HR) and workplace managers are responsible for:

- Ensuring training practices are in place for employee training in privacy requirements;
- Protecting staff and employee privacy in the workplace.

Employee Responsibilities

Staff members should also observe these principles when dealing with personal information in the conduct of membership information, conducting research, or undertaking consultation or advocacy work. Staff members are encouraged to raise any concerns they may have regarding privacy issues that arise in the conduct of their work, and to report any breaches of privacy that they may observe to their Supervisor.

Section 3

Human Resources Management

3 Introduction

Aerials Gymnastics is committed to providing a positive work environment in which employees feel that they are valued, treated fairly and given recognition for their contribution to the clubs success. Aerials Gymnastics aims to provide an environment that fosters good working relationships at all levels and offers flexible and supportive work practices.

Aerials Gymnastics is committed to providing employees with working conditions that comply with relevant legislation and which are comparable with industry standards. All Aerials Gymnastics staff work under the conditions set out by the Alberta Labour Board, and covers all standard working conditions such as salaries, superannuation, and leave entitlements. In the event of a conflict between the agreement and this manual, the agreement prevails.

This section outlines Aerials Gymnastics policies and procedures in relation to:

- **Aerials Gymnastics Statement of Professional Ethics and Code of Conduct**
- **A Fair and Equitable Workplace**
- **Flexible and Supportive Work Practices**
 - **Working from Home**
 - **Flexible Leave/Working Arrangements**
- **Managing Leave**
- **Occupational Health and Safety**
 - **Return-To-Work Policy**
- **Recruitment and Selection**
 - **Recruitment Process**
 - **Casual Staff**
 - **Contractors**
 - **Higher Duties**
 - **Orientation Procedures**
- **Professional Development and Performance**
 - **Performance Appraisal**
 - **Performance Counselling**
 - **Professional Development**
- **Grievance Procedure**
- **Disciplinary Procedure**
- **Staff Meetings**
- **Work-Related Travel**
- **Volunteers**

3.1 Aerials Gymnastics Statement of Professional Ethics and Code of Conduct

Purpose

Aerials Gymnastics is committed to working on behalf of all people in the community. The purpose of this policy is to apply a code of professional ethics to the workplace, which is consistent with the mission, values, and objectives of Aerials Gymnastics.

3.1.1 Dealing with people

When dealing with the internal and external clients, employees are respectful, honest and courteous. They give accurate information and prompt attention, and observe fairness and equity in their dealings with others.

3.1.2 Job Standards

All employees are required to adhere to the following standards:

- Employees endeavour to comply with relevant job standards, paying appropriate attention to quality and detail.
- They satisfactorily meet the requirements of the position, and follow instructions that are reasonable and lawful, and within their capability and training.
- Employees are encouraged to report suspected corrupt or fraudulent practices of others and will be protected.
- Employees endeavor to minimize adverse environmental effects of their actions.
- Employees observe the relevant provisions for conditions of employment and safety.
- Create a co-operative, equitable and effective workplace.

3.1.3 Behaviour on the job

All employees are required to demonstrate the following behaviours:

- Employees only claim to have those skills that they can demonstrate
- Employees perform their duties unaffected by the consumption of alcohol or the use of other drugs
- Alcohol and drug use are not permitted at any time while working in any capacity
- Employees recognize Aerials Gymnastics' Smoke Free Workplace Policy
- Employees work towards eliminating discrimination and harassment from the workplace
- Employees respect diversity in the workplace
- Employees do not use their position to exert inappropriate influence over others

3.1.4 Commitment to the Work of the Organization

- Staff members share a commitment to the values and objectives of Aerials Gymnastics.
- Staff members work within priorities identified by Spruce Grove Aerials Board and management
- Staff members actively participate in Aerials Gymnastics planning and consultative processes where appropriate and contribute to the development of the organization and the community sector.
- Staff members use the line management structure and Supervisors welcome constructive feedback and criticism.

3.1.5 Teamwork

- Employees work together towards agreed work objectives and community goals, and communicate regularly with one another about progress. They are encouraged to look for ways to improve work methods and to solve workplace and community problems
- Employees are encouraged to give support and guidance to each other, ensure appropriate training and development and recognize each other's results and achievements

3.1.6 Use of Resources

- Employees ensure they have the necessary delegation to authorize expenditure.
- Employees only use Aerials Gymnastics' materials, facilities, funds, people and equipment for authorized purposes and take responsible steps to prevent misuse by others
- Employees conserve and efficiently use resources through recycling, energy saving and waste minimization

3.1.7 Information

- Employees are aware of Aerials Gymnastics policy regarding privacy and confidentiality, and observe this policy and related procedures when disclosing sensitive or confidential information. They provide access to information when required by law or to assist other employees in their duties.
- Employees do not misuse information obtained at work either for financial reward or gain, or for taking advantage of another person
- Employees are aware of Aerials Gymnastics policies regarding information management and follow Aerials Gymnastics practices in the collection, storage and disposal of files and other records.

3.1.8 Attendance

- Employees attend work at times agreed with supervisors, notify supervisors and other stakeholders of their absences, report and account for all leave taken, record attendance and obtain approval before changing their work times.

3.1.9 Conflict of Interest

Staff members may occasionally encounter conflicts of interest when participating in Aerials Gymnastics decision-making processes, as other professional or personal roles intersect. Potential areas where a conflict of interest may arise include:

- Recruitment of staff or contractors
- Proposing to undertake projects or enter into partnerships with other agencies
- Representing Aerials Gymnastics in other forums.

In general, a conflict of interest can be said to arise if:

- It is likely that the performance of a person's duties as an Aerials Gymnastics staff member could be prejudicially influenced by that person's private or personal interest, or that a reasonable person would believe that the person could be so influenced.

Aerials Gymnastics expects that staff members will be mindful of potential conflicts of interest, and declare a conflict of interest before it arises. Appropriate action can then be taken in consultation with supervisor and management. For instance, a staff member may need to withdraw from a particular selection panel or committee where their participation presents a conflict of interest.

Aerials Gymnastics encourages and supports staff members becoming involved in community activities and volunteer work in their personal lives. However, it is possible that staff members may undertake volunteer or professional roles outside Aerials Gymnastics that give rise to a conflict of interest, or a perception of conflict (e.g. staff undertaking consultancy work for member organizations or government agencies).

As a result Aerials Gymnastics expects that all staff members declare their involvement in external activities related to the work of Aerials Gymnastics when they are employed, and discuss and plan with their supervisor how any potential conflicts of interest can be managed. Staff members taking on other (new) work outside Aerials Gymnastics need to inform their supervisor.

3.1.10 Personal use of Aerials Gymnastics resources

Staff members and volunteers are generally permitted to use Aerials Gymnastics equipment for personal use provided that this does not impact negatively on their work, or on Aerials Gymnastics resources. Staff members can use Aerials Gymnastics phones, fax machines, or computers for personal use within reasonable limits. Where team members or the Executive Director feel that a staff member's personal use of Aerials Gymnastics resources is unreasonable, they should attempt to negotiate a solution with the person concerned.

