



# Policy Manual

Updated September 2023

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Alberta Association of Recreation Facility Personnel (to be addressed as RFP from this point onward) worked to establish this policy document for consistency within the organization through Board Governance and Hierarchy, along with ongoing respect within the operation of the Board of Directors.

Policies were consolidated to one document, September 2022, all past versions of these policies will be held by the RFP office.

Policies are to be reviewed every three years.

# I. Organization

## a. Governance Plan

**Purpose:** This governance plan is to guide the RFP Board of Directors and Office Staff regarding activities within the organization.

**Policy statement:** To provide good governance for the Association, we will adhere to the following Governance Plan:

<b>AARFP GOVERNANCE PLAN</b>		
<b>Executive Director</b>	<b>Board</b>	<b>Shared</b>
<ul style="list-style-type: none"> <li>- Prepares budget and presents to Treasurer</li> <li>- Presents to Board</li> <li>- Personnel Policies</li> <li>- Manage all day to day operations</li> <li>- Apply for grants</li> <li>- Staff guidelines</li> <li>- Assign work to staff</li> <li>- All other Staffing related items</li> </ul>	<ul style="list-style-type: none"> <li>- Executive Director Hiring</li> <li>- Policy</li> <li>- Defines Mission, Vision, Values</li> <li>- Association Bylaw's</li> <li>- Set the Agenda of all Board Meetings (President)</li> <li>- Executive Director Performance Review</li> <li>- Orientation of Board of Directors</li> <li>- Enforcement of bylaw and procedures</li> <li>- Approve Budget</li> </ul>	<ul style="list-style-type: none"> <li>- Accountability</li> <li>- Financial control</li> <li>- Media</li> <li>- Plan the AGM</li> <li>- Donor development</li> <li>- Recruit Board Members</li> <li>- Advocate with Government</li> <li>- Programs &amp; Services</li> <li>- Manage investments</li> <li>- Communicate with Auditors</li> <li>- Monitor expense/revenue</li> <li>- Settle complaints</li> <li>- Sit on outside committees</li> <li>- Seek expertise</li> <li>- Strategic Planning</li> <li>- Legal</li> <li>- Organize fundraising</li> <li>- Volunteer Management</li> </ul>

## b. RFP Code of Ethics

**Purpose:** To ensure the members reflect sound judgements for the reputation of the organization.

**Policy Statement:**

Members shall conduct themselves in a manner consistent with the following.

1. Act ethically and morally maintain high ideals and integrity in all relationships.
2. Promote the Mission, Vision, Values and Goals of the Association.
3. Follow the Association's by-laws and laws of the land, interact with fellow members and invite prospective members.
4. Refrain from any activity that may disgrace or may conflict with the Association or employer.

In all these ways transmit this Association, not lessen, but lift it to greater heights.

## c. Organizational Structure

**Purpose:** To ensure that the hierarchy of authority is established and maintained within a non-profit board structure.

**Policy Statement:** To classify Office/Boards/Committees of RFP and establish related guiding principles.

**Office:**

1. The Executive Director (see **Appendix A** for job description) is responsible for administering the Personnel Policies of the Association as they relate to the employees of the Association.
2. The Executive Director is the immediate Supervisor of the employees of the Association.
3. The President is responsible for administering the Personnel Policies of the Association as they relate to the Executive Director.
4. The President is the immediate Supervisor for the Executive Director.

**Board:**

1. The RFP President is responsible for the Board of Directors
2. Assigned committees (**Appendix B** for Committee Terms of Reference)

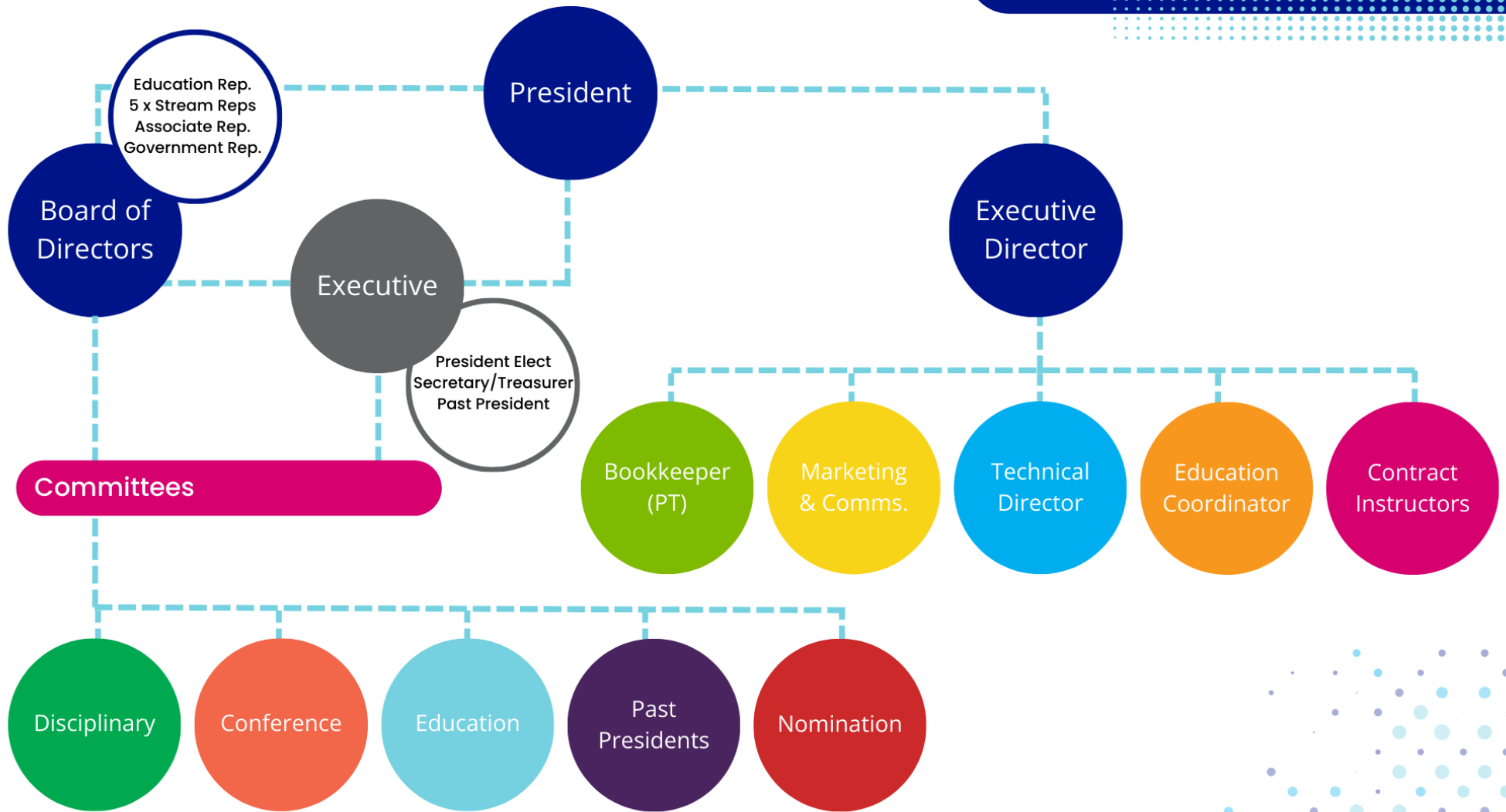
**The President and Executive Director are Ex-Officio on all RFP Committees.**

- a. Past Presidents
  - i. Work closely with the immediate past president
  - ii. Help with determining top mark awards in the case of ties within the course structure.
  - iii. May attend the past president's breakfast at conference, to receive knowledge of the ongoings of the organization.
- b. Cadre
  - i. Works closely with the Executive Director, Education Representative, Education Coordinator, and Technical Director.
  - ii. Attend meeting designated for members of the cadre.
  - iii. Maintain current knowledge for courses they are teaching.
- c. Executive Committee (formerly known as the Personnel Committee)
  - i. Responsible for Executive Directors compensations and or discipline issues.
  - ii. Committee consisting of Past President, President, President Elect and Secretary/Treasurer.
  - iii. Governance
- d. Education Committee
  - i. Consists of Executive Director, Education Representative, Stream Representatives, Education Coordinator, 2 X Cadre Representatives, and Technical Director.
  - ii. Responsible for course updates and new course development with their streams
- e. Nomination Committee
  - i. Led by Past President and 2 additional RFP Board Members.
  - ii. Responsible for the recruitment and vetting of board members and making recommendations to the board.
  - iii. Making sure nominated persons understand the full responsibility of the position they would be nominated for.
- f. Conference Committee
  - i. Responsible for development and implementation of the annual conference



- ii. All members of the RFP Board of Directors, and staff, along with potential opportunities for community members.
- g. Disciplinary Committee
  - i. Will consist of President, President Elect and 3 members of the board.
  - ii. Will make every effort to maintain integrity to the stakeholders, members, and RFP Board of Directors
- h. Hiring Committee
  - i. President will lead the hiring of the Executive Director
  - ii. All board members will be involved with some aspects of the hiring of the Executive Director

# Organizational Chart



## Membership Types

- < Individual
- < Associate
- < Friends of RFP
- < Facility
- < Life Members



## II. Personnel Policy

**Purpose:** To establish clear guidelines relevant to the regular hours of work with the organization for RFP staff in reflection of Alberta Labor Standards.

**Reason:** RFP is responsible for maintaining clear guidelines to follow for the RFP office personnel to maintain a viable structure.

Personnel Policies will be maintained by the Executive Director.

### a. Regular Hours of Work

1. The Executive Director is responsible for managing employee hours of work.
2. The President is responsible for managing hours of work of the Executive Director.
3. Hours of operation for the AARFP office will be from 8:00 a.m. to 4:30 p.m. Monday through Friday, excluding statutory holidays, every week of the year. Under the direction of the Executive Director, staff schedules shall be managed so all normal channels of contact (walk-in, telephone, fax, e-mail) are maintained during the hours of operation.
4. The President shall be informed when the office is closed for business during hours of operation.
5. A normal work week for employees will be 40 hours. Any modifications to the forty-hour (40) work week will be pro-rated/adjusted accordingly to meet the terms as outlined within the Personnel Policy.
6. Lunch break is 30 minutes unpaid and may be paired with paid break(s).

### b. Statutory Holidays

1. Employees of the Association shall have the following days off as statutory holidays:
  - New Year's Day
  - Alberta Family Day
  - Good Friday
  - Victoria Day
  - Canada Day
  - Heritage Day
  - Labour Day
  - Truth and Conciliation Reconciliation: **Appendix C**
  - Thanksgiving Day
  - Remembrance Day

- Christmas Day
  - Boxing Day
  - Any other day designated, by regulation, as a general holiday by the Lieutenant Governor in Council.
  - Any other day designated as a general holiday under an agreement between an employer and employees, or otherwise designated as a general holiday by the Association.
2. Employees will receive normal pay for statutory days off.
  3. Full time employees receive 2 floater days for personal use with the direction of the Executive Director.
  4. Statutory holidays that fall on a normal day off shall be taken on the next workday following the statutory holiday wherever possible, or a mutually agreed upon date not beyond two (2) weeks of the statutory holiday.

### c. Vacation

1. As per Alberta Employment Standards Code, employers must give vacation time and employees must take the vacation to which they are entitled.
2. Employees who have completed their probation period earn vacation entitlements on an accrual factor per pay period.
3. Vacation accrual calculation shall be determined by years of service based on the employee anniversary date of the employee.
4. Vacation will be accrued based on 40 hours per week. Any scheduled work hours less than 40 hours will be pro-rated appropriately. Vacation accruals are based on the following:

*First & second year of employment → 80 hours of vacation per year*

*Third to sixth year of employment → 120 hours of vacation per year*

*Seventh to thirteenth year of employment → 160 hours of vacation per year*

*Fourteenth year of employment or more → 200 hours of vacation per year*

5. Requests for vacation for the calendar year shall be submitted to the Executive Director
6. Vacation requests may be denied at specific times due to operational needs.
7. The approved vacation plan shall be posted for easy reference to the employees.
8. Vacation plans may be changed with the prior approval of the Executive Director. The Executive Director's vacation plans may be changed with the prior approval of the President.

