



# ONTARIO TAEKWONDO ASSOCIATION

## O.T.A. HUMAN RESOURCES POLICY

### PURPOSE

1. To detail the human resource management practices that O.T.A. will employ  
COMPENSATION  
Ontario Taekwondo Association recognizes that in order to attract and retain the human resource talent that is required to achieve its mission, Ontario Taekwondo Association must offer salaries to the industry of amateur sports but also reflective of the skills and individual possesses. The Board of Directors is responsible for establishing O.T.A. overall compensation philosophy and will review it this policy annually to ensure that it remains competitive and realistic in the space that it operates.

### SALARIES

2. Salaries are set within the job salary range, based on their job performance and competency and the salary budget available. On hire into the job, salary is determined based on skills, knowledge and experience in relation to the job requirements and the anticipated level of performance. Ontario Taekwondo Association aims to move employees to the midpoint of salary ranges as they become fully functional in their role. Annual adjustments are assigned based on performance and competence relative to the position and assigned objectives, and as budget allows.

### HIRING PROCEDURE

3. Should Ontario Taekwondo Association decide to hire an employee, the following process will be used.  
The hiring process is initiated should there be a need additional staff. A staff requisition is presented to the Board, which includes the title, job descriptions, required skill set and compensation. A more informal process is taken if volunteers are required.

### Recruitment

4. Both external and internal recruitment efforts are taken to ensure a diverse applicant pool is available. Candidates interested in applying are to express their interest and submit a resume to O.T.A.'s posting.

### Screening

5. Screening criteria are established from the job qualifications relating to experience, education and occupational certification as required in the job description. Screening criteria are consistently applied against each application, and the screening results are documented for each hiring process.

### Assessment

6. An assessment will include an interview. The following qualifications may be assessed: skills, knowledge, ability, aptitude, experience, and equivalent experience and education as identified in the job description/job posting.

### Offers

7. Employment offers are either in writing or verbal and communicated by the Secretary General.

### Employment Equity

8. O.T.A. is committed to a policy of fairness and full equity in employment in recognition of its obligations and responsibilities as an employer.

Ontario Taekwondo Association will:

- A) Hire and promote on basis on merit and potential;
- B). Compensate fairly according to the value of the work performed.
- C) Ensure equitable compensation practices consistent with pay equity requirements;
- D) Create an environment based on the understanding and mutual respect for the dignity of each individual;
- E) Provide equality of opportunity to all individuals, and identify and remove artificial and systemic barriers to full employment with respect to an employees' or potential employees' race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, age, record of offences, marital status, family status, disability and level of literacy; and
- F) Commit to principles of potential and merit as key criteria for hiring and promotion; will make the best use of the talents of all available workers regardless of their gender, sexual orientation, disability, racial status or Aboriginal status



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## **TERMINATION OF EMPLOYMENT**

9. Depending on the severity of the performance issues or behaviors, a decision to terminate the employment relationship may have to be made.

There are two types of terminations by O.T.A.:

### **DISCHARGE FOR WILLFUL MISCONDUCT:**

10. Willful misconduct implies an act of such gravity and seriousness that it constitutes a breach of the employee's fundamental obligations to the employer, and is therefore grounds for immediate dismissal. Examples of these misconducts include theft, violence, gross negligence of duty, insubordination, abandonment of position, or breach of confidentiality. If the review of the situation and other relevant facts so warrant, notice of discharge shall be given to the employee and his/her employment terminated immediately, with no notice or pay in lieu of notice.

### **TERMINATION FOR REASONS OF PERFORMANCE:**

11. Performance issues should be discussed with the employee ahead of time and appropriate steps should be taken to allow the employee the opportunity to improve. All performance discussions should be documented clearly setting out the areas of performance requiring improvement, O.T.A.'s expectations and required results, support available to the employee, and a time frame during which performance must improve. Should there be no change in performance, the Board should be consulted. After consulting with the Board, the employee will be given appropriate notice in accordance with the Employment Standards Act of Ontario