Staff members are asked to pay if they are using the photocopier for large documents (over 50 pages). Payment can be made at Reception, and the standard rate charged to tenants of the building applies. Staff members are asked to attach stamps to personal correspondence. Stamps are provided for sale to staff members at Reception.

Staff members are permitted to use Aerials Gymnastics computers for personal use within reasonable limits. Staff are asked not to post attachments to their email accounts at work, or bring in USB drives which have been used elsewhere, as this presents a virus risk to the Aerials Gymnastics network. Aerials Gymnastics staff that is doing computer-based work from home must have adequate virus protection software installed on their computers at home. Using the internet for personal use is acceptable within reasonable limits; however, using Aerials Gymnastics computers to access pornographic or gambling-related material is not permitted.

3.2 Fair and Equitable Workplace – Equal Employment Opportunity

Purpose

The purpose of this policy is to outline the responsibilities both Aerials Gymnastics and its staff have to promoting a fair and equitable work environment.

Aerials Gymnastics is bound by relevant anti-discrimination legislation.

It is the responsibility of all staff to treat their colleagues and members of the public fairly without discrimination.

The Supervisor's and Management are responsible for implementing and supporting this policy.

3.2.1 Equal Employment Opportunity (EEO)

Equal Employment Opportunity (EEO) is the right of all individuals to be fairly considered for and position within an organization for which they have the necessary skills and qualities, and to be treated fairly within their employment.

EEO principles apply, but are not limited, to the following:

- recruitment
- selection
- promotion/transfers
- working hours
- discipline
- compensation
- benefits
- training, and
- provision of goods, services and facilities.

Specific Grounds for Discrimination in Employment

Consistent with Equal Opportunity, Aerials Gymnastics treats all employees fairly and equitably in all matters such as:

- race
- gender
- marital status
- pregnancy
- family responsibilities
- breast feeding
- nationality and national origin
- disabilities
- HIV/AIDS status
- political or religious conviction
- age
- sexual preference
- transgender status
- trade union activity
- victimization

It is Aerials Gymnastics policy to ensure that we put the most capable person in the job, regardless of physical attributes, personal circumstances or any other irrelevant features.

3.2.2. Anti-Discrimination

Aerials Gymnastics aims to create and maintain an environment that values diversity, respects human dignity, is equitable and tolerant, and in which all staff and visitors are free from all forms of discrimination, harassment or victimization.

Definition

Discrimination is any unfair treatment, generally where one person is treated differently from another in the same situation. Discrimination may also include:

- Harassment, which is any form of behavior that is not wanted, not asked for, and that humiliates someone (puts them down), offends them or intimidates them (makes them afraid).
- Maliciousness, which is defined as any public act that is likely to incite (stir up) hatred, serious contempt or severe ridicule for a person or a group of people.
- Victimization occurs when someone is treated unfairly because they have made a complaint about discrimination, or helped someone else make one.

Any employees who believe that they are subject to any form of discrimination or who are aware of the incidence of such behaviors should follow the grievance procedures set out below. An employee is also entitled to seek recourse to external bodies.

3.3 Flexible and Supportive Work

Practices Policy

Aerials Gymnastics is committed to providing flexible and supportive working arrangements to enable staff to best balance work with personal and family commitments.

Aerials Gymnastics recognizes that staff performance can be enhanced by being supportive and responsive to staff needs.

Aerials Gymnastics believes that flexible work practices encourage and support a diverse, skilled and motivated workforce.

3.3.1 What are they?

A supportive workplace is one where employees feel they are supported in meeting both their work commitments as well as their personal and/or family responsibilities.

Flexible work options are employment practices that aim to achieve the best possible match between the interests of the organization and those of an individual staff member. The availability of a variety of work arrangements can provide flexibility for both employees and the agency.

3.4 Managing Leave

All staff is required to complete timesheets. These are forwarded to the Executive Director on the Tuesday before payroll on a bi-weekly basis.

3.5 Occupational Health and Safety (OHS)

Aerials Gymnastics commitment to a healthy and safe workplace

Aerials Gymnastics commits itself to providing a healthy and safe work and service delivery environment to its board members, paid staff, volunteers, contractors, customers and visitors. Aerials Gymnastics will make resources available to comply with relevant Acts and Regulations associated with occupational health and safety and to ensure that the company's workplaces are safe and without risk to health.

3.5.2 The Role of the Board

Promoting and maintaining occupational health and safety is primarily the responsibility of the company's Board. The Board has delegated this responsibility to its Staffing and Work Practices Committee. It is the responsibility of the Staffing and Work Practices Committee to establish and implement systems that provide for the health and safety of all persons in the organization, to ensure that these OHS policy and safety procedures are effectively implemented, and to support the Executive Director, Administration, workers and volunteers and hold them accountable for their specific responsibilities.

3.5.3 The Role of Management

The Executive Director and Administration will have primary responsibility for implementation of OHS policy and take all practical measures to ensure that:

- the Aerials Gymnastics workplace is safe and without risks to health;
- the behaviour of all persons in the organization is safe and without risk to health;
- if s/he does not have the necessary authority to fix a problem, s/he will report the matter promptly, with any recommendations for remedial action, to the Executive Director, Staffing and Work Practices Committee and where necessary to the owner of the premises.

In implementing these responsibilities the Executive Director/Administration will:

- disseminate information about OHS throughout the organization;
- encourage regular discussion about OHS issues at staff meetings;
- maintain a log of accidents and incidents and use this information to help identify risk throughout the organization;
- conduct regular inspection of health and safety risks throughout the organization

3.5.4 The Role of Employees and Volunteers

All workers and volunteers are required to follow Aerials Gymnastics OHS policy and safety procedures to ensure their health and safety and the health and safety of others in the organization. They will:

- report observed safety hazards to a Supervisor;
- participate in consultation and training about OHS;
- Observe and promote safe working practices in their own work practices.

3.5.5 Recording Injuries

Aerials Gymnastics will keep a *Log Of Injuries*. Staff members are requested to record all accidents and incidents that occur to staff and visitors while on the premises, and any off site accidents and incidents involving staff and volunteers. All incidents should be reported within 24 hours of occurrence.

3.6 Return-to-Work Policy

Aerials Gymnastics is committed to the return to work of injured workers.

- We will seek to prevent injury and illness by providing a safe and healthy working environment.
- We will ensure that injury management activities commence as soon as possible after a worker is injured and that every effort is made to provide suitable and meaningful duties consistent with the nature of the injury/illness, and after seeking appropriate medical judgment.

- We will provide an injured worker with support to minimize the effects of the injury and to ensure that an early return to work is a normal practice and expectation.
- We will provide suitable duties/employment for an injured worker as soon as is safely possible, as an integral part of injury management.
- We will consult with our workers and the Worker's Compensation Board to ensure that this return-to-work policy operates effectively.
- We will ensure that participation in a return-to-work program will not, of itself, prejudice an injured worker.