9. Every effort must be made to take allotted vacation time each year. Vacation must be used before the end of the calendar year vacation days may only be carried forward into the next year, in special circumstances, with written request from the employee and approval from the Executive Director to a maximum of the equivalent of 40 hours of vacation. Any vacation carried over must be taken by no later than the end of the second quarter in the next year (June 30).
10. Only if exceptional circumstances arise, should it not be possible to take allotted vacation, any vacation days remaining at the end of the second quarter of the next year will be paid out at the employee's regular rate of pay on the next pay cheque issued on July 15.
11. Employees who leave the employ of the Association for any reason will have their accrued vacation time paid out after the last day worked.

**d. Overtime and Time in Lieu**

1. The employee's Supervisor MUST approve all overtime and time in lieu in advance.
2. Hours worked outside the normal work week (beyond 40 hours) are considered overtime and recorded as time in lieu.
3. Employees may carry up to but not exceed forty (40) hours of time in lieu.
4. Employees may take time in lieu as time off from work. Time off from work must be pre-approved by the Executive Director and may only be taken if it does not interfere with the operation of the Association.
5. Time in lieu shall be reconciled to zero (0) hours by the end of the fiscal year. This may be done by taking the time off or by being paid at the regular rate of pay for the hours of time in lieu accumulated.
6. The maximum amount of time in lieu paid out shall be forty (40) hours.
7. Time in lieu shall accumulate at one and one half (1½) times the hours over the normal 40-hour work week. For example, if an employee works one hour of overtime their time in lieu shall be recorded as one and one half (1½) hours.
8. The Executive Director shall keep records of time in lieu accumulation of all employees and provide the President with a report on the accumulation every three (3) months.
9. Employees who leave the employ of the Association for any reason will have their accrued lieu time paid out after the last day worked.

#### e. Leave of Absence

1. **Bereavement Leave:** An employee shall be granted four (4) regularly scheduled consecutive workdays off without loss of pay or benefits in the case of the death of a parent, spouse, sibling, child, grandparent, mother/father/brother/sisters-in-law. If the burial occurs outside the province of Alberta, an additional three (3) workdays off are granted. Any other requests for Bereavement Leave may be approved on a case-by-case basis.
2. **Pallbearers Leave:** One half (1/2) day off shall be granted without loss of pay or benefits to attend a funeral as a pallbearer.
3. **Jury Duty or Court Witness Duty:** Employees shall be granted time off to serve jury duty or appear as a court witness (non-civil cases). The Association shall pay the difference between the employee's regular rate of pay and the amount the employee receives to serve on the jury or act as a court witness (noncivil cases).
4. **Maternity and Parental Leave:** Please refer to current Alberta Employment Standards Code.
5. **Child Care Leave:** Employees may be granted a maximum of two (2) days off per year without loss of pay or benefits for extraordinary childcare issues, with the Executive Directors approval.
6. **Voting for Elections Leave:** Employees may be granted four (4) consecutive hours off from work without loss of pay or benefits for voting during a Municipal, Provincial or Federal election. Pre- approval is required from the Executive Director.
7. **Leave of Absence:** Employees may be granted leave of absence without pay for reasons satisfactory to the Association. Requests shall be submitted in writing to the Executive Director who is responsible for the leave of absence decision. Decisions to grant the leave of absence will be determined on a case by-case basis.

#### f. Sick Leave

1. Employees will receive a total of 12 days to a maximum of 96 hours of sick time annually on January 1<sup>st</sup> to be used for sick time and any other time off required for medical appointments (with Executive Director approval). Any outstanding sick days at the end of the year does not carry over to the next year.
2. Sick leave after the 8<sup>th</sup> day will be paid through the short-term disability (STD) provisions of the benefits provider.

3. Sick leave beyond 17 weeks will be paid through the long-term disability (LTD) provisions of the benefits provider.
4. Medical certificates may be requested for any sick leave.
5. Sick leave (not classified as STD or LTD) will be paid at the regular rate of pay.
6. Notice of absence due to sickness will be provided to the employee's immediate Supervisor as soon as possible; and in all cases, no later than the end of the normal business day, which the employee was absent.
7. The employee is responsible to inform their supervisor when they will be returning to work at a minimum the day before the expected return to work.

**g. Benefits**

1. The Association shall contribute eighteen (18%) percent of the employee's gross salary to a benefits program which is accrued monthly. An employee can only access the amount accrued to date.
2. Where appropriate, the benefits plan may be negotiated by the employees, and it is expected that the employees will reach consensus on the contents of the plan to ensure employees receive adequate coverage and any liability to the Association is also protected.
3. The standard benefits plan includes:
  - Short term disability coverage (STD)
  - Long term disability coverage (LTD)
  - Extended Health Care
  - Dental Plan
  - Accidental Death & Dismemberment
  - Employee Assistance Program (EAP)
  - Basic Group Life Insurance
  - Critical Illness
  - Medical Expense Account
  - Group RSP (unspent portion of the benefits plan at year-end)
4. Employees who leave the employ of the Association for any reason are not entitled to or owed a severance at the end of their employment. End of employment benefits are described in the benefits plan.
5. **Learning & Wellness Benefit:** each employee is entitled to funds up to a maximum of \$500 (including GST) per calendar year in support of learning, personal well being and development (Learning and Wellness Benefit). This

is a benefit that is administered in house and the Executive Director must approve the payout of the benefit.

- a. Use of the Learning and Wellness Benefit is not mandatory, if an employee chooses not to use the benefit or utilize only a portion of it, they cannot carry funds over from one year to the next. Employees who leave the employ of the Association for any reason are not entitled to this benefit after they leave. (**Appendix D** Learning and Wellness Guide, Eligibility Form and Benefit Tracking Form.)

#### **h. Health & Safety**

1. Employees shall take reasonable precautions to maintain a safe and healthy work environment.
2. Hazards or conditions that may result in injury or illness are to be removed from the employee worksite.
3. The employee is to report conditions that may result in injury to illness to their immediate Supervisor.
4. Working from remote location the employee is required to maintain an ergonomically controlled workspace.

#### **i. Payment of Salary and Allowances**

1. Employee pay will be distributed twice each month, on the fifteenth (15) day of the month and last day of the month.
2. Approved expenses for travel, subsistence, materials, supplies, and services shall be reimbursed at the same rates and under the same rules as described for members of the Association.
3. Each employee position shall have a salary range that is monitored and maintained by the Executive Director.
4. New employees will start at the developmental or probationary level and remain there for a three (3) month period. In exceptional circumstance, new employees may start at another step depending on their training, background, education, and experience.
5. As required, a cost-of-living adjustment may be applied annually to the salary range. The amount of the adjustment will be based on the Statistics Canada CANSIM database, Projection for Calgary 12-month average.
  - a. Cost-of-living adjustment for the Executive Director will be determined and approved by the Executive Committee and ratified by the Association Board of Directors.



- b. Cost-of-living adjustment will be determined for the office staff and approved by the Executive Director.
  - c. Cost of living adjustment for instructor fees will be the same as Executive Director and Office Staff.
- 6. Office Employees will have a yearly review.
  - 7. Where performance has met or exceeded expectations:
    - a. Adjustment to employee pay may be made by the Executive Director.
    - b. Any adjustments to budget for salary increase will be brought to the board by the Executive Director for ratification.
  - 8. A comprehensive grid review will be completed by the Executive Committee every three years to ensure the Association continues to pay their employees fair market salaries.

**j. Hours of Work for Travel, Training, Conferences and Trade Shows**

- 1. Employees will be paid their regular rate of pay for time traveling on Association business up to a maximum equal to their scheduled work hours.
- 2. Employees scheduled work hours will apply where possible should the employee be required to work at a site other than their regular work location.
- 3. Employees will require pre-approval from the Executive Director to receive pay beyond that which they would receive in a regular workday while traveling, training, at conferences, or trade shows.
- 4. Employees attending meetings, training, conference, trade shows or other business activities at locations other than the regular work location employees will be paid for time attending such activities up to a maximum equal to the scheduled work hours, wherever possible.
  - a. Hours of work for travel, training, meetings, conferences, and trade shows will be scheduled as time in lieu for the week immediately prior to; and/or the week immediately after the hours worked. Wherever possible, hours of work each week are not to exceed 40 hours.
  - b. Employees must understand at times this may not be possible, but every effort will be made to ensure this is reasonable.

**k. Service Recognition**

- 1. Permanent employees with continuous service will be recognized in the following increments and corresponding awards:

- 5 Years – A gift valued at \$100
- 10 Years – A gift valued at \$200
- 15 Years – A gift valued at \$300
- 20 Years – A gift valued at \$400
- 25 Years – A gift valued at \$500
- 30 Years – A gift valued at \$600
- 35 Years – A gift valued at \$700

- 2. Gifts may be subject to appropriate taxes.
- 3. Breaks of service for an absence of less than 100 calendar days or a maternity/parental leave of less than 365 calendar days shall not constitute a lost year.

**I. Farewell Recognition**

- 1. The AARFP will contribute toward the expenses of a farewell social and/or gift based on the employee’s service as set out below:

- 1-5 Years – \$100
- 6-10 Years – \$200
- 11-15 Years – \$300
- 16-20 Years – \$400
- 21-25 Years – \$500
- 26-30 Years – \$600
- 31-35 Years – \$700
- 36 Years Plus - \$800

- 2. Gifts may be subject to appropriate taxes.

**End of Personnel Policy**

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**President Signature**

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**Date**

### III. Human Resources

**Purpose:** Maintain a healthy and safe environment for all.

#### a. Violence, Harassment and Abuse Policy

Recreation Facility Personnel is committed to providing a work environment in which all individuals are treated with respect and dignity. Workplace violence and harassment will not be tolerated against or by and employees, volunteers, or contractors of the Association. This will be administered in accordance with the right set out in Alberta Human Rights Commission under the Alberta Human Rights Act. Everyone in the workplace must be dedicated to preventing workplace violence and harassment. The board, staff, volunteers, and contractors are expected to uphold this policy, and will be held accountable by the employer.

Workplace violence and harassment means engaging in a course of vexatious comment or conduct against a worker, in a workplace, that is known or ought reasonably to be known to be unwelcome. Workplace violence and harassment includes unwanted verbal or physical behavior regarding:

- Sex
- Gender
- Gender Identity
- Religion
- Race
- Skin Color
- Sexual Orientation
- Physical or Mental Disability
- Age

Workplace violence and harassment is not limited to sexual harassment and does not preclude same-gender harassment. Violence and harassment can be about almost any personal characteristic, and between any two people, such as co-workers, managers, or even non-employees like clients, contractors, or vendors.

The victim of violence and harassment is not necessarily the person who is the target of the violence and harassment but can be anyone affected by the offensive behavior.

Workers shall report any incidents of workplace violence or harassment. Concerns should be brought forward to the Executive Director, unless the complaint involves the Executive Director, in which case, the concern should be brought forward to the Association President. All concerns should be brought forward with a detailed written document. All concerns shall remain confidential

and will be addressed in an appropriate and professional manner. The Executive Director and/or President will investigate and deal with all concerns, complaints, or incidents of workplace harassment in a timely and fair manner while respecting workers' privacy, to the extent possible.

This policy is not intended to limit or constrain the reasonable exercise of management functions in the workplace.

