

## OpMan 92 – Human Resource Management

Approved: September 2018  
Effective: March 11, 2021

1. **RESPONSIBLE PARTY:** The Human Resource Committee shall be responsible for ensuring compliance with this policy.
2. **PURPOSE:** The purpose of this policy statement is to establish policy and procedures for managing human resource functions of the organization.
3. **AUTHORITY:** The Association is directed to maintain sound and responsible human resource policies and procedures.
4. **OPERATIONS:** The Bylaws (Article X, Section 10.01) state “The Executive Director shall have sole responsibility for all employees of the AOC...” Moreover, the Executive Director shall be responsible for aligning staffing needs with the strategic plans and operational requirements of the organization. In addition, the Executive Director will be responsible for leading his/her staff by:
  - A. Designing and implementing strategies that maximize employee potential and fosters high ethical standards in meeting the organization’s vision, mission, and goals.
  - B. Providing an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts.
  - C. Ensuring employee performance plans are aligned with the organization’s mission and goals. Providing employees’ timely constructive feedback when appropriate, and that employees a realistic appraisal against clearly defined and communicated performance standards.
  - D. Holds employees accountable for appropriate levels of performance and conduct.
  - E. Seeks and considers employee input.
  - F. Recruiting, retaining, and developing the talent needed to achieve a high quality, diverse workforce, with the skills needed to accomplish organizational performance objectives, while fostering workforce diversity, workplace inclusion, and equal employment policies and programs
5. **STAFFING PLAN:** The Executive Director working with the Human Resource Committee and Executive Committee shall annually prepare a staffing plan. The plan will result from a review of strategic workforce needs to identify appropriate skill set requirements. A multifaceted approach including a mix of full-time, part-time, 1099, temporary services, and consultants shall be used to maximize workforce efficiency. Key components of the staffing plan include:
  - A. **Organization Chart:** Prepare and maintain a comprehensive organization chart showing job titles and reporting structure(s) as well as indicating full-time, part-time, 1099, temporary services or consultant status.
  - B. **Job Descriptions:** Prepare and maintain job descriptions for all full-time and part-time employees, as well as temporary services and job objectives for 1099 positions. Job descriptions and objectives shall include a detailed listing of specific duties and responsibilities.

Any change(s) to the staffing plan (workforce makeup), with regard to adding and/or eliminating positions, shall be reviewed and approved by Human Resource Committee and Executive Committee. In addition, any staffing changes must be budget neutral unless approved by the Board of Directors.

6. **HIRING AND TERMINATION:** The Executive Director is responsible for hiring and termination of all employees and shall establish and maintain hiring and termination procedures, including offer letters, termination letters, exit interviews and record keeping. All terminations for cause must be reviewed and approved by the AOC Executive Committee.
7. **CONSULTANT CONTRACTS:** The Executive Director shall prepare, maintain and execute all consultant contracts. Consulting agreements at minimum shall include clauses that cover scope of work and level of effort, period of performance, fees and payment, key personnel and monthly activity reports, copyright and rights of inventions, proprietary information, warranties and representations, limitations and liabilities, assignment, governing law, renewal, termination, survival, and arbitration.
8. **BUDGETING:** The Executive Director shall prepare a workforce budget based on agreed staffing plan (Paragraph 5 above). The workforce budget shall be approved during the annual budget process.
  - A. **Employee Salary, Fringes and Benefits:** The budget shall include the total (loaded) cost for each employee.
    1. **Salaries** – Salaries are proposed by the Human Resource Committee and Executive Committee with input from the Executive Director. The Executive Director shall provide benchmark information on all full-time positions to ensure that proper compensation levels are maintained commensurate with other non-profit organizations.
    2. **Annual Increases and Bonuses** – The Executive Director shall propose any salary increase(s) once a year and/or bonuses based on:
      - a. Adjustments to attain benchmark parity (see above)
      - b. Cost of living index
      - c. Merit and longevity
      - d. AOC budget viability/constraints
    3. **Payroll Taxes** – The Executive Director shall ensure that all appropriate payroll taxes are calculated for each employee, including Social Security and Medicare (FICA), Federal Unemployment Taxes (FUTA) and State Unemployment Taxes (SUTA).
    4. **Fringes and Benefits** – The Human Resource Committee manages all fringe and benefit programs and monitors cost, including health insurance, vision insurance, life insurance and pension. The Executive Director shall establish program contracts and agreements consistent with guidelines provided by the Human Resource Committee.
  - B. **Consultant Cost(s):** Annual contract costs are provided by:
    1. **Consultants Directed by Staff** – The Human Resource Committee and Executive Director shall propose contract costs for any consultants or 1099's and temporary service workers which report directly to staff (for example, an "Exhibits Manager" that reports to a staff Director).
    2. **Consultants Servicing Committee Work** – Committee Chairs working with the Executive Director shall provide contract costs for consultants that support various committee objectives (for example, an advocacy consultant that supports the Government & Industry Relations