Procedures for Action When Injury Occurs

- It is the worker's responsibility to notify a Supervisor, or Executive Director, of any injury and to complete an accident report as soon as possible.
- Once an injury is notified the company will ensure that the injured person receives appropriate first aid and/or medical treatment as soon as possible and will conduct an investigation of the accident in order to prevent a recurrence.
- For a 'significant injury', as defined in the Act, we will also complete a Worker's Compensation *Accident Report Form* and send it to the nearest office.

Follow-Up After Injury

Employees are not permitted to return to work until they have medical clearance. At this point, management and the injured worker will cooperate with the workers compensation insurance company in developing and complying with an injury management plan for that injured worker.

Finding Suitable Duties

When the injured worker is, according to medical judgment, capable of returning to work, an individual return-to-work program will be developed offering suitable duties.

Management will consult with the injured worker, the workers compensation insurance company and the treating doctor to develop a written return-to-work program.

Appropriate assistance will be given to workers from a non-English speaking background and to those permanently unable to return to pre-injury duties.

Consultation

Ongoing consultation about the company's return-to-work policy will take place in staff meetings and through the Worker's Compensation Board. Workers will be informed of their rights and responsibilities at this time, at point of orientation, and again following any injury.

Disputes

If there are disputes about suitable duties or the return-to-work process, management will work with the injured worker and the Worker's Compensation Board to try to resolve the disputes. Assistance might be sought from an injury management consultant.

3.7 Critical Incidents

Aerials Gymnastics aims to provide a workplace which is safe and without risks to health. However, it is not impossible that a critical incident may take place in the workplace.

A critical incident could include:

- death or serious injury to a staff member,
- violence in the workplace (e.g. assault),
- emergency evacuation of the workplace (e.g. a fire).

In the event of a critical incident, the Executive Director or Supervisors may need to:

- ensure the immediate safety of staff members,
- ensure the provision of first aid,
- call emergency services as necessary,
- contact the family of staff members affected,
- remove workers/volunteers from their duties,
- arrange a debriefing,
- respond to media queries,
- notify worker's compensation.
- organize a debriefing for staff members, if they wish to participate. It may be necessary to engage external professionals to conduct debriefing or follow-up counselling.

3.8 Recruitment and Selection

Purpose

The purpose of the Recruitment and Selection Policy is to ensure that Aerials Gymnastics fills the company's available positions with the best possible candidate in a timely and cost effective manner.

Recruitment and Selection

Aims The aims of the policy are to:

- Attract the best possible candidates for the available positions.
- Ensure all selections are based on merit.
- Facilitate the development of existing staff.
- Ensure that all legal selection requirements are met and actively practised.
- Provide the most cost effective way of recruiting and selecting staff.
- Plan strategically to meet future organizational requirements.

Policy Principles

All staff involved in recruitment and selection must adhere to the following:

- EEO Legislation,
- Anti-discrimination Legislation,
- Approved recruitment and selection policies and procedures,
- Confidentiality and sensitivity,
- Staff development.

Aerials Gymnastics Recruitment and Selection Policies & Practices

All-stages of the recruitment and selection process must be in accordance with Aerials Gymnastics approved policies, practices, award requirements and enterprise agreement.

Confidentiality and Sensitivity

During the recruitment and selection process discretion should be exercised to ensure that all applicants are treated with respect and sensitivity. All details disclosed in applications and during interviews are to remain confidential. Panel members should also be mindful of potential conflicts of interest and declare any such conflicts where appropriate. Access to information about staff members and applicants is restricted to those with a genuine need to know; access to electronic information is also restricted (see Section on *Personnel Files*).

3.8.1 Responsibilities

Generally either the Executive Director or a Supervisor will manage recruitment processes. This involves taking responsibility for all aspects of the process, including:

- Consulting the recruitment and selection policy,
- Managing all aspects of the process,
- Ensuring all recruitment and selection principles are followed,
- Gaining the necessary budget and recruitment approvals,
- The timely processing and distribution of paperwork, and,
- Liaising with all applicants regarding the progress of their applications.

3.8.2 Recruitment and Selection Process

The following summarizes the process the Executive Director must follow in recruiting and selecting staff

- Determine whether the vacancy needs to be filled;
- Establish or review the job description, person specification, salary and selection criteria;
- Obtain authority to recruit from the Executive Director;
- Determine the recruitment budget;
- Advertise the position (advertising depends on the nature of the position, but all permanent positions are advertised)
- Acknowledge and review all applications;
- Form and brief a selection panel;
- Discard applicants and create a short-list of applicants for interviewing;
- Carry out interviews;
- Check references;
- Write the selection report;
- Make a job offer;
- Communicate with unsuccessful applicants;
- Develop and carry out orientation process.

Holding Resumes and Applications

All applicant's resumes and applications are held securely for a minimum period of 3 months from date of appointment.

3.8.3 Recruitment of Casual Staff

Aerials Gymnastics may occasionally seek to recruit casual staff, usually as backfill if other staff members are on leave, or to handle excess work. The recruitment of temporary and casual staff does not necessitate a formal selection process unless the temporary position is for a period longer than three months.

3.8.4 Engaging Contractors

From time to time Aerials Gymnastics will seek to contract out work, rather than employing a new staff member. This may provide advantages to Aerials Gymnastics if a project is time-limited or requires specialist skills. Factors taken into account when deciding to contract out work include:

- impact on Aerials Gymnastics resources on-site
- availability of skills required to complete the project
- value for money.

When seeking to contract out work, the Executive Director seeks expressions of interest from appropriate contractors, usually through a selective invitation process. Prospective contractors are given a brief and asked to provide a project plan, budget, and evidence of relevant skills/resources needed to undertake the project.

3.8.5 Higher Duties

From time to time Aerials Gymnastics may ask staff to perform higher duties, usually while another staff member is on leave or a recruitment process is being undertaken. This provides a useful development opportunity for staff members, as well as ensuring continuity in positions. It is at the discretion of the Executive Director to determine whether it is appropriate to temporarily fill a position by offering an employee the opportunity to undertake higher duties.

3.8.6 Orientation Procedures

Prior to commencing work with Aerials Gymnastics, all staff members are given a letter confirming the offer of employment, and a copy of the Aerials Gymnastics employee handbook agreement. New employees are asked to sign the letter of offer. Copies of these documents are then placed on file. New staff members are subject to a probationary period of six months, with a performance appraisal to be conducted at the end of that time (this requirement may not apply for short term projects).

On commencing work, each staff member will have an orientation session with his or her supervisor. It is the Supervisor's responsibility to organize this. An orientation checklist is available on the system to assist Supervisors in providing information to new staff. The checklist covers matters such as:

- introduction to the organization and other staff members,
- location of amenities and equipment,
- employment conditions,
- occupational health and safety procedures,
- Aerials Gymnastics Employee Handbook
- Aerials Gymnastics Policy and Procedure Manual.