## **b. Conflict of Interest Policy**

Alberta Association of Recreation Facility Personnel staff and Board Members are responsible for ensuring that the Association's business activities are conducted in a fair, honest, and ethical manner. To fulfill this responsibility, staff and board members must avoid situations where their personal interests could conflict or appear to conflict with their duties. These situations are called conflicts of interest and they occur when a staff or board member has an undisclosed economic or personal interest, or there would be a reason to question the person's impartiality in a transaction or decision that adversely affects RFP.

Examples of conflict of interest include:

- Instructors who are Board members voting on financial matters related to Instructors.
- Reviewing and/or signing cheques that are for oneself.
- Being involved in RFP business discussions involving relatives, friends, and associates.

If a staff or Board member finds themselves in a situation or potential situation on conflict of interest, they must seek guidance from the Association President. The President will then determine if the situation is in fact a conflict of interest and will advise the staff or board how to deal with it. For example, a board member may be directed to abstain from a vote if the result impacts or affects them directly.

Any conflict of interest must be formally declared and noted in the minutes. The purpose of the declaration is to protect the staff and/or board members as well as the Association.

Both the nature of the conflict of interest and what actions will be taken to address the conflict must be documented and approved by the President.

## **c. Dispute Resolution Policy**

**Purpose:** Regrettably, conflict can occur in any working environment. RFP will have a common process that members, staff, and volunteers may use to challenge an outcome or decision. This Policy will apply to decisions relating to conflict of interest,

discipline, membership status, course mark or any other matter deemed appropriate by RFP. To resolve conflict in an expedient, yet fair manner, RFP recommends the following process for conflict or dispute resolution:

1. Speak to the person you are having the dispute with. Many times, disputes arise due to misunderstandings and miscommunications.
2. If speaking to the individual does not work, a challenge or complaint shall be made in writing to the Executive Director. The Executive Director will arrange a meeting between those involved in the dispute, to determine a resolution.
3. Should a resolution still not be made, the Executive Director will summarize what has happened and forward the summary and the original written submission on to the President for a Board Decision. If the Executive Director is part of the original dispute, then the written submission will go directly to the President.
4. The President, President Elect and three members of the board, chosen by the President will review the complaint come up with recommendation to present to the board at the next board meeting. Other Board Members may be chosen if a Conflict of Interest is present. (Disciplinary Committee)
5. Should time be important, a Special Meeting may be called if Article V, Section 2.1 of the Bylaws of the Alberta Association of Recreation Facility Personnel is adhered to.
6. Should the complainant be required at the meeting to discuss their case, they will be given at least ten (10) day notice in writing of the date and time of the meeting.
7. The Board of Directors will determine subsequent action. The decision of the Board is final.
8. In the event of a decision to discipline a member, Article II, Section 7 of the Bylaws of the Alberta Association of Recreation Facility Personnel, will be adhered to.
9. Within thirty (30) days of a board decision, the President shall provide the outcome in writing to the complainant.

#### **d. Equity, Diversity, and Inclusion Policy**

##### **Definitions**

##### **Diversity**

Diversity is the range of visible and invisible qualities, experiences and social and cultural identities that shape who we are, how we think and are perceived by the world. These can include age, skin colour, gender, national origin, ethnicity or

physical/mental ability, economic status, sexual orientation, gender identity, education level, family status, socio-economic background, religious/spiritual beliefs, or political ideologies and more. They can also involve different ideas, perspectives, and values.

### **Discrimination**

The unequal treatment of members of various groups, based on unconscious or conscious prejudice. It is a deliberate action or decision to exclude a person or group from equal access to employment opportunities as defined in Human Rights laws because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender expression and identity, disability, age, marital status and more.

### **Equality**

The state of being equal. In status, rights, opportunities, and resources.

### **Equity**

In this case it means recognizing that everyone is different and that they will obtain the necessary and specific resources they need to succeed and flourish.

### **Harassment**

Is engaging in comments or conduct against an individual in the workplace that is known or ought reasonably to be known to be unwelcome. Harassment may include but is not limited to, display or circulation of offensive pictures or materials, unwelcome, offensive, or intimidating phone calls or bullying. Leering, unwelcome gifts or attention, offensive gestures or spreading rumours could also be considered harassment. Workplace harassment may relate to a form of harassment as set out in Human Rights legislation, which prohibits harassment and discrimination in the workplace based on race, ancestry, place of birth, colour, ethnicity, citizenship, creed, age, sex, sexual orientation, gender expression and identity, physical or mental disability, social condition, association, political belief, marital or family status or religion, but it does not have to.

### **Inclusion**

Inclusion is an attitude and approach that embraces diversity in the workplace where all employees feel valued and have a sense of belonging within an organization that applies the principles of equity and fairness in all aspects of its policies, procedures, services, events, and courses. An inclusive environment enables individuals and groups to feel safe, respected, engaged, motivated, and valued, for who they are and for their contributions.

**Purpose**

The Equity, Diversity and Inclusion policy (EDI) is in place to create a welcoming, safe, and inclusive environment for all individuals and at all levels of the organization. It will become a guideline to prevent any injustice, unfairness and to ensure that everyone has a voice. Matching our values and mission.

**Policy Statement**

This organization is committed to creating and maintaining a welcome, safe, and inclusive environment. While preventing discrimination, harassment, or bullying. Where all individuals, regardless of their gender, race, ethnicity, religious beliefs, income level, immigration status, Indigenous identity, national origin, age, sexual orientation or identity, education, physical/mental ability, etc. feels valued and respected. We support identifying and removing barriers that prevent individuals from engaging and feeling safe within the organization, to ensure that all authentic voices are celebrated, valued, and heard.

**Scope**

This policy applies to all individuals who are working for, with and representing the organization. This includes employees, Board of Directors, committees, contract-workers, and instructors.

**Procedures**

The Association will explore any subconscious bias or unquestioned assumptions that interfere with inclusiveness at all levels. Explore, acknowledge, and change any policies, courses, communication, events, and services that go against our EDI policy. While continually updating and reporting organization progress. Then the next step is to develop and present resources on diversity, inclusion, and equity to all members internally. Which include definitions, guidelines, quizzes and case studies and training on how to create equitable hiring, promotion, and evaluation practices.

The following policy will be implemented after the board's approval: if the Statutory Holidays listed in our policy do not align with the employee's cultural or religious practices, we will consider substitute them with more appropriate holidays. For this to occur the employee must get approval from the Executive Director for the holiday substitute. This would replace the Statutory Holiday and would not be an additional day with pay. If you witness a policy violation or are the recipient of the

policy violation you can make a report either orally or in writing to the Executive Director. The report can be done anonymously. It will then be taken seriously and investigated by the Executive Director. The issue may be brought forth to the President if necessitated by the situation and involved parties. All resulting actions will be confidential.

## **Roles/Responsibilities**

### **President**

- Lead by example as a champion of diversity and inclusion within the organization
- Support initiatives that support and promote the EDI policy
- Assist in creating and maintaining an inclusive, diverse, and supportive environment for everyone.
- To review the EDI Policy and make suggestions.
- Share solutions with the Executive Director and Board of Directors to address the barriers preventing an inclusive workplace.
- Appropriately address any behavior not consistent with the EDI policy
- Encourage the board members to collaborate, make suggestions, and respect and listen.
- Display inclusive leadership behavior which includes valuing all perspectives, engaging in conscious inclusion, and promoting equity.
- Ensure that committees uphold the RFP values and act in accordance with the EDI policy.

### **Board of Directors**

- Lead by example by participating as champions of diversity and inclusion within the organization.
- Support initiatives that support and promote the EDI policy
- Assist in creating and maintaining an inclusive, diverse, and supportive environment for everyone.
- Regularly review the EDI Policy and make suggestions.
- Share solutions with other members of the RFP Board and the Executive Director to address the barriers preventing an inclusive workplace.

### **Executive Director**

- Lead by example by participating as a champion of diversity and inclusion within the organization.
- Support initiatives that support and promote the EDI policy
- Assist in creating and maintaining an inclusive, diverse, and supportive work environment for everyone.
- Regularly review the EDI Policy
- Share solutions with RFP Employees, President, and Board of Directors to address barriers preventing an inclusive workplace
- Create equitable practices regarding promotion, hiring, promotion and employee evaluation.
- Schedule training and decide on who will take and lead the diversity training.



- Appropriately investigate and address any behavior not consistent with the EDI policy.
- Display inclusive leadership behavior which includes valuing all perspectives, engaging in conscious inclusion, and promoting equity.
- Provide reasonable accommodations for individuals with a disability and/or religious belief on a case-by-case basis.
- Ensure that contract-workers employed by RFP uphold our values and act in accordance with the EDI policy.

### **Staff**

- Assist in creating and maintaining an inclusive, diverse and supportive work environment for everyone.
- Regularly review the EDI Policy
- Share solutions with colleagues and the Executive Director to address the barriers preventing an inclusive workplace.
- Following the lead of the Executive Director to further investigate and make changes to any barriers within the organization to inclusion.
- Respect the dignity and diversity of all people.
- Contact the Executive Director if you suspect that an employee or other individuals within the organization is facing discrimination, harassment or bullying.

### **Cadre**

- Assist in creating and maintaining an inclusive, diverse and supportive work environment for everyone
- Regularly review the EDI Policy
- Share solutions with employees and Executive Director to address the barriers preventing an inclusive workplace
- Respect the dignity and diversity of all people
- Contact the Executive Director if you suspect that an employee or individuals within the organization is facing discrimination, harassment or bullying

### **Enforcement**

If the individuals associated with the organization do not comply with this Policy will be subject to appropriate disciplinary action, up to and including termination of employment, termination of board service or termination of membership.

References noted for this document can be found in **Appendix F**.

## **End of Human Resource Policy**

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**President Signature**

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**Date**

## IV. Education Policy

**Policy Statement:** The Alberta Association of Recreation Facility Personnel (RFP) staff and board members are responsible for ensuring that the Association's educational activities are conducted in a fair, honest, and ethical manner. RFP is also committed to ensuring that the content covered in the provided courses is relevant, up to date, and upholds the standards of Alberta Occupational Health and Safety and the Province of Alberta.

### **Reason for Policy**

1. Education is one of the founding principles of the Alberta Association of Recreation Facility Personnel.
2. Education is consistently identified as one of the primary reasons for membership of the Association.
3. Important considerations for a person making decisions about training are the perceived value of the information, and the cost of the course.
4. Owners and operators of recreation facilities have finite training funds.
5. The Association continues to move toward financial independence and away from reliance on Provincial government grants, and funding.
6. The education program subsidizes non-educational components of the Association.
7. Courses offered by RFP are respected and valued by many segments of the recreation facility industry.
8. Other courses have emerged into the marketplace that claim to offer similar programs, training methods and outcomes.
9. RFP courses were designed to meet the needs of the recreation facility operator in Alberta.
10. Organizations and individuals that offer similar courses may express a desire to have their course considered being a prerequisite to the Alberta Association of Recreation Facility operator courses; this will be determined by the Executive Director

### **Definitions**

**The Association:** The Alberta Association of Recreation Facility Personnel (RFP)

**Instructor Cadre (Cadre):** the group of educators that facilitate the Association course.

**Special Course:** a course organized outside of the regularly scheduled courses for a specific organization and their invitees.

#### **a. Staff Responsibilities**

- Complete the office administrative and accounting tasks for all courses and memberships.
- Administration of the Letter of Understanding for all current members of the Cadre.
- Advertise and promote all RFP courses through all appropriate marketing and communication avenues.
- Investigate and apply for, appropriate grant opportunities and education initiatives.
- Research and development of current and new courses to develop a schedule of education opportunities that meet the needs of our members and the financial needs of the Association.
- The Executive Director, Education Coordinator, and Technical Director are to sit in as a staff representative on the Education Committee and assist the Education Representative as required.
- Maintain appropriate files regarding education and provide proper reporting to the Education Representative, President and Board of Directors as needed.
- Ensure the financial information regarding education activities are correctly recorded and provided to the Secretary/Treasurer, Education Representative, and President as required.
- Ensure all work of the Association is carried out meets the requirements outlined in the Alberta Occupational Health and Safety Act, Regulation, and Code.