Committee). With regard to day-to-day operations, all such consultants directly report to the Executive Director (contract requirement).

9. **PERFORMANCE REVIEWS:** The Human Resources Committee working with the Executive Director shall establish annual review policies and procedures.

**A. Annual Reviews**

1. **Staff** - The Executive Director shall annually perform staff reviews in July (see Employee Handbook - Performance Evaluations). The review shall cover for each employee:
  - a. Summary of Duties
  - b. Review of Performance - Strengths, Areas of Improvement, and Recommended Course of Action for Improving Performance
  - c. Performance Goals / Operations Objectives for Next Reporting Period
  - d. Overall Summary of Performance Rating using Likert scale: (1) - Unsatisfactory (2) - Satisfactory (3) - Outstanding

A record of staff reviews shall be kept by the Executive Director in employee files in compliance with annual audit requirements. All staff performance reviews are confidential.

2. **Consultants** - The Executive Director shall annually perform consultant reviews in July. The review shall cover:
  - a. Summary of Period Accomplishments - An overall assessment of how the work has gone in comparison to scope and objectives. Identify technical and managerial goals that have been met and those where additional effort may be required (deliverables, timeliness of delivery, quality of the work, etc.). Also, identify any resource shortfalls which may have impacted performance.
  - b. Review Performance Goals for Upcoming Year - Using plan developed by appropriate oversight committee, focus on desired outcomes as well as work processes and necessary resources.
  - c. Overall Summary of Performance Rating using Likert scale: (1) - Unsatisfactory (2) - Satisfactory (3) - Outstanding

A record of consultant reviews shall be kept by the Executive Directors in each consultant's contract file. All consultant performance reviews are confidential.

3. **Professional Development** - The Executive Director shall be responsible for employees acquiring required competencies for successful work performance through professional development courses, on-the-job training, and mentoring. An action plan for each employee shall be made part of the annual performance reviews (see above). Any monies desired for staff professional development shall be requested during the preparation of the annual budget.

10. **ANNUAL HR AUDIT:** The Human Resources Committee shall annually perform an internal audit. The HR audit is the process of examining intensely and objectively the organization's HR policies, procedures, documentation, systems, practices and strategies to protect the organization from litigation, establish best practices, and identify opportunities for improvement. An objective review of the employer's "current state" can help evaluate whether specific practice areas are adequate, legal, and effective. The HR Chairman will report to the Board the outcome and findings of this annual audit.

**11. EMPLOYEE HANDBOOK** The Human Resource Committee working with the Executive Director shall establish and maintain an “Employee Handbook.” The handbook shall be reviewed annually for changes in federal and state labor laws.

**12. BUSINESS CONTINUITY AND RECOVERY PLAN:** The Human Resources Committee working with the Executive Director shall establish a Business Continuity and Recovery Plan. The plan shall be reviewed annually for updates to critical assets and key vendors.

**A.** The plan shall cover:

1. Critical Assets
2. Key Vendors with contact information
3. Communication
4. Technology Security
5. Staff Emergency Contact List and Responsibilities
6. Board of Director Contact List