A personal information form is to be completed and forwarded to Management.

3.9 Professional Development and Performance

3.9.1 Work Plans

Individual work plans are developed by each staff member in consultation with their supervisor. Work plans include major and ongoing areas of work, as well as agreed timeframes. Meetings concerning progress against work plans generally take place on an annual basis. Priorities for professional development and processes for reviewing the work plan should also be agreed.

3.9.2 Performance Appraisal: Staff Development and Performance Management Procedure

Aerials Gymnastics is committed to Staff Development and Performance Management that contributes to development of the individual and hence the organization. The performance management process should give staff the opportunity to assess their work performance, receive feedback, identify their development and training needs and establish achievable work goals.

The procedure has been developed to ensure fair and equitable management of staff. Therefore all staff in Aerials Gymnastics are entitled to an annual formal structured staff review process. The performance management process is based on a developmental model.

Principles

The Aerials Gymnastics Staff Development and Performance Management process is based on the following principles:

- Staff development reviews should not be used as a substitute or grievance procedure or as a mechanism for discipline. Separate policies and procedures exist for these matters.
- Proper staff development and performance reviews are part of the responsibilities of the organization to its staff.
- Reviews must involve active participation of the staff member (including self-evaluation and dialogue) in conjunction with their supervisor, and in the case of the Executive Director a Board representative.
- Everyone involved in the review process should have realistic expectations of the process.
- Staff development reviews are part of a continuous planning and review process, and do not replace regular reporting on work or supervision.
- As part of the organization's planning and review process, the staff development reviews link staff work plans to the Aerials Gymnastics Strategic Plan.
- The reviews provide staff with a means of expressing views about the organization, as well as providing feedback on their own performance.
- Preparatory steps are to include access and equity issues.
- Reviews are confidential and records will be kept on the staff member's personnel file.

Purpose of the Process

- To develop agreed realistic expectations in relation to the staff member's job description and work plan, against which assessment of performance can be made.
- To seek a common ground for ways to improve employee performance where needed.
- To discuss and document how the employee is performing from their point of view and from their supervisor's point of view.
- To identify strengths in skills and knowledge and consider if these can be better utilized.
- To provide a formal means by which achievements can be recognized.
- To identify any weaknesses or problems in performance from the point of view of the employee and their supervisor.
- To identify training needs and discuss other forms of support or on-the job development which is required.
- To reach agreement on any specific goals to be pursued in the period following the assessment.

Performance management cycle

Key elements of the process

- The first review will occur six months after appointment, then annually thereafter.
- Supervisors are to diarise Performance Management on an annual basis.
- Reviews are conducted at 12 month intervals (or such lesser period as agreed) and are usually undertaken by the person's supervisor (referred to here as the reviewer).
- A review meeting date is set at a mutually convenient time, held at an appropriate place and time, and set reasonably in advance.
- The staff member completes a Self-Appraisal form. A staff member may choose to include a peer review component in their assessment and, in this instance, the reviewer arranges for other assessment input to be gathered.
- The completed Self-Appraisal form (and, if applicable, the form completed by peers) are made available for the reviewer (and, if applicable, the employee) at least 2 days prior to the review meeting.
- The reviewer prepares their own assessment comments for the review meeting.
- The staff member and the reviewer meet to discuss development and performance. The discussion includes opportunities for both parties to clarify and explain their comments. The goal of such discussion is to reach agreement on performance strengths and areas for improvement, and on action for training or development needs and improvement of job satisfaction and performance as appropriate.
- Agreed actions to be included into relevant work plans (staff member or reviewer where applicable) to clarify responsibilities in follow up.
- A record is written at the meeting or immediately thereafter on the *Record of staff performance review* form by the staff member and the reviewer to reflect the agreed outcomes.
- The record is available for implementation of the agreed plans and for consideration of progress at the next review.
- The record is kept on a confidential personnel file with access limited to the staff member and reviewer, unless both agree to another person having access.
- A feedback session on progress against the agreed work objectives and strategies for development should be held at least once before the next review, this meeting is to be diarised by both supervisor and staff member.

Record of Staff Performance Review

(See attached forms at the back)

Name:

Position:

Supervisor/Reviewer:

Date of Discussion:

- This form shall be held in the staff member's file and access shall be limited to the employee and their supervisor unless otherwise approved by the staff member and the supervisor.
- Issues and action should be summarized as agreed during the review session.

1. Review of current Statement of Duties or main areas of work over last 12 months (*With Reference to Question One on the Self-Appraisal form*)

- Comments See statement of duties
2. Review of outcomes and follow up from last review (if applicable)
 - Comments
 3. Review of performance in each broad area of the job description and (where relevant) work plan.
 4. Areas of skills/strengths
 5. Areas for skills development or performance improvement
 6. Training and development priorities
 - Needs:
 - Strategies:
 7. Longer term objectives for skills development/performance improvement.
 8. Group dynamics and interpersonal relationships in the office
 9. Supervision issues, office procedures and processes
 10. Physical work environment
 11. Access and Equity Issues
 12. Job satisfaction
 13. Specific goals and action
 14. Any areas of disagreement that should be recorded
- Signature of staff member: _____ Date: _____
- Signature of reviewer: _____ Date: _____

Self-Appraisal Form

Name: _____

Position: _____

Date Commenced Employment: _____

Date of Appraisal: _____

1. Briefly describe your work at Aerials Gymnastics over the past 12 months
2. What aspects of the job do you like best or have provided you with the greatest satisfaction over the appraisal period?
3. What aspects of your job gave you difficulty over the appraisal period?
4. A) how did you address these difficulties?
b) How did the organization support you in addressing these issues?
5. Does your job description adequately reflect the duties that are or should be undertaken in your job?
6. Are there any issues in your current work plan which you think need addressing in this appraisal?
7. What do you consider to be the important skills and knowledge that your position requires?
a) Knowledge
b) Skills
8. Please comment briefly on the following aspects of your job situation
a) Quantity of work
b) Quality of work

- c) Supervision of you
 - d) Supervision by you (if relevant)
 - e) Level of responsibility
 - f) Assistance to you/ feedback to you
 - g) Group dynamics/interpersonal relationships in the organization
9. What professional development activities have you engaged in over the last 12 months?
 10. What professional development activities do you feel would be beneficial to you and your position over the next 12 months?
 11. Are there particular aspects of your situation/performance which you think ought to be addressed in this appraisal?
 12. In general terms what would you like to accomplish in the short to medium term with Aerials Gymnastics (next 6-12 months)
 13. Do you have any other specific suggestions as to how your workplace effectiveness could be improved?
 14. Keeping in mind the needs of the organization as a whole, do you have any suggestions for changes to the management/work environment/procedure, so that they better meet your needs?
 15. Other comments?