#### **b. Education Representative Responsibilities**

- Understand, adhere to, and uphold this Policy, the Association Bylaws, and the Code of Ethics.
- Sit as the Chair of the Education Committee
- Ensure that the Board of Directors remains apprised of the status of the Association's education programs, policy and procedures, and communicate any concerns that affect the education programs.
- Report to the Board of Directors at the September meeting regarding Cadre feedback on courses, fees, and any recommendations for changes for the upcoming year.

- Assist the Association staff and Stream Representatives with the research and development of current and new courses to develop a schedule of education opportunities that meet the needs of our members and the financial needs of the Association.
- Take a proactive position regarding changes in technology and legislation with the Executive Director, the Cadre, industry leaders, government representatives and other key stakeholders.
- Conduct an annual review of the Education Policies and Procedures, including, but not limited to instructor fees and expenses.
- Work with the Executive Director to organize and conduct the Annual Cadre Meeting. This meeting provides an opportunity for dialogue surrounding course fees, instructor fees and expenses, and development of current and new courses.
- Actively assist with the evaluation of the competency and performance of members of the Instructor Cadre.
- Consistently represent and promote the Association in ways aligned with the Code of Ethics.
- Ensure all work of the Association is carried out meets the requirements outlined in the Alberta Occupational Health and Safety Act, Regulation, and Code.

### **c. Instructor Responsibilities**

- Understand and adhere to this Policy, the Association Bylaws, and the Code of Ethics.
- Consistently represent and promote the Association in ways aligned with the Code of Ethics.
- Conduct the courses as assigned and as laid out in the course material, following all required course procedures.
- Attend the annual Instructor Cadre Meeting and assist in the evaluation and upgrading of the course materials and procedures, as required.
- Participate in the evaluation and signing off the documentation required for an Apprentice moving to an instructor of senior status, as needed.
- Remain in good standing with the Association.
- Instructors must have completed the highest certification in the stream they are interested and complete all apprenticeship requirements, prior to become an active instructor.
- Sign and return the Letter of Understanding, provided by the Association, outlining all the instructor requirements.

- When appropriate, recommend potential instructors from the pool of course participants and submit contact information to the Education Representative, if permitted by the participant.
- Ensure all work of the Association is carried out meets the requirements outlined in the Alberta Occupational Health and Safety Act, Regulation, and Code.

#### d. Instructor Recruitment

##### **Selection Process**

- The Executive Director, Education Coordinator, and Education Representative will recruit instructors as required by the Association.
- Interested instructors are required to submit a resume to the Executive Director and Education Coordinator, outlining their experience in the field, training history, references, and any relevant information regarding their ability to instruct RFP courses.
- Individuals interested in becoming an instructor are to meeting the following requirements:
  - RFP Member in good standing
  - Successfully completed level 1 and 2 RFP courses in the stream they wish to instruct in. Candidates *must* attend both courses in the stream. Challenging exams or course equivalencies will not be considered.
- Applicants under consideration will participate in an interview as a part of the assessment process.
- The Executive Director and Education Coordinator will formally invite successful instructor applicants to attend an RFP Train the Trainer course.
- Prospective instructors, having successfully completed the Train the Trainer course, may be considered to enter the Apprenticeship Program in their stream of expertise.
- If prospective instructors successfully complete the Train the Trainer course, they may be invited to participate in the Apprenticeship Program.
- New instructors will be required to start teaching a Level 1 course prior to proceeding to a Level 2 except where Level 2 content does not relate to prior level 1 content. I.e., Arena Operator Level 2.
- Once two Apprentice teaching opportunities have occurred, the instructor will be assessed by the Executive Director, Education Coordinator, and

Education Representative based on results from Train the Trainer, evaluations from their mentor instructor, and evaluations from students.

- If successful, the Apprentice instructor will be invited to become a full RFP instructor.
- The Apprentice may be asked to complete additional apprentice courses with a mentor instructor.
- The apprentice will not proceed to full RFP instructor status.
- Completion of the Train the Train and Apprentice instruction does not guarantee that the instructor will become a full RFP instructor.

#### e. Exams

1. Participants complete exams at the end of select courses.
2. If at any time a participant is unable to complete the written exam, due to having English as their second language, or has any other type of learning delay, the instructor will complete an oral exam with the participant.
3. Students must achieve a combined final grade of at least 75% to successfully complete the course.
4. Participants that do not successfully complete the course, will be contacted in a timely manner, by the instructor, and arrangements will be made for the exam to be rewritten, with a fee charged to the course participant within the discretion of the instructor and Executive Director.
5. After the successful completion of the course, all participants will be notified by the Association when the course certificate is ready. Certificates are only accessible if the course and membership are paid in full.
6. All exams must be returned to the office either in hard copy or soft copy form. Hard copies will be kept for a maximum of 30 days, except for the Pool Operator Level 1, which will be held for a minimum of 10 years, as required by Alberta Health Services.

#### f. Program Development

##### **Identification of New Courses and Updating Current Courses**

1. The development of new course material or course is important to the sustainability of the Association's business. It is reasonable to expect that Facility Operation will continue to evolve with the advancement of technology and changing customer needs.

2. New courses may be identified by Staff, Education Representative, Members, Instructor Cadre, the Board of Directors, or external customers and stakeholders.
3. Current course material is to be reviewed annually and updated in a timely manner, to meet the future needs of the industry and Association.

**g. Human Resources for Instructors**

**Discipline Process**

Should a breach to the Association Bylaws or Policies and Procedures occur, then discipline shall be applied as outlined in Article II, Section 7 of the Association Bylaws.

**Instructor Rates**

- a. Instructor Rates will be set by the Board of Directors and will be reviewed annually.
- b. Exam marking outside of course hours will be compensated for up to a maximum of 14 hours.
- c. Rates for the Apprenticeship Program will be set at one half of the rate of instructors.
- d. Instructors travelling more than four (4) hours in one direction to teach a course may be compensated at the instructor rate for the excess time past four (4) hours.
  - i. This will be arranged between the instructor and the Executive Director.
  - ii. Up to 8 Hours per day may be claimed.
  - iii. These costs will be considered when evaluating the feasibility of the course and when pricing out Special Courses.
- e. Instructors are eligible for one (1) free RFP course per year and additional courses may be offered at a 50% discount. Requests must be submitted to and approved by the Executive Director.

**End of Education Policy**

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**President Signature**

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**Date**

## V. Financial Policy

**Policy Statement:** The RFP Staff and Board Members are responsible for ensuring that the Association's financial activities are conducted in a fair, honest, and ethical manner.

### Purpose

1. The RFP believes in sound financial management and will conduct all financial matters of the organization ensuring funds are used in a proper and efficient manner. Our goal is to develop and maintain human, written, and financial resources, which support the activities of the Association.
2. This purpose will be accomplished through:
  - Spending linked to the Strategic Plan.
  - Regular accurate reports on the financial status of the organization.
  - Good decision making based on integrated planning, budgeting, and reporting.
  - Financial methods for evaluating past performances reflecting current conditions and predicting future.
  - Good decisions relating to unplanned expenditures.

### a. Financial Philosophy

1. RFP is a not-for-profit organization that operates under the rules and regulations of the Societies Act. Sound financial planning includes meeting today's obligations as well as those into the future. Self-reliance shall be a paramount objective in all-financial decisions of the Association. The Association relies upon several methods of revenue, which are used to support the ongoing goals, priorities, and objectives.
2. For RFP to continue to prosper into the future today's business decisions must be based upon sustainable long term financial planning.
  - Any amount over and above these amounts may be used to fund projects, capital asset purchases or other initiatives that are supported by the goals and objectives of the Association.
3. Although RFP is a not-for-profit Association, there is competition from other service providers. Therefore, ensuring we maintain our competitiveness to continue to provide these services to our members will be one of our guiding principles.



## b. Money Motions

All AGM and Board Meeting decisions that involve a financial expenditure shall be ratified by a motion and recorded in the Minutes.

## c. Expenses

### Expense Claim Guidelines

#### i. Travel Rates:

- a. Rates based on Government of Alberta standards.
- b. Rates to be adjusted on January 1 of the year to reflect sound budget numbers.

#### ii. Meal Allowance:

- a. Claims are based on \$15.00 for Breakfast, \$25.00 for Lunch and \$35.00 for dinner, per day. The Executive Director will determine the cost line depending on travel time to and from course and hotel accommodations (hotels with breakfast provided).
- b. Dinner expenses cannot be claimed if you arrive home prior to 5:00PM on the final day of your course.
- c. Liquor expenses are not covered.
- d. Claims that are outside the standard daily allowance must be approved by the Executive Director beforehand.
- e. Should a receipt be lost or destroyed; a declaration of lost receipt must be filled out. **Appendix E**

#### iii. Accommodation:

- a. The Association will pay accommodations for Board members to attend Regular and Special Board Meetings of the Association. In support of the association, the Board encourages sharing of the room with another Board member, however exceptions will be granted upon request of a single room.
- b. Hotel claims are to be based on actual receipts.
- c. Claims for a per diem, for staying at private residences instead of hotels, when traveling on Association business, will be paid at \$40 per night.
- d. Only expenses resulting from doing business for the Association will be approved. Personal and unrelated expenses, such as unrelated

telephone calls, in-room movies, liquor etc. are not valid RFP expenses, and will not be approved.

- e. The Association will pay one night accommodation for Board members to attend the AGM of the Association.
- f. Two additional nights will be paid for board members to attend annual conference. The Board encourages sharing of the room with another Board or Cadre member, however exceptions will be granted upon request of a single room.
- g. The Association will pay one night accommodation for Cadre members, at the discretion of the Executive director, to attend a Cadre meeting of the Association. The Board encourages the sharing of the room with another Board or Cadre member; however, exceptions will be granted upon request of a single room.

#### iv. Education:

- a. Instructor fees will be paid to Instructors at the rate approved by the Board for the current year.
- b. Fees and expenses for Cadre will be evaluated annually and any changes will be approved by the Board.

#### v. Other Expenses:

- a. Approved by the Board.
- b. Claims are based on actual detailed receipts (not ATM/CC receipts), such as from restaurants/gas stations/hotels.

### d. Expense Claim Procedures

1. Official RFP 'Expense Forms' shall be used to claim all expenses.
2. Valid expense claims shall include all appropriate receipts. Fees and exam marking (that are confirmed through the instructor contract), per diems and mileage claims do not require receipts.
3. All products and services, purchased for the Association, shall include a receipt that clearly shows the supplier's GST Registration Number (if the supplier is a GST registered business).
4. Expense forms are to be filled out completely. This includes:
  - o Name, date, address, postal code, telephone, and email address

- Summarizing each receipt as a separate line item (do not lump receipts together on the expense form) and complete all calculations and extensions.
  - Ensure that all claim forms are signed.
5. Expense forms shall be submitted to the Executive Director within 30 days of the transaction(s) date. Failure to submit expense claims within a timely manner may result in them not being paid for by the Association. All decisions on failure to submit claims in a timely manner will be heard by the Board and shall be final and binding.

**Alberta Association of Recreation Facility Personnel**

100, 3015 -12 Street NE  
 Calgary AB T2E 7J2

**e. Authorizing Expenditures by Staff Not Included in the Current Budget**

Expenditures not authorized through current budget must meet the following guidelines:

1. The expense must be presented to the Executive Director and Secretary/Treasurer before being brought to the Board.
2. The expense must be structured in the form of a motion and forwarded, along with appropriate support information, to the Secretary/Treasurer.
3. When being presented to the Board the expenditure must:
  - i. Identify the purpose of the expense and all associated costs.
  - ii. Indicate if the item is replacing an existing budget item or if the expenditure is an increase to budget expenditures.
  - iii. Identify if this is a one-time-only expense or an annual expense.
  - iv. Include an explanation or demonstrate why the expenditure is necessary.
  - v. If the expenditure is an increase to the budget, an explanation of source funding to cover the cost must be identified.
  - vi. The proposed expenditure must pass by a simple majority of The Board.
4. Any expenditure of this nature under \$1,000 must be approved by the Executive Director and one other signing officers of the Association and then brought to the Board at their next regular meeting for ratification. The Board must first authorize any expenditure of this nature over \$1,000.

## f. Accounts Payable Procedure

1. Upon receipt of invoices and expense claims, the Association Bookkeeper and Executive Director will:
  - a. Check all invoices and expense claims to ensure they are accurate, complete, and valid.
  - b. Categorize the contents of each invoice or expense claim, in preparation for computer input.
  - c. Prepare direct deposit or cheque (including accounting categories) (manually or electronically).
  - d. Stamp invoice or expense claim and record date, direct deposit or cheque number, and budget code.
  - e. Back-up computer entries daily.
  - f. Run a report of Purchase Transactions for this direct deposit/cheque run to confirm list of direct deposit/cheques sent out.
2. Executive Director\* to provide first signature on completed direct deposit slip or cheques unless unavailable, after verifying invoice or expense claim to ensure it is accurate, complete, and valid. Also, provides first initial on verification stamp on invoice.
3. Association Bookkeeper and Executive Director to provide the Secretary courier direct deposit slips/cheques, invoices and/or expense claims, and prepared envelopes.
4. Secretary/Treasurer/signing authority to check all invoices and/or expense claims for accuracy, completeness, legitimacy, and account categorization.
5. Association Bookkeeper and Executive Director is to be notified if account categorization entered in PERSONNEL computer is incorrect.
6. Secretary/Treasurer to provide second signature (in his/her absence, the President or President-Elect) as well as second initial on verification stamp on invoice, release cheques to payees and return original invoices, direct deposit slips and cheque stubs to RFP Office.
7. Association Bookkeeper is to file and store direct deposit slips/cheque stubs, original invoices, and expense claims.

\*Executive Director position has limited signing authority. See details under "Signing Authorities".

## g. RFP Bank Accounts

1. All RFP bank accounts shall be centralized in one location. The location shall be in the community where the RFP head office is located. Other bank accounts that represent RFP monies shall not be established and/or controlled by sub-committees of the Board, i.e., Conference Committee, Stream Committees, etc.
2. All RFP receipts shall be immediately forwarded to the RFP head office.
3. Bank deposits are to be prepared, deposited, and verified by the RFP Staff.
4. Manipulation of RFP money between the chequing account, long term investments and GIC's shall be approved by the Board and coordinated and monitored by the Executive Director and the Secretary/Treasurer. In the Secretary/Treasurer's absence, the President shall perform this duty or any two signing authorities.

## h. RFP Signing Authority

1. There shall be four signing officers established for the Association. The signing officers shall hold the following RFP positions:
  - a. President
  - b. President-Elect
  - c. Secretary/Treasurer
  - d. Executive Director
  - e. Or alternate as required and approved by the Board.
2. The signing Officers shall be identified annually at the Board meeting immediately following the Annual General Meeting of the Association.
3. All approved expenditures are to be co-signed by two of the four RFP signing Officers.
4. RFP signing Officers are subject to the following limits:

### **President, Secretary/Treasurer & President-Elect:**

- i. Restricted to money motions of the AGM and Board.
- ii. Authorized to sign payroll direct deposit slips/cheques for staff.
- iii. Cannot sign direct deposit slips/cheques made out to themselves.

### **Executive Director:**

- i. Restricted to money motions from the AGM and the Board of Directors.

- ii. Shall sign permanent or temporary office staff payroll direct deposit slips/cheques.
- iii. Cannot sign direct deposit slips/cheques made out to themselves.

**i. RFP Payroll and Personnel**

1. The Association Bookkeeper is to administer Revenue Canada payroll deductions, and ensure they are accurate, complete, and valid. This includes the following:
  - Ensure that Revenue Canada TDI Forms are completed annually for each employee.
  - Calculate employee deductions, based on individual gross salaries. This includes Income Tax, Canada Pension Plan, and Employment Insurance.
  - Maintain monthly and annual payroll records for each employee.
  - Provide each employee with a detailed summary of their individual gross salary (monthly), deductions, and net salary. This summary to be provided each time there is a change in gross salary or payroll deduction schedule, or at the request of the employee.
2. The Association Bookkeeper will transfer the summary totals to the Revenue Canada Payroll Deduction Report form, prepare direct deposit/cheque payable to "Receiver General", and ensure payment is made monthly.
3. At the end of each calendar year, the Association Bookkeeper shall calculate and verify the following annual totals:

**Employee:**

- Gross Salary
- Income Tax
- Canada Pension Plan
- Employment Insurance
- Insured Wages
- Net Salary
- Taxable Benefits
- RSP Contribution Amount

**Employer:**

- Canada Pension Plan

- Employment Insurance

**j. Payments to Revenue Canada:**

The Association Bookkeeper and Executive Director shall prepare Revenue Canada T4 and T4A Employee and Summary Forms. Completed T4 and T4A, FACILITY PERSONNEL Summary Forms as well as copies of all T4's and T4A's are to be delivered to the Regional Revenue Canada taxation office, no later than the last day of February, for the previous calendar year.

**k. Staff Benefits:**

The Association Bookkeeper and Executive Director shall administer the Staff Benefit Plan as outlined in the Personnel Policy.

**l. Board Duties**

On occasion the board will be asked to perform duties outside regular board meetings and conference responsibilities. The following is a guideline to confirm that will provide consistency on these duties.

- ARPA conference will be attended by the Executive Director, Past President, President, and President elect. If for some reason one cannot attend, the spot will not be covered by another board member.
- RFABC conference will be attended by the President and the Executive Director. If they cannot attend, the past president or president elect will be asked to attend on their behalf.
- Other conferences will be discussed at a board meeting prior to, and one board member may be asked to attend on behalf of the organization.
- Tradeshows: One board member and or staff will be asked to attend on behalf of the organization.

**m. Instructors**

Letters of Understanding:

- Letters of Understanding between an Instructor and RFP will be signed annually.
- Fees for RFP instructors will be increased by the same Cost-of-Living Adjustment which is approved for staff annually.
- The Board must approve any changes.

## n. Bank Reconciliation Procedure

1. Monthly statements are received by mail/online by the Association Bookkeeper as soon as the Bank has prepared them or the 1<sup>st</sup> of each month.
2. The Association Bookkeeper shall enter Bank Interest earned, Bank Service Charges, and other necessary adjustments into the computer financial program.
3. The Association Bookkeeper shall reconcile the Bank Statement; and prepare the Bank Reconciliation Report.
4. The Association Bookkeeper shall forward a copy of the Bank Reconciliation Report to the RRFP Secretary/Treasurer, monthly. The Bank Reconciliation Report shall include the following information:
  - Opening and closing balances.
  - Complete list and totals for month.
  - Complete list and total direct deposit slips/cheques written for month.
  - Complete list and total of outstanding cheques/ direct deposits.
  - Total Bank Interest earned.
  - Total Bank Charges
5. The Executive Director is to review, approve and sign off on the Bank Reconciliation Report monthly.
6. The RFP Secretary/ Treasurer is ultimately responsible for the accuracy of the bank reconciliation.
7. The Association Bookkeeper files the Bank Statements and Reconciliation Reports in the office filing system. Cleared cheques and direct deposit slips are to be organized in numerical order and filed.

## o. Financial Reporting Procedure

### i. Monthly

- a. The Association Bookkeeper will transfer computer driven monthly and year to date Financial Reports to the Secretary/Treasurer and Executive Director that include the following:
  - Income Statement including prior years' information.
  - General Ledger of asset accounts (Chequing, GIC's and long-term investments)



- Balance Sheet
  - Bank Reconciliation
- b. The RFP Secretary/Treasurer shall review the reports, notifying the Association Bookkeeper of any noticed errors or omissions.
  - c. They shall file reports in the office filing system.
  - d. The Association Bookkeeper is the only person authorized to reverse entries, write off accounts or adjust customer accounts. All reversals must be approved in writing by either the Secretary/Treasurer or the Executive Director.
  - e. A/R & Deferred Revenue balance monthly to the accounting system and include that backup with the monthly Bank Rec.

## ii. Board Meetings

Prior to Board meetings, the Association Bookkeeper and Executive Director shall prepare and forward to the Secretary/Treasurer, a report showing the latest year-to-date (at previous month's end), receipts and disbursements category totals, an actual versus budget comparison for each category, and the bank balance to be sent out to the Board prior to the meeting.

## iii. Annual Reporting

- a. The Associations fiscal year is January 1 to December 31.
- b. The Association Bookkeeper and Executive Director with approval of Board and ratification of the Membership at the AGM will retain the services of a Registered Chartered Accountant for ongoing financial advice, financial audit, and financial report preparation (i.e., tax forms etc.). Audited reports are prepared for:
  - Government of Alberta Grant accountability and requirements
  - Alberta Corporate Registry
  - RFP Financial Institutions
  - RFP Annual General Meeting
- c. The Association Bookkeeper and Executive Director, at the request of the Auditor, shall supply the following records:
  - RFP Annual General Meeting Minutes
  - RFP Board Meeting Minutes
  - Bank Statements, direct deposit slips and cleared cheques.

- Bank Reconciliation Reports
  - Income Statement as of December 31<sup>st</sup>
  - General Ledger as of December 31<sup>st</sup>
  - Cheque Stubs
  - Accounts Payable Invoices and Expense Claim Forms
  - List and Total of outstanding cheques as of December 31<sup>st</sup>
  - Any other information deemed necessary by the Auditor.
- d. Upon receipt of the Audited Financial Statement the Secretary/Treasurer and the President will review the document with the Auditor as well as any associated recommendations.
  - e. The Secretary/ Treasurer will present the Audited Financial statement with the associated recommendations to the Board of Directors for their acceptance.
  - f. The Secretary/Treasurer to complete the Secretary/Treasurer's Report (including Audited Statement) and forward for inclusion in RFP Annual Report.
  - g. Upon acceptance of the Auditors Report at the Annual General Meeting the Secretary/Treasurer will ensure that all recommendations approved at the AGM are addressed with in a timely manner. This may include changes or additions to this policy and procedures.
  - h. The Executive Director to forward Audited Statements to Sport, Physical Activity, and Recreation (SPAR) Branch following acceptance by the membership at the AGM.

**p. RFP Budget Preparation & Monitoring**

1. The RFP Executive Director is responsible for budget preparation and monitoring with assistance from the Executive Director, Secretary/Treasurer, Education Rep and Conference Chair.
2. The RFP Executive Director and Secretary/Treasurer formulates the budget based on the following:
  - Historical Financial Information
  - Submissions from Board members, i.e., President, Past President, Education Rep., Stream Reps, etc.
  - Submissions from the Executive Director and the Secretary/Treasurer.
  - And other information deemed appropriate by the Board of Directors.

3. The RFP Secretary/Treasurer to present Budget Draft to the Board at the November Board Meeting for review and discussion
4. The RFP Secretary/Treasurer to present the revised budget for Board approval at the RFP January meeting.
5. The RFP Secretary/Treasurer to submit final budget (including previous year's actuals) to the RFP Office for inclusion in the RFP. Annual Report, by March 30<sup>th</sup>.
6. The RFP Secretary/Treasurer shall present the budget for approval at the Annual General Meeting of the budget year.
7. Upon approval, the Executive Director shall forward budget to Government of Alberta to complete Grant applications.