List of Definitions

- Diarising Performance Management

Supervisor to plan the performance appraisal ahead of time and in agreement with staff member.

- Disputes Procedures

Outlined in both Policy and Procedures manual and the Enterprise Agreement.

- Files: ownership and access

Reviews are confidential and records will be kept on the staff member's personnel file. HR files belong to the organization; refer to Policy and Procedure manual regarding access to HR files.

- Reviewer

The staff member's direct supervisor.

3.9.3 Staff Development and Training Policy and Process

Fundamental principle:

Aerials Gymnastics recognizes its responsibility to support and nurture learning and development of its staff team.

Key components:

Individual training needs analysis, planning and delivery is based on broader organizational goals.

The annual operational plan of Aerials Gymnastics contains performance measures that reflect and complement the Key Performance Indicators (KPI's) associated with each staff member's job description. The aim is that planning, performance measurement and staff development systems of Aerials Gymnastics cascade through organizational, team and individual work plans.

Individual assessment and delivery is developed in partnership between Management and staff.

Annual appraisal meetings provide a formal opportunity to identify training needs and discuss other forms of development support that are required. The annual appraisal provides an opportunity to assess progress against Key Performance Indicator's (KPI's) based on the staff member's job description.

These KPI's provide the triggers for assessing core training and development needs for each staff member. This will inform the training and development action plan that is written as part of the formal appraisal.

Quarterly supervision meetings provide a regular opportunity to review staff development and training needs and progress against the training and development action plan. These meetings also provide the opportunity to build training and development into workers individual work plans.

Group staff training and development assessment, planning and delivery is encouraged

Team and staff meetings provide a useful forum for identifying group learning and development needs. Aerials Gymnastics will work towards monthly group staff training sessions. The topics for group staff training sessions will be discussed at staff/team meetings and devised by supervisors and management.

Staff members who have taken part in training that may be of benefit to the whole staff team are encouraged to run training sessions for their colleagues. Similarly where a training session could be of added value for the team, in house training could be arranged subject to available resources.

Not all learning is training module based

Aerials Gymnastics recognizes that there are many ways to learn. Aerials Gymnastics considers conferences, seminars, training modules, work based learning, higher education, distance learning, participation in professional roundtables and support networks as being valuable tools of staff development.

Clear criteria are applied when deciding if resources will be allocated to individual learning and development opportunities

All learning opportunities need to be assessed against Aerials Gymnastics' limited resources. The key determinants in deciding if a learning opportunity will be resourced by Aerials Gymnastics include:

- How does the learning opportunity enhance the workers capacity to fulfil the Key Performance Indicators in their work plan?
- Does the learning opportunity extend the worker's current knowledge and skills base, what actions will come from participating?

- Does Aerials Gymnastics gain added value through the staff member's participation?
- What are the opportunities for the staff member to share knowledge gained with the rest of the organization, or with the sector?

- How will the worker taking this learning opportunity impact on other team members and the outputs of the organization? How is this balanced against the positive gains the learning opportunity offers the worker and the organization?
- What is the current balance between this workers take up of learning opportunities and other members of the team? Is there equity in the resource allocation?
- Are the providers reputable and do they adhere to health and safety, and access and equity principles?

Training Needs Assessment Model

Training needs are assessed in a variety of ways, principle amongst these are:

Appraisal interview based on KPI's and action plan

Key components:

- Assessment of current performance against KPI's
- Assessment of current skills level
- What are the learning needs that flow from that?
- What styles of learning suit you best?
- Are there access and equity issues we need to take on board in developing the action plan?

Review through quarterly supervision

meeting Focusing on key questions including:

- What are the current learning priorities?
- Are these reflected in the action plan?
- What are the priorities? If you can only focus on one, what is it?
- Are there any perceived obstacles to learning?
- Are there access and equity issues we need to take on board in developing the action plan?

3.9.4 Professional Development and Performance

Aerials Gymnastics believes that providing opportunities for staff members to increase their skills will improve job satisfaction and raise our professional standards. Aerials Gymnastics aims to support its staff in undertaking appropriate training, education, and development activities to enhance their knowledge and skills.

Aerials Gymnastics may support staff members by:

- approving study leave;
- providing opportunities for staff members to act in different or higher positions where possible;
- providing opportunities for staff members to share knowledge and skills, or arranging forums for external agencies or individuals to share expertise;
- providing staff members with opportunities to attend relevant training courses, workshops, or conferences.

Supervisors and staff discuss training needs and professional development goals as part of the performance appraisal process a detailed staff development plan is agreed and actioned. They can then plan the best way to meet these needs. Staff undertaking professional development activities need to seek approval from the relevant Supervisor.

3.10 Grievance

Procedures Purpose

The purpose of this procedure is to ensure that disputes and issues relating to functions of the work environment do not go unresolved and affect workplace productivity and relationships.

The procedures are designed to assist the parties prevent or settle any grievance, complaint or dispute at the workplace, without industrial action or stoppage of work, with a view to ensuring that services are maintained without interruption or detriment.

Whilst not seeking to preclude or affect the rights of any party to an industrial dispute from proceeding, the procedures in this document shall be followed for the settlement of workplace grievances.

3.10.1 What is a Workplace Grievance?

A workplace grievance may involve any act, omission, situation or decision, related to the work environment, that an individual believes is unfair, unlawful, unjust or discriminatory. It may also include acts of workplace harassment, bullying, and occupational violence.

3.10.2 Principles to be Followed During a Workplace Grievance

All complaints need to be handled promptly and with transparency. The following principles must be adhered to in the grievance resolution process:

- **Confidentiality**

No person should have access to information on the grievance, other than those directly involved or those handling the grievance.

- **Impartiality**

All parties must be given the opportunity to present information directly related to the grievance, and no decisions or judgements will be made until all information has been carefully and impartially considered by those responsible for resolving the grievance.

- **Compassion and respect**

All people handling the grievance must be sensitive to the needs of those directly involved, and also to others who may be indirectly affected by the grievance.

- **Prompt action**

All grievances must be dealt with promptly, and time limits should be formally agreed to at all stages of the process. Whilst each situation is individual Aerials Gymnastics aims to complete all steps within the grievance procedure within a 12 period.

- **Freedom from persecution or unjust repercussions**

No form of persecution, harassment or discrimination will be tolerated as a consequence of a person notifying a grievance, or as a consequence of the outcome of the grievance process.

3.10.3 Steps to Follow in the Grievance Process

The following steps should be followed if a person has a workplace grievance:

Step 1

Depending on the nature of the grievance, it may be appropriate for the aggrieved person to raise his/her concerns directly with the person causing the grievance, thereby giving that person the opportunity to resolve the issue.

Step 2

If it is not appropriate to directly approach the person responsible for the grievance, the aggrieved person should discuss his/her concerns directly with the immediate supervisor, unless the supervisor is the person against whom the complaint is being lodged. In this case, the concerns should be raised with the Executive Director, either formally or informally. The Executive Director or supervisor will then take action to resolve the grievance, which may include (with the aggrieved person's concurrence) talking to other members of staff.