**q. Conference Committee Financial Procedures**

1. The RFP Conference Committee will appoint the RFP Secretary/Treasurer as Conference Treasurer.
2. The Conference Treasurer will perform the following duties:
  - Report directly to the Conference Chairperson; (Executive Director)
  - Conference budget preparation for Board's review by the November Board of Directors Meeting, prior to the upcoming conference.
  - Get firm pricing before authorizing purchase of any Conference materials/services.
  - Original invoices to be forwarded to the RFP Head Office for payment.
  - With the Conference Chairperson (executive Director), provide preliminary approval of all Conference disbursements prior to direct deposit/cheque preparation by the RFP office, and approval by RFP signing authorities.
  - Monitor Conference receipts and disbursements versus approved budget.
  - Ensure that all Conference related invoices and expenses are submitted to the RFP office as soon as possible after receipt.
  - Provide all Conference revenues collected by Conference Committee to the RFP Office as soon as possible after receipt.
3. The Executive Director and Secretary/Treasurer will prepare and submit Final Conference Financial Report to the Conference Committee, no later than the September Board of Directors Meeting. This report shall show budget and actual, revenues and expenses.
4. The Conference Chairperson shall perform the following duties related to Conference finance:
  - Present Conference budget to RFP Board for approval.

- Monitor and ensure that the duties of the Conference Treasurer are carried out.
  - With the Conference Treasurer, provide preliminary approval by initial on invoice of all Conference disbursements prior to direct deposit/cheque preparation by the RFP office, and approval by RFP signing authorities.
  - Present Conference Financial Report to RFP Board, no later than The Fall Planning Session. This report shall be budget and actual, revenues and expenses.
5. The RFP Association Bookkeeper will perform the following duties related to Conference finance:
- Receive and deposit all Conference payments
  - Ensure that Conference Chairperson and Conference Treasurer approve all invoices and expenses, prior to direct deposit/preparing cheques and signatures.
  - Prepare final Financial Report.

**r. Special Project Financial Procedures**

The Chairperson of each project will perform the following duties related to finance:

- Provide preliminary approval of all special project disbursements prior to direct deposit/cheque preparation by the RFP Office, and approval by the RFP signing authorities.
- Ensure that Grant money received for special projects is expended within the prescribed time. Should this not be possible, a revised plan shall be submitted to the Board for approval.
- Ensure that project stays within budget. If this is not possible, a revised financial plan shall be submitted to the Board for approval.

Special projects that are not associated with grants shall be brought to the Board for their approval. A motion accepting the revenue and expenditures shall be passed to revise the budget accordingly.

**s. Special Revenue Opportunities**

Executive Director and Executive committee is able to make decision of the organization in retrospect of the intellectual property.

- Selling of the intellectual property was made in 2023 under a legal contract. Moving forward the Executive Director will use this as a guide.

## t. Capital Purchase Contracts and Tenders

### Capital Purchases:

- a. The Executive Director can approve purchases that are identified specifically in the approved budget.
- b. Purchases that were not identified in the approved budget shall be presented to the Board of Directors for their approval. Prior to any request coming before the Board the administration shall provide three quotations, source of funding for the purchase and an explanation of how this purchase meets with the Associations goals and objectives.
- c. Purchases less than \$2500 may be conducted without obtaining three quotations if the purchaser is aware of the price of the good or service and can be confident that the price is at fair market value.
- d. The Association should seek three quotations for purchases greater than \$2500 where at least three suppliers are available for that service or product.
- e. Purchases greater than \$6,000 should, at the discretion of the Board, be put to Tender or Proposal Call.
- f. If negotiations with a supplier(s) may result in lower costs to the Association, they may be conducted so long as they do not compromise supplier/purchaser relations.

### Tenders and Proposal Calls:

- a. Tenders/Proposal Calls shall be advertised for a period of not less than two weeks (14 calendar days) from the closing date.
- b. All tender bids/proposal calls must be returned to the Associations office in a sealed envelope marked: "For the Tender (or Proposal Call) of (Identify project name)", and all bids will be kept in a safe place until the time of opening. A Board representative or a Board signing officer must be present during the opening of the tenders/proposals.
- c. The Executive Director will record all tenders. The Executive Director will record the name of the company, amount of tender/proposal and the name of the project. Copies of the tender packages are not for public knowledge; however, the amounts of the bids and the names of

the companies can be given to the public for information. All other information is confidential.

- d. Upon approval of a tender, a contract will be signed and approved by both parties and will become a portion of the accounting records. If the tender amount and the scope of work are within budget and in accordance with our tender documents the Executive Director (or any board signing officer) may execute the contract.
- e. The lowest bid may not necessarily be acceptable if the Board deems it in the best interest of the Association to not give the project to the lowest bidder.

### Capital Expenditures:

Tangible assets exceeding \$1,000 per unit, which last beyond a year, will be classified as capital expenditures. This will ensure the establishment of an inventory list.

### u. Donations

The general practice of the Association is not to provide donations to organizations and individuals. Consideration may be given on an individual case-by-case basis when there is evidence of considerable need, and the donation is consistent with the Mission and Objectives of the Association.

### v. NSF Policy

Maximum two (2) NSF charges then all payments must be made by certified cheque, money order or credit card.

### w. Outstanding Invoices

All outstanding invoices must be paid, and course materials received in the RFP Office prior to:

- a. Course Registrations
- b. Membership Renewal
- c. Conference Registration
- d. Payout of Expense Claims
- e. Or any other financial business with the Association.

A collection agency may be utilized to assist the Association in collection of outstanding invoices at the discretion of the Executive Director and Secretary/Treasurer.

**x. Emergency Business Continuity Fund**

The Association will maintain a minimum amount of \$385,000 available to ensure operations during emergencies.

**End of Financial Policy**

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**President Signature**

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**Date**

## VI. Awards policy

**Purpose:** To provide consistency in the process for awards being distributed to members of the organization through a process for each award.

The process for each award will vary but all efforts to notified and have representation at the annual banquet will be made. Notification to award recipient and nominator (other than high mark awards) will be made by office staff.

### a. Certificate of Appreciation

This certificate is presented to AARFP Individuals or Associates, an organization, club, or municipality nominated for their contribution to the association. Examples would be to acknowledge conference committee members.

#### Eligible Recipients:

Individuals, Associates, Organizations, Clubs, or Municipalities. Not restricted to members of this association.

#### Who Can Nominate?

Board of Directors

#### Recognition Process

- A certificate signed by the AARFP President with appropriate citation & the AARFP Gold Seal
- Presented at the annual awards banquet during the AARFP Conference

### b. Long Service Award

This certificate is presented to AARFP Members in good standing who maintained a long service membership in the association. Recognition is given after 10 years and in 5-year increments provided the membership is continuous. If membership is broken, the start date begins at the next renewal.

#### Eligible Recipients:

Members in good-standing with **continuous** service after 10 years and in 5-year increments after that.

#### Who Can Nominate?

Not applicable



### Recognition Process

- A certificate signed by the AARFP President with appropriate citation & the AARFP Gold Seal
- Presented at the annual awards banquet during the AARFP Conference the year **AFTER** the membership increment is achieved. For example, if 10 years of continuous service is achieved in 2023, the award is presented in 2024.

### c. Top Mark Awards

Nine Achievement Awards are presented annually to AARFP Members and are based on top marks in each course. If there is a tie for the top mark in a course, the immediate AARFP Past President will contact the students involved and ask them to submit an essay. A winner will then be chosen by the AARFP Past Presidents' Committee based on the submitted essays. All award winners will be notified by the immediate AARFP Past President.

### Eligible courses are:

Swimming Pool Level 1	Leadership Skills
Swimming Pool Level 2	Parks & Sports Field Level 1
Arena Operator Level 1	Parks & Sports Field Level 2
Arena Operator Level 2	Building Maintenance Level 1
Building Maintenance Level 2	

### Eligible Recipients:

Students with the top marks in each course for that year

### Who Can Nominate?

Not applicable

### Recognition Process

- The winner for each course receives an engraved plaque with the appropriate course sponsor's logo (if applicable) and appropriate citation.
- A cheque/EFT for \$250.00
- A free registration to the upcoming year's AARFP Conference (does not include hotel)
- 1 banquet ticket for a guest at the AARFP Conference
- An engraved plate with year, recipient's name, and location on the appropriate student achievement award board.
- Presented at the annual awards banquet during the AARFP Conference

#### d. Memorial Plaque

The Memorial Plaque is to honour members of the association who have passed away and are recognized by fellow members for their contribution to the betterment of recreation.

##### Eligible Recipients:

- The person must have been a member in good standing of the AARFP.
- They must have contributed to the betterment of recreation in their community, zone, or Alberta.

##### Who can Nominate:

- Anyone can nominate, but five members in good standing are required to endorse the nomination of the past member.
- Included with the nomination shall be the proposed inscription that shall not exceed three sentences or 100 words. This inscription should include a description of how the past member has contributed to recreation in their community, zone, or Alberta.
- The association administration will confirm they were a member in good standing.
- The nomination shall be considered by the AARFP Past Presidents Committee to ensure it meets the criteria, and that the inscription is appropriate.

##### Recognition Process

- Engraved plate with name and approved inscription attached to the memorial award board.
- Presented at the annual awards banquet during the AARFP Conference

#### e. Charles Mousseau Associate Award

The Charles Mousseau Associates' Award is presented to an AARFP Associate Member, an individual or company, demonstrating positive contribution serving the membership. The recipient will have demonstrated a consistent, positive approach to providing consultative services, product promotion, and customer satisfaction.

##### Eligible Recipients:

AARFP Associate Members

##### Who can Nominate:

Any member in good standing

### Recognition Process

- Engraved plaque with the appropriate citation
- A free registration to the upcoming year's AARFP Conference (does not include hotel)
- 1 banquet ticket for a guest at the AARFP Conference
- An engraved plate with recipient's name and year on the awards board
- Presented at the annual awards banquet during the AARFP Conference

#### f. William Metcalfe Award

This award acknowledges an individual, group or organization who has made a significant contribution in the field of recreation facility operation, management, or design. Areas of contribution can include, but are not limited to facility design, invention or development of equipment or accessories, outstanding volunteer effort, or a significant contribution in research.

#### Eligible Recipients:

Any member in good standing

#### Who can Nominate:

Any member in good standing

### Recognition Process

- Engraved plaque with the appropriate citation
- A free registration to the upcoming year's AARFP Conference (does not include hotel)
- 1 banquet ticket for a guest at the AARFP Conference
- An engraved plate with recipient's name and year on the awards board
- Presented at the annual awards banquet during the AARFP Conference

#### g. Lloyd Smith Instructor of the Year Award

This award is given out to recognize a current AARFP Instructor with the association who, through their actions, goes over and above to show their commitment to their students and the AARFP. The award recipient(s) must be a member in good standing with the association.

#### Eligible Recipients:

AARFP Instructors in good standing

#### Who can Nominate:

Any member in good standing

### Recognition Process

- Engraved plaque with the appropriate citation

- A free registration to the upcoming year's AARFP Conference (does not include hotel)
- 1 banquet ticket for a guest at the AARFP Conference
- An engraved plate with recipient's name and year on the awards board
- Presented at the annual awards banquet during the AARFP Conference

## h. Don Moore Scholarship Award

The Annual Don Moore Scholarship award of \$1,500.00 is available to any Alberta student completing any year of studies offering courses in the operation of recreation services in the province. The deserving students will demonstrate scholastic achievement, as well as personal qualities, and character that would indicate promise of success in the field.

Information and application process is posted on [Scholartree](#), [Schoolfinder](#), and on the [AARFP](#) website. Applications are reviewed by the AARFP Past Presidents committee, noting that scholastic achievement and personal references are checked prior to the announcement of a winner.

***The student is not required to be a member of this Association:***

- Deadline to apply is February 15<sup>th</sup> each year.
- A transcript of marks and any other relevant information must be provided to the AARFP Office.

**Eligible Recipients:**

Any Alberta student completing any year of studies in any recognized post-secondary institution in the province offering courses in the operation of recreation services, facilities, and operations.

**Who can Nominate:**

N/A

**Recognition Process**

- Invitation to Annual Awards banquet with 2 complimentary banquet tickets
- 1 night hotel accommodation
- \$1,500 Cheque/EFT
- Engraved plaque with the appropriate citation
- Engraved plate with recipient's name and year on the awards board
- Presented at the annual awards banquet during the AARFP Conference

**i. Bruce Fowlow Memorial Facility Operator of the Year Award**

This award is presented to an individual or group of individuals who has/have made a significant contribution to the operation and management of recreation facilities within the Province of Alberta

**Eligible Recipients:**

Individual or group who has/have made a significant contribution to the operation of recreation facilities in Alberta.

**Who can Nominate:**

Any member in good standing

**Recognition Process**

- Engraved plaque with the appropriate citation
- A free registration to the upcoming year's AARFP Conference (does not include hotel)
- 1 banquet ticket for a guest at the AARFP Conference
- An engraved plate with recipient's name and year on the awards board
- Presented at the annual awards banquet during the AARFP Conference

**j. Award of Merit**

This award is presented to AARFP Individual Members or Associate Members nominated for their outstanding and meritorious contribution toward the association's goals and objectives. Nominees must have completed a total of six or more years of volunteer service. If a volunteer has worked on a special project, but does not meet the six-year requirement, the AARFP Past Presidents committee may make a special exception providing the vote is unanimous.

**Eligible Recipients:**

Individual or Associate Members who have completed a total of six or more years of outstanding and meritorious volunteers service toward the association's goals and objectives.

**Who can Nominate:**

Any member in good standing

**Recognition Process**

- A framed certificate signed by the President with appropriate citation & the AARFP Gold Seal

- A free registration to the upcoming year's AARFP Conference (does not include hotel) and 1 complimentary awards banquet tickets OR 2 complimentary awards banquet tickets
- An engraved plate with year of award and the recipient's name on the awards board
- Presented at the annual awards banquet during the AARFP Conference

#### k. Honorary Life Award

This award is presented to an AARFP Individual Member who has previously been awarded the Award of Merit or the Charles Mousseau Associates Award and completed at least 10 years of volunteer service in the association as a member in good standing. The award is presented to an individual in recognition of special and valuable contributions deemed to be exceptional benefit to the Association. The recipient of this award assumes AARFP Life Membership in the association without annual dues and retains their voting privileges in accordance with the Articles of the Association Bylaws. Any member in good standing can nominate another member for an Honorary Life Award.

##### Eligible Recipients:

Individual or Associate Members who have already received the Award of Merit or Charles Mousseau Award and completed at least 10 years of volunteer service in the Association as a member in good standing.

##### Who can Nominate:

Any member in good standing

##### Recognition Process

- Life membership in the association without annual dues and retains their voting privileges in accordance with the Articles of the Association Bylaws
- A free registration to the upcoming year's AARFP Conference (does not include hotel) 1 complimentary awards banquet tickets OR 2 complimentary awards banquet tickets
- An engraved plaque with appropriate citation
- An engraved plate with recipient's name and year on the awards board
- Presented at the annual awards banquet during the AARFP Conference

## I. Executive Pin

The executive pin is presented to individuals who have served on the AARFP Board of Directors for a period of two consecutive years or who have accumulated three years of service. It is for recipients who have made a positive contribution fulfilling specific duties and had 80% attendance at AARFP Board Meetings.

### Eligible Recipients:

AARFP Board of Directors who have completed their term on the AARFP Board

### Who can Nominate:

Not applicable

### Recognition Process

- The pin is presented after the AARFP Annual General Meeting when new board members are voted in.

## m. Presidential Chain of Office/Past Presidents Chain

The Presidential Chain of Office is a medallion of the association's logo hanging on a neck band displaying brass name plates of each of the association presidents and year(s) they served in office. The President's Chain of Office is worn by the sitting president of the Association.

Each AARFP Past President who has served at least one full year of their two-year term in office as president, has been presented with a Past Presidents Chain that is a medallion of the association logo hanging on the neck band with a name plate(s) with the year(s) the individual past president served as president of the association.

The AARFP President and Past Presidents wear their chains at the AARFP Annual Awards Banquet and at other special occasions as deemed fit, for example at another organization's event.

This memento is passed on by the outgoing president to the newly elected president. It is an attractive gold medallion representative of the association's logo, complete with a neck band displaying brass name plates of all the presidents and the year(s) they served. All past presidents receive a replica chain as a permanent keepsake.

### Eligible Recipients:

Current AARFP President and Past Presidents

### Who can Nominate:

Not applicable

### Recognition Process

- Neck band with AARFP logoed medallion and appropriate brass name plates
- Sitting AARFP President will have President's Chain of Office with all presidents and their years on it:

**Note:** There are two chains with past presidents listed on it because there are so many presidents, so the earlier chain is framed and gets displayed with the awards at the AARFP Annual Awards Banquet.

The most recent chain is given to the current past president to wear. When that fills, it will be framed, and a new chain will be started.

- AARFP Past Presidents will receive a Past Presidents Chain upon completion of their term with only their name and years on it.
- Presented at the annual awards banquet during the AARFP Conference

**NOTE:** These have been previously ordered through Cochrane Awards

## n. RDP Recreation Facility Management Certificate Recreation

AARFP Members in good standing that have completed the Red Deer Polytechnic (RDP) Facility Management Certificate or Advanced Facility Management Certificate.

### Eligible Recipients:

AARFP Members who have completed all the RDP/AARFP Certificate requirements.

### Who can Nominate:

Not applicable

### Recognition Process

- Recognition at the AARFP Annual Awards Banquet during the AARFP Conference
- They will receive a certificate from RDP, so no certificate is required.



**o. Recreation Facility Master Operator Certificate (RFMOC)**

AARFP Members in good standing that have completed the AARFP RFMOC.

**Eligible Recipients:**

AARFP Members who have completed all the RFMOC Certificate requirements.

**Who can Nominate:**

Not applicable

**Recognition Process**

- Recognition at the AARFP Annual Awards Banquet during the AARFP Conference
- They will receive their certificate at time of completion, so no certificate is required.

**p. Award Cannot Be Presented**

If the AARFP Annual Awards Banquet can not happen, all award recipients will be mailed their awards, and participants will be honored in AARFP Leisure Lines, e-news, and social media.

**End of Awards Policy**

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**President Signature**

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**Date**

## VII. Clothing Policy

**Purpose:** To provide RFP staff, board, conference committee and Cadre branded clothing while engaging in RFP functions

**Board/staff:** To receive 1 branded clothing item at \$100.00 for each year that they sit on the board. Any expense for clothing beyond the approved \$100 is at the cost of the board/staff member, unless otherwise agreed upon at a Board of Directors Meeting.

**Conference Committee/Staff:** To receive 1 branded clothing item for the use at current conference.

**Cadre:** Will receive 1 branded clothing item yearly based on forecast schedule for upcoming year.

### End of Clothing Policy

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**President Signature**

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**Date**

### End of RFP Policies

Revision to be made every 3 years during Fall planning session in September.

Next revision 2025

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**President Signature**

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**Date**

# Appendices

## Appendix A: Executive Director – Job Description

### **Reports To: The AARFP President & Board of Directors**

**Position Summary:** As the appointed Executive Director, he/she will report to the Board and will direct the overall planning, coordination, and control of all office operations in accordance with the Societies Act of Alberta with the Mission, Vision, and Strategic Plan, as approved by the Board.

### **Responsibilities To the Board:**

- Ensure the Board receives all information and reports it requires to make effective policy decisions relating to the administrative operations.
  - Assist in the decision-making process by providing advice, guidance, and consultation.
  - Continuously improve communication channels between the Staff and the Board.
  - Attend, or be represented by a designee, all meetings of the Board, including Conference Committee.
- Present a clear understanding of the Association’s financials including banking and investments.
  - Implement Board directed recommendations of the auditor.
  - Apply and ensure all grant applications, fees for service contracts, etc. are properly administered and accounted for.
  - Oversee the Treasurer and the Manager, Finance with the preparation and presentation of the budget and the preparation of other financial support documentation.

### **For Operations:**

- Advocate with government agencies or departments, other associations, and stakeholders on the needs for uniform facility education standards.
- Liaison to represent Association with other national or provincial associations, government agencies or departments.
- Approves, develops, and implements Association business, operational and program plans.
  - Monitor and ensure effectiveness of the programs of the Association.
  - Identify and initiate changes for improving operations, when necessary.
  - Recommend policy changes to the Board, if necessary to achieve the Association’s stated objectives.
- Search out new and additional opportunities to instruct RFP courses.

- Negotiate special courses and consulting services for the Association; Set up/coordinate special courses.
- Promote the services of RFP by attending trade shows, other association's conferences.
- Seek, conduct research, and present proposals to the board to create additional sources of revenue for the association.

**To the Staff:**

- Supervise, hire, promote, discipline, demote, suspend, terminate, transfer, and direct all employees of the Association.
  - Ensure annual and ongoing performance reviews are conducted with all office staff.
  - Manage Contracted Instructors, including negotiating contract agreements.
    - Maintain credentials for instructors – ensure instructors are current, recertified, complete apprenticeship, etc.
    - Support and assist instructors in the delivery of education courses.
      - Responsible for Instructor reviews and assessments.
      - Assist in RFP courses as a second or to substitute, if so qualified.
    - Coordinate professional development for instructors.
  - Act within personnel policies covering the selection, compensation, training, retention appraisal and placement of Association employees.
    - Serve as the Human Resources Officer in consultation with the President.
    - Recommend to the Board increases or decreases in staffing levels, salary adjustments, benefits and working conditions.

**Qualifications:**

- University degree, College diploma, or equivalent experience, in business administration, not-for-profit association, and/or government relations.
- Minimum of 5 years of progressively responsible management in a recreation facility setting.
- Proven track record in overseeing and developing budgets, contracts and negotiating and maintaining agreements with government, associations, and service providers.
  - Experience in Grant Application and applicable accounting to satisfy requirements.
  - Implement procedures pertaining to the management of finances and data records.

- Managing conference events and planning with volunteers, including board committee members.
  - Experience as a board member in a not-for-profit organization is considered an asset.
- Experience in reviewing, interpreting, and implementing Legislation and Bylaws; and in Policy development and research.

**Skills:**

- Presentations and communication skills, excellent interpersonal, friendly, and approachable.
- Positive leadership, interpersonal and team building abilities the ability to deal with people in a professional manner.
- Ability to work varied hours as necessary.
- Experience with RFP as Instructor in one or more of the Educational Streams would be an asset.

## Appendix B: Committee Terms of Reference

Executive Director and President are ex-officio

### Past Presidents Committee

#### **Purpose**

Help with determining top mark awards in the case of ties within the course structure.

#### **Members**

All past presidents of the organization.

#### **Other duties**

Work closely with the immediate past president

May attend the past president's breakfast at conference, to receive knowledge of the ongoings of the organization.

### Cadre

#### **Purpose**

Cadre is solely in charge of delivering course content to students for the organization.

#### **Duties**

- Works closely with the Executive Director, Education Representative and Education Coordinator
- Attend meeting designated for members of the cadre.
- Maintain present knowledge of courses they are teaching.
- Maintain present knowledge of the organizational partnerships and how the partnerships can aid in knowledge to the candidate. May be in forms of partnership certificates.

### Executive Committee

#### **Purpose**

The purpose of the Committee is to oversee all financial of the Alberta Association of Recreation Facility Personnel.

#### **Background:**

- Prior to 2003, personnel administration was the responsibility of the Management Committee. At the 2003 AGM, the membership approved a Personnel Committee to manage all personnel matters for the Association.

- In 2017 the Zone Representative changed to Stream Representative
- In 2022 RFP went through a governance training session and made the Personnel Committee the Executive Committee.