Step 3

If Step 2 does not resolve the issue, a person may lodge a formal grievance. This must be in writing to the President of Aerials Gymnastics, in his/her capacity, or if the grievance is with the President, it should be in writing to the Vice President. The grievance notification should contain a full description of the incident or events relating to the grievance, including times, dates, person(s) involved, and actions taken in an attempt to remedy the situation. The grievance notification must be dated and signed by the person lodging the grievance.

3.10.4 Role of the Executive Director and Board in the Formal Grievance process

The following processes will be followed once the President of Aerials Gymnastics has been formally notified of a grievance:

1. The President will convene a meeting of the Board within seven days of receipt of the grievance notification. The President will advise all members that a grievance has been received and will be investigated by the Board. Where the grievance is with someone on the Board that person will be asked to temporarily step aside from the Committee while the complaint is under investigation.
2. The details of the grievance will only be available to the two members of this committee to ensure confidentiality. The committee will have the delegated authority to investigate the issues and report back to the Board within four weeks.
3. The President or Vice President of Aerials Gymnastics will notify the person lodging the formal grievance, in writing, of the timeframes and composition of the sub-committee. If there is any objection raised to the composition of the sub-committee, on the grounds of conflict of interest, these objections will be considered by the Board and, if justified, necessary changes made.
4. The sub-committee will interview the person lodging the grievance and may also interview other persons directly involved in the grievance. All persons interviewed will be given the opportunity of having a witness of their choosing throughout the interview process. The sub-committee will examine and consider all information necessary to bring about a fair and just resolution of the grievance.
5. Following the investigation process, the Board will report its findings and recommendations, after which the aggrieved person, and other person(s) directly affected by the grievance, will be notified, in writing, of the outcome of the investigation, within two days of the meeting. This notification will include detail of the strategies and actions taken to resolve the conflict.

6. Documentation relevant to the grievance will be placed on the staff members personnel file and treated with strict confidence: available to management and the staff member concerned. This documentation will be destroyed after a 7 year period.

7. The outcomes of a formal grievance process may include (but not be limited to):

- a verbal or written apology
- a change in policy or procedure
- changes in work practices
- training of staff
- counselling of staff

8. If a formal grievance remains unresolved, the committee may recommend external mediation. If this is not successful or not considered appropriate by the aggrieved person, Aerials Gymnastics may seek the assistance of a lawyer. *(However, it is preferable that reasonable endeavours be made to resolve the matter in accordance with these procedures before seeking the assistance of a lawyer.)*

3.11 Disciplinary Procedures

- Where the employer has concerns about the work performance or conduct of an employee, the employer will initiate counselling of the employee concerned to make them aware of the deficiencies in their performance and the standard of performance that the employer requires the employee to meet.
- At the commencement of counselling the employer will make the employee aware of the nature of the counselling meeting and the specific areas of concern.
- Such counselling may or may not be concluded by the employer giving the employee a verbal warning to improve performance or cease the conduct complained of.
- Where the employer believes that an employee's work performance or conduct requires it, or continuing work performance or conduct following steps outlined in 3.25.1 and 3.25.2 having been completed, has not improved, the employer may, counsel or further counsel as the case may be and will give a written warning outlining the employer's concerns and reasons for coming to that conclusion.
- Nothing in this procedure will restrict the employer's right to summarily dismiss an employee in circumstances that warrant summary dismissal.
- Nothing in this procedure will prevent the employer from repeating steps specified in paragraphs 31.1 or 31.2 where the particular circumstances require it.
- In relation to this procedure the employer will ensure that:
 - where the employee has been counselled or warned to improve work performance or conduct, a reasonable time will be given to enable the employee to comply; and
 - the employee is given an opportunity to respond to any concern or allegation made; and,
 - in a process where the employee is likely to be given a verbal or written warning, the employee is to be informed of their right to be accompanied by their Union or other personal representative.

3.12 Staff Meetings

Staff meetings provide an opportunity for staff to share information and discuss issues relevant to all staff. Meetings are held monthly and all staff are expected to attend as a matter of core duty. The agenda typically includes a report from the Executive Director, a report from the Board and sub-committees, and reports from policy, project and administrative team meetings. Guest speakers may also be invited for particular issues that concern staff. Chairing of meetings and minute taking are shared among staff on a rotating basis.

3.13 Work-Related Travel

Attendance at meetings and conferences outside of Spruce Grove is a necessary part of Aerials Gymnastics' work, particularly for supervisors and management. Staff are paid meal allowances and reimbursed for vehicle expenses incurred when using their own cars.

The Executive Director should approve travel outside of the Spruce Grove area in advance. They will determine the most cost effective method of travel. If a staff member chooses to use another method of travel (e.g. driving instead of flying), they can claim the travelling time which the trip would have accrued if the most cost effective method had been taken.

Staff members wishing to take leave in conjunction with work-related travel should claim the travelling time the trip would ordinarily involve, and take the rest as leave.

Staff members undertaking work related travel alone to regional, rural and interstate locations are required to check in with their supervisor on arrival and prior to departure from that location. Staff members travelling alone are required to check in with their Supervisor on arrival and on departure from the location.

3.14 Volunteers

Introduction

Aerials Gymnastics recognizes that volunteers make a valuable and vital contribution to the effective operation of community based services. Aerials Gymnastics also recognizes that when based on sound principles, volunteering benefits the volunteers, the company, its projects and the community which profits from these services. This policy is designed to meet the needs of Aerials Gymnastics and its volunteers and to ensure positive outcomes for both parties.

Recruitment

The recruitment of volunteers is at the discretion of the Executive Director or Supervisor's. Volunteers will not be used to replace paid workers in any service offered by Aerials Gymnastics. Aerials Gymnastics recruits volunteers for one-off tasks and for ongoing work, as well as offering placements to students on work experience.

Conduct

Volunteers are expected to conduct their duties in a cooperative and honest manner. Aerials Gymnastics expects volunteers:

- to be reliable
- to arrive on time
- to notify the supervisor if you are running late
- to respect confidentiality
- to represent the interest of the organization - not yourself

- to give feedback, communicating relevant important information
- to be accountable and accept evaluation
- to be committed to the program, where relevant
- to acknowledge decisions made by staff
- to undertake training and have a good understanding of the program, where relevant
- to address areas of conflict with the appropriate staff member
- to ask for support when it is needed.
- to operate within access and equity principles

Responsibilities of a Volunteer

When working for Aerials Gymnastics, volunteers are expected to:

- undertake voluntary work according to training, the policies and practices of Aerials Gymnastics,
- participate in the co-operative team effort to achieve the goals of the organization,
- fulfil the individual agreement with the organization in a reliable and dependable manner,
- be willing to accept direction from the supervisor,
- accept the privacy and dignity of staff, clients and fellow volunteers, and follow the organization guidelines for privacy, confidentiality and access and equity
- advise the supervisor as soon as possible with respect to any change in availability,
- maintain a positive, optimistic and non-judgemental attitude, and,
- undertake training, evaluation and participation in support groups as required.

Aerials Gymnastics responsibilities

Aerials Gymnastics recognizes its responsibilities toward volunteers, and undertakes to:

- Treat volunteers with respect as co-workers - not just free help,
- Provide the volunteer with information about the organization and its policy on volunteers,
- Provide the volunteer with work that is appropriate to their skills, abilities, availability and individual interests,
- Provide volunteers with the resources, information, training and support they need in order to do their work,
- Provide continuing education on the job as a follow up to initial training, providing information about new developments,
- Provide sound guidance and direction - from someone who is experienced and who has the time to invest in giving guidance,
- Provide the volunteer with opportunities to offer feedback and express concerns that arise during their work with Aerials Gymnastics,
- Provide the volunteer with adequate insurance cover,
- Ensure volunteers are aware of the boundaries/limits of the service,
- Provide financial reimbursement to volunteers for out-of-pocket expenses where appropriate.

Orientation and Training

Aerials Gymnastics will provide volunteers with work that is appropriate to their skills, abilities and availability. Aerials Gymnastics will ensure that volunteers receive appropriate training prior to commencing work with the organization.

All volunteers recruited to Aerials Gymnastics have a specific supervisor appointed to them. The supervisor acts as a primary point of contact between the volunteer and Aerials Gymnastics. The supervisor is responsible for:

- assessing the volunteer’s training needs and arranging training where necessary,
- providing information about the organization and its volunteer policy,
- providing orientation to the workplace,
- providing work that is appropriate to the volunteer’s skills, capabilities, availability and wherever possible to their personal interests,
- undertaking administrative tasks related to volunteering (e.g. liaising with volunteer agencies),
- providing feedback to the volunteer about their work and resolving any issues that arise.

Volunteer Agreement

Volunteers do not have the status of employees of Aerials Gymnastics. To facilitate effective accountability all volunteers assisting Aerials Gymnastics on an ongoing basis will have a written agreement with Aerials Gymnastics. This agreement will refer to the commitments that Aerials Gymnastics makes to the volunteer, and expectations that Aerials Gymnastics has of volunteers. The agreement will refer to an individual volunteer description.

Complaints Procedure

Volunteers who have a complaint or grievance should raise the matter with their immediate supervisor in the first instance. If this is not appropriate or not successful, the volunteer should approach the Executive Director.

Reimbursement of Out-of-Pocket Expenses

Aerials Gymnastics recognizes that volunteers incur expenses when providing a service. Reasonable expenses will be reimbursed by prior agreement with their supervisor. This means volunteers anticipating claiming such expenses should discuss the matter in advance.

Confidentiality

Aerials Gymnastics upholds the rights of volunteers to dignity, privacy and confidentiality of information regarding their background, health status and other personal information and will take steps to ensure that privacy is maintained under all reasonable circumstances.

All volunteers should be aware of and understand the Aerials Gymnastics policy on privacy and confidentiality.

Occupational Health and Safety

All volunteers are covered by the Alberta Gymnastics Federation insurance policy. All volunteers are covered by necessary personal accident insurance.

Section 4

Financial Management and Administration

4 Introduction

This section outlines Aerials Gymnastics procedures in relation to financial and administrative matters including:

- **Delegations**
- **Aerials Gymnastics Budget Management**
- Annual Audits
- Project Budgeting
- Records Management

- Petty Cash
- Cheques and EFT
- Credit Cards
- Bank Accounts
- Accounts
- Sitting fees
- Insurance
- Assets
- Payroll
- Personnel Files
- Correspondence
- Information Technology
- Library
- Meeting Rooms
- Equipment Hire
- Photocopiers
- Stationery
- Keys
- **Telephones**
- **Building Security, Cleaning and Maintenance**
- **Fire Safety**
- **First Aid**
- **Sub tenants**

4.1 Delegations

Delegations represent the different acts of authority designated or assigned to different Aerials Gymnastics board, management or staff positions and roles. There are two key types of delegation. The first are business activity delegations, which bestow authority to take or approve actions on behalf of the organization. Examples are having authority to approve all published materials or being the approved signatory for all official correspondence. The second are financial delegations such as the authority to approve expenditure up to certain limit.

4.2 Aerials Gymnastics Budget Management

The Executive Director prepares the overall budget for the organization for the calendar year. The Aerials Gymnastics financial year operates from July to June. Once prepared, the Executive Committee must approve the Budget. Financial reports are then prepared in relation to the Budget.

4.3 Annual Audits

As a non-profit company registered under the Corporations Act, Aerials Gymnastics is required to have an annual audit of its accounts. The bookkeeper is responsible for overseeing the annual Audit.

4.4 Project Budgeting

Budgeting for specific projects is undertaken separately. In most cases, the project manager will prepare a budget in consultation with the Executive Director. The Executive Director must approve the project budgets before it is included in a submission.

4.4.1 Project Acquittals

The Project Manager and Executive Director are responsible for acquitting project funds and where required, arranging an audit of project financial reports. The Executive Director is responsible for final approval prior to public declaration and/or submission to funding bodies. In some instances, the funding body may accept a copy of Aerials Gymnastics' annual audited financial reports, which includes an audit of all project activity in the Aerials Gymnastics financial year. Acquittals, along with audited financial reports, are then submitted to the relevant funding body. Use of any surplus funds is negotiated with the funding body. Equipment purchased for a project (e.g. computers) remains the property of Aerials Gymnastics unless the funding agreement states otherwise.

4.5 Records Management

In general, Aerials Gymnastics staff are responsible for maintaining files relevant to their own projects. Copies of key documents should be forwarded to the Executive Director for inclusion on the project file, stored in the Executive Director's office (a job number will be allocated at this time).

The documents kept in the central file include:

- the funding submission
- the funding agreement
- the project budget
- any correspondence with the funding agency
- copies of all reports and acquittals
- copies of any agreements with contractors involved in the project.

In order to ensure centralized record keeping, the Executive Director also maintains copies of:

- copies of statutory documents (e.g. the certificate of incorporation)
- copies of source documents such as insurance policies.

4.5.1 Archiving Files

Aerials Gymnastics does not maintain a centralized filing system for policy and project-related files. Policy staff are responsible for keeping files relevant to their own projects.

The Executive Director is responsible only for maintaining the central file(s) on each project as specified above. All financial records are kept for a minimum of 7 years.

On an annual basis, policy staff will discard documents from their filing cabinets. This ensures filing systems are current and unnecessary storage is reduced. Regular review of the files also assists in the transfer of relevant information in the event of staff turnover.

When discarding files, staff members should make a decision as to whether material should be:

- archived at Aerials Gymnastics; or,
- disposed of.

Copies of all Aerials Gymnastics publications are stored in the facility.