**Membership:**

The Committee will be comprised of the following:

- President
- President-Elect
- Past President
- Secretary/Treasurer
- Executive Director (Ex-Officio and non-voting)

**Authority:**

The Committee will have the authority to bring recommendations to the Board on general issues that the Executive Director has informed the committee of in relation to the staff structure of the Association.

**Decision Making:**

- The Committee has the authority to manage and make decisions related to the business of operating of the Association.
- The three voting members of the Committee shall constitute a quorum.
- Decisions will be made by consensus. Consensus is defined as "Voting members accept the recommendation or decision".

**Date Approved:**

September 20, 2003

Updated – November 19, 2010

Updated for 2017

Updated September 2022

Updated September 2023



## Education Committee

### **Purpose**

- The role of this group is to assist the Education Representative with:
- Assisting with the Strategic Direction of the Association.
- Ensuring all instructors are apprised of the current Education Policies & Procedures.
- Ensuring all instructors are apprised of any changes to the course materials and subject matters relating to the courses they are teaching.
- Assisting with the research and development of new courses.
- Conducting regular reviews of the Education Policies & Procedures.
- Ensuring all instructors are current with new technology and course content.
- Recommending the training needs of current instructors.

### **Committee Members**

- Education Representative
- Aquatic Stream Representative
- Arena Representative
- Parks & Sports fields Representative
- Building Maintenance Representative
- Client Services Representative
- 2 x Instructor Rep (voted in for a 2-year term by Cadre) (Even & Odd years)
- Executive Director
- Education Coordinator

### **Meeting Dates**

1. Meet at Annual Conference.
2. Annual November meeting in conjunction with regular Board Meeting.

### **Roles & Responsibilities**

- To foster networking and collaboration among all instructors.
- To assist in the removal of obstacles to the successful delivery of RFP Courses.
- To maintain, at all times, the focus of the Association on the agreed scope, outcomes and benefits.
- To commit to attending all meetings of the Education Committee.
- To wholeheartedly champion the Association within and outside of work areas.
- To share all communication and information across the Education Network Group Members.
- To foster an understanding of the "Education Procedures" manual.

## Nomination Committee

### **Purpose**

The Role to help foster growth of board members within the organization.

### **Committee Members**

Past President and 2 board members

### **Roles & Responsibilities**

The committee is to help foster recruitment of the board when necessary. To have a biased opinion of those that wish to run for the board of directors and have the power to complete nomination packages when necessary. Able to answer all questions that a candidate might have in regards of being part of the board.

## Conference Committee

### **Purpose**

To help support, organize and run the annual conference for RFP

### **Committee Members**

All members of the board, staff, and possible community members.

### **Meeting Dates**

- June at the community where the conference is being held.
- After each board meeting is held in September, November, January, March, and before conference start in April.

### **Roles & Responsibilities**

- Executive Director will be chair of the Conference committee.
- Secretary/Treasurer will act as Treasurer for the committee
- Technical Director will be in assist with program, speakers, tradeshow, etc. making sure that the conference and all aspects of the conference will be accounted for.
- Stream reps will help in finding speakers for their stream compliment and be the representative for their stream bull sessions. As well as being moderators with in the conference program. Helping where necessary.
- Staff and other board members will help with program development and assist where necessary with in their scope of job duties.

## Disciplinary Committee

### **Purpose**

From time to time the organization is faced with hard decisions with members of the organization. The committee will be formed to discuss the outcome of the member and their actions within the organization.

### **Committee Members**

Committee will consist of President, President Elect and 3 members of the Board.

### **Meeting Dates**

On an as needed basis.

### **Roles & Responsibilities**

The Committee will access the information and make a non-bias recommendation as to discipline, termination, expulsion, or ask for a letter of apology towards the board member.

## Hiring Committee

### **Purpose**

From time to time the organization is need of hiring an Executive Director. Have consistent members of the board to go through the process of job description, advertising and interviews will aid in the right person for the right job.

### **Committee Members**

President will lead the process and ask for aid from whom they feel at the time of need to be able to support the process.

## Past President Committee

### **Purpose**

In the course of the year the students of RFP may have acquired top marks with in a stream that is offering top mark awards. Past Presidents will decide by reviewing a written document with topic given to the student as to who will be the awarded participant.

### **Committee Members**

Led by the current Past President and all available past presidents. Executive director may aid when necessary.

## Appendix C: Truth and Reconciliation

The Federal Government, along with our sister Association ARPA, have declared September 30<sup>th</sup> as a Statutory Holiday. This is a significant step in the reconciliation process as it provides an opportunity to reflect on, recognize and honour the damaging legacy of intergenerational trauma that the residential school system has created and continues to perpetuate among indigenous populations across the Province and Nation.

Additionally, September 30<sup>th</sup> coincides with Orange Shirt Day, a legacy campaign that began in 2013 to commemorate the time of year when indigenous children were forced to leave their homes and families to attend residential schools.

### **ACTION:**

AARFP will recognize September 30<sup>th</sup> as a Statutory Holiday and that all staff wear an orange shirt all week to commemorate both the Day for Truth & Reconciliation and Orange Shirt Day.

## Appendix D: Learning and Wellness Benefit guide

### What is the Learning & Wellness Benefit?

- The Learning & Wellness Benefit is provided to encourage, promote, and support RFP employees in their pursuit of continuous learning and improved quality of life.
- Eligible employees are entitled to funds up to a maximum of \$500/year (including GST) in support of learning, personal well-being, and development.
- The focus is on enhancing employability within RFP and developing an individual commitment to lifelong learning and personal health and wellness.
- Reimbursement payments will be issued by cheque.
- Use of the Learning & Wellness Benefit is not mandatory. However, if you choose not to use the benefit or utilize only a portion of it, you cannot carry funds over from one year to the next.

### Tax Implications

Taxable benefits will be included on your T4 at the end of the year.

### Benefits of the Program

#### Benefits to the employee:

- Overall improvement of health and wellness.
- Positive physical, emotional, spiritual, and cultural benefits affecting the workplace by reducing barriers among co-workers through participation.
- Feeling of personal satisfaction – increases self-responsibility and confidence.
- Improved morale.
- Increased motivation.
- Improved quality of work life.

#### Benefits to the organization:

- Gains in productivity.
- Decreases in absenteeism and turnover.
- Lower medical costs and decreases in injuries.
- Reduction in long-term disability claims.
- Reduced cardiovascular mortality.
- Happier, more positive employees.
- Improvement in corporate image and recruitment.
- Improvement in staff retention.

### Procedures

- The fiscal year for this process is January 1<sup>st</sup> to December 31<sup>st</sup>.
- The employee chooses how to best use the funds for his/her own learning and wellness experience. If uncertain if the choice meets the program criteria, your supervisor should be contacted to provide clarification before submitting the claim.

- The employee will provide receipts for reimbursement up to the maximum amount of **\$500 prior to December 15<sup>th</sup>** to allow for processing in the current fiscal year.
- Receipts can be submitted up to 3 times a year, for an amount of not less than **\$150 per claim**.
- All original receipts must indicate the service provider is paid in full.
- Receipts to be submitted for reimbursement are valid only for the current calendar year.
- Any unused portion of the benefit will not be carried over into the next year.
- The employee will complete the Learning & Wellness Benefit Eligibility Confirmation together with the Learning & Wellness Benefit Tracking Form and submit them to their supervisor for approval and processing. The employee should keep a personal copy of all submissions on hand for easy reference.

### Examples of Eligible Expenditures:

- Books and subscriptions:
  - Professional development books
  - Fitness and wellness instructional publications
  - Internet service subscription (i.e., for on-line courses)
- Membership fees:
  - Library memberships
  - Professional memberships not already covered by the Association.
- Personal development books, videos, courses, and seminars
- Smoking cessation programs
- Relaxation tapes
- Health and fitness:
  - Health or nutritional education programs (i.e., weight loss programs)
  - Nutritional supplements
  - Personal trainers
  - Organized individual or group fitness lessons or team recreational registration (i.e., karate, yoga, Pilates, slo-pitch, hockey, etc.)
  - Fitness facility fees
  - Stationary fitness equipment (i.e., treadmills, stationary bikes, yoga mats and balls, free weights)
  - Equipment or supplies for leisure/fitness (i.e., pedal bikes, inline skates, skates, hiking equipment).

### Examples of Ineligible Expenditures:

- Any license required by law
- Basic living expenses
- Firearms
- Satellite dish
- Transportation costs
- Vehicle parts or maintenance



# Benefits Tracking Form

## Learning & Wellness Benefit Eligibility Confirmation

Employee Name \_\_\_\_\_

Employee Status  Full Time  Permanent Part Time  Term

This application for the Learning & Wellness Benefit will address the:

Physical  Mental  Emotional  Learning  
needs of the employee.

I believe that by participating in the following program or by purchasing the following:  
*(Please describe program or purchase)*

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

will assist me in achieving the following:  
*(Please describe your goals and how you see this addressing your physical, mental, emotional, or learning needs).*

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

\_\_\_\_\_  
**Employee Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Supervisor**

\_\_\_\_\_  
**Date**

### FOIP STATEMENT

This personal information is being collected under the authority of the Learning & Wellness Benefit and will be used to promote and assess learning and wellness in the organization. It is protected by the privacy provisions of the Freedom of Information and Protection of Privacy Act. If you have any questions about the collection of this information, contact any member of the RFP Staff or Board of Directors. All information submitted under this benefit will be held in strict confidence.



# Benefits Tracking Form

## Recreation Facility Personnel

### Wellness Benefit Tracking Form

Please attach **original receipts** or copies witnessed and signed by an RFP Staff Member

Employee Name: \_\_\_\_\_

Date	Description of Purchase/Expense	Amount	Balance in account Starting: \$500.00
<b>Total</b>			

#### FOIP STATEMENT

This personal information is being collected under the authority of the Learning & Wellness Benefit and will be used to track your benefits and expenses. It is protected by the privacy provisions of the Freedom of Information and Protection of Privacy Act. If you have any questions about the collection, contact the Executive Director. All information submitted under this benefit will be held in strict confidence.



## Appendix E: Lost Receipt Declaration Form

### RECREATION FACILITY PERSONNEL

If a duplicate receipt cannot be obtained, for reasonable expenses, the claimant needs to submit the following signed form with their Expense Claim Form to the office.

**PLEASE NOTE:** This form is not meant to replace obtaining receipts!

#### RE: ORIGINAL RECEIPT

I, \_\_\_\_\_ hereby declare that have lost or accidentally destroyed the original receipt.  
(your name)

I further declare that I have not and will not use this receipt (if found) to claim reimbursement from any other source, or to support any other Town claims in the future.

A detailed list of the goods/services purchased is as follows:

Vendor Name: \_\_\_\_\_  
(name of store, hotel, airline, restaurant, etc.)

Date of Purchase: \_\_\_\_\_

Amount of Purchase: \_\_\_\_\_

Description of goods/services purchased: \_\_\_\_\_

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

\_\_\_\_\_  
Name of Claimant (Please Print)

\_\_\_\_\_  
Name of Approving Manager (Please Print)

\_\_\_\_\_  
Signature of Claimant

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Approver

\_\_\_\_\_  
Date

## Appendix F: Diversity, Equity and Inclusion policy References

### Related Documents

British Columbia Public Service (2014). Diversity and Inclusion Action Plan.

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Diversity, equity & inclusion. (n.d.). *Johnson and Johnson*. <https://www.jnj.com/about-jnj/diversity>

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Public Service Commission. (2019). Diversity and Inclusion Policy 2019. Province of Prince Edward

Island. <https://www.princeedwardisland.ca/sites/default/files/publications/diversityandinclusionpolicyenglish.pdf>

Secretariat, T. B. of C. (2015, July 23). Government of Canada. Canada.ca.

<https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/working-government-canada-duty-accommodate-right-non-discrimination.html>

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