4.5.2 Disposal of Files

Policy and project officers are responsible for disposing of information and files as necessary to maintain their own records. Once no longer required, confidential documents are to be shredded. Generally this includes Board papers, financial information, and job applications. Any personal information about individuals that is acquired (e.g. while conducting research) should also be shredded. General information that is not considered sensitive can be placed in the paper recycling.

Any material which is more than ten years old is usually discarded in order to save storage space, except for Aerials Gymnastics publications which should be archived.

4.6 Cheques and Electronic Funds Transfers (EFT)

Two signatories are required for all cheques and electronic fund transfers. The Executive Director is responsible for ensuring that documentation accompanying a cheque is correct, and will seek approval from the Board for large or unusual items.

The bookkeeper maintains a register of cheques and electronic fund transfers issued by Aerials Gymnastics.

4.6.1 Cheque Signatories

Those authorized to sign cheques on behalf of Aerials Gymnastics are the:

- President, Treasurer and Executive Director

4.7 Bank Accounts

The Bookkeeper is responsible for ensuring that all bank accounts are reconciled on a regular basis.

4.8 Accounts

4.8.1 Accounts Receivable

Aerials Gymnastics sells a range of goods and services including:

- advertising on the televisions located in the lobby areas,
- hire of the meeting/dance rooms and equipment,
- memberships
- pro shop items.

Accounts receivable are managed by the bookkeeper and invoices are sent out monthly. In the case of invoices for advertisements, the Executive Director sends out invoices. Payments received are managed by the Executive Director, that is, processing payments and bank deposits. Documentation is maintained by the bookkeeper. Cheques and credit card are deposited separately.

4.8.2 Accounts Payable

Aerials Gymnastics is committed to promoting and maintaining positive business relations with its suppliers and accordingly, seeks to ensure payment within the agreed terms.

The Executive Director is responsible for ensuring all purchases have the necessary approval before processing purchases. Payments to creditors may be made either by cheque or credit card.

4.9 Insurance

Aerials Gymnastics maintains adequate insurance cover at all times. This includes:

- personal accident insurance for staff & volunteers;
- public liability insurance;
- building and contents insurance policies
- association liability (this includes Executive Directors liability and professional indemnity)

In addition, Aerials Gymnastics annually reviews its policies and is responsible for providing its insurer / broker with a detailed and accurate schedule of activities and inclusions to be covered. All insurance policies must be sighted by the Executive Director on an annual basis.

The Executive Director is responsible for ensuring all insurance policies are current and adequate documentation maintained.

4.10 Assets Register and Depreciation

The bookkeeper is responsible for maintaining the Assets Register and Depreciation Schedule. All assets must be listed on the Register with original purchase documentation – copy only to be kept with creditor’s documentation. Assets purchased for specific projects are entered on the Asset Register and depreciated as Aerials Gymnastics assets, however, the full cost of the purchase is charged to the project budget.

4.11 Payroll

Aerials Gymnastics payroll is run on a bi-weekly basis. If an employee is taking annual leave or flex leave, a leave request form must accompany the timesheet. The Executive Director is responsible for entering details onto the payroll system.

Payment of annual leave in advance is to be by mutual agreement. The Executive Director has authority to approve annual leave payments in advance. Should annual leave commence between the end of a pay period and prior to the next pay period, the Executive Director may give approval for advance payment.

4.12 Personnel Files

A personnel file is held for each staff member and volunteer. Information held on file includes contact details, a copy of the employee’s contract, and contact details in case of an emergency. The file shall also include all correspondence relating to job description changes, salary changes, leave entitlements such as long service leave, continuous service leave, unpaid and parental leave. This folder is confidential and is kept in a locked cabinet in the office of the Executive Director.

4.13 Correspondence

All incoming correspondence is directed to Aerials Gymnastics Mailing Address at Box 3381, Spruce Grove, T7X 3A7. The HR Officer is responsible for distributing incoming correspondence to relevant staff. Correspondence addressed to the President or the Board is passed to the Executive Director.

All incoming faxes are directed to the Aerials Gymnastics central fax number. The receptionist will distribute the faxes into staff or board in-trays.

4.14 Information Technology

All Aerials Gymnastics desktop computers are networked and have internet access. The Executive Director maintains the server in the first instance. Aerials Gymnastics also uses IT contractors when necessary. Servers are located in the Server Room.

Staff members are responsible for their own data storage on the system – that is, organizing their files and discarding disused files. The server backs up the shared drive daily. Current back-up is stored off-site.

The Executive Director has responsibility for liaising with technicians, and making decisions regarding IT issues.

Databases

All staff have access to the Aerials Gymnastics 'contacts' database, but editing access is limited to Administration and the Executive Director.

4.15 Meeting Rooms

Aerials Gymnastics has one meeting room available for hire to the public. This provides a valuable service to stakeholders as well as providing revenue for the upkeep of the building.

Rates for meeting room hire are determined by the Executive Director, and are competitive. Some equipment is available for hire from Aerials Gymnastics.

Bookings for the meeting rooms are managed through the receptionist. All bookings are recorded in a central meeting room book which is kept at the front desk.

4.16 Fobs

Fobs to all doors in the building are held by the Executive Director. All supervisors are issued with keys to Aerials Gymnastics offices and external East door.

Other tenants of the building are provided with keys to their own areas.

4.17 Telephones/Cell Phones

All calls to Aerials Gymnastics come to the main office number. The Executive Director and certain staff positions are not to be contacted after their regular shift is over, unless in the case of an emergency. Cell phones are only to be used in the gym for coaching.

4.18 Building Security

The Aerials Gymnastics premises are secured with a roll cage when not being used. The city of Spruce Grove monitors the building.

4.19 Cleaning

The City of Spruce Grove provides all cleaning services to the facility with the exception of the gymnasium, in which Aerials Gymnastics provides cleaning services.

4.20 Garbage

Garbage is collected from Aerials Gymnastics premises every evening.

4.21 Building Maintenance

The City of Spruce Grove has regular trades people who carry out maintenance as necessary. Liaising with City of Spruce Grove and/or trades people is the responsibility of the Executive Director.

4.22 Fire Safety

The Aerials Gymnastics building is well equipped with fire safety equipment. There are sprinklers installed all around the building as well as pull stations. Fire extinguishers are located around the building near pull stations.

Fire extinguishers are maintained and inspected every twelve months.

Evacuation plans are posted in common areas. Fire drills are conducted as necessary.

Aerials Gymnastics will elect a fire warden for their area. This will normally be the Executive Director, Supervisor or Administration.

4.23 First Aid

Aerials Gymnastics will elect a First Aid Officer position. Any member of staff elected to this role is required to be trained and qualified in First Aid at an appropriate level.

There are first aid kits in the Aerials Gymnastics premises: two kept in the gym and one in the playschool room. It is the responsibility of the First Aid Officer to ensure that first aids kits are maintained and ice is readily available in the freezer.