



ADMINISTRATION AND MANAGEMENT NARRATIVE: HUMAN RESOURCES (CA-HR)

The Administration and Management Narrative should provide an overview of key practices that contribute to the performance and productivity of your organisation. The Narrative supports, but should not duplicate, evidence provided elsewhere in your self-study.

The Human Resources Administration and Management Narrative should provide the Peer Review Team with a clear, concise description of how your organisation's human resources practices advance and sustain your organisation's mission and strategic goals.

Purpose Standard: Human Resources (CA-HR)

A stable, qualified workforce contributes effectively and efficiently to consumer satisfaction and positive service delivery results.

Provide responses to the following questions that address your organisation's achievement of the Human Resource Management Purpose Standard. Highlight any obstacles and innovations, if any, in each of your responses.

1. Describe how your organisation manages its human resources: Does your organisation have a separate HR department? If not is there a dedicated HR position, or is human resource management the responsibility of an individual with additional non-HR responsibilities? Does your organisation outsource some of its human resources functions? If so which ones?
2. Describe any challenges that your organisation may have faced with regard to recruiting qualified staff. Has your organisation implemented any solutions that have proven effective?

(e.g., there is a shortage of MSW's in your area, or funding cuts have made it difficult to pay for direct service staff with advanced degrees for your foster care programme...)
3. Provide 2-3 examples of how your organisation has recruited staff that are culturally and ethnically representative of the service population.
4. Describe any challenges that your organisation may have faced and any solutions that have proven effective with regard to staff retention.
5. Provide any additional information that would increase the Peer Team's understanding of how your organisation's human resource practices contribute effectively and efficiently to consumer satisfaction and positive service delivery results.

Attachments:

- a. A list of administrative and management personnel that includes: a) name; b) title; c) degree held and/or other credentials; d) FTE; e) length of service at the organisation; and f) time in current position. Please organise the list by department.
- b. An organisation chart that includes all the organisation's departments or divisions and programmes.
- c. All COA-approved NA Requests.
- d. A list of all NAs applicable to your organisation provided within the standards.

Note:

Organisations being accredited for the first time: Please provide information for the last year.

Organisations being reaccredited: Please provide information for the period since the last accreditation review.



TABLE OF EVIDENCE: HUMAN RESOURCES (CA-HR)

	Self-Study Documents	On-Site Documents	On-Site Activities
CA-HR 1 Work Environment*	<ul style="list-style-type: none"> ▪ Copies of attorney, administrative agency or court opinions that indicate the organisation's personnel practices comply with applicable laws and regulations; or a description of the process the organisation uses to monitor labour laws to ensure that personnel practices comply ▪ Discrimination prohibition policy ▪ Harassment policy 	<ul style="list-style-type: none"> ▪ Personnel Manual ▪ Relevant meeting minutes ▪ See nepotism policy 	<ul style="list-style-type: none"> ▪ Interview: <ol style="list-style-type: none"> a. CEO b. HR manager c. Supervisory personnel d. Direct service personnel e. Persons served
CA-HR 2 Human Resources Planning*		<ul style="list-style-type: none"> ▪ Workforce analysis and documentation of actions taken 	<ul style="list-style-type: none"> ▪ Interview: <ol style="list-style-type: none"> a. CEO b. HR Manager c. Supervisory personnel
CA-HR 3 Recruitment, Selection, and Deployment*	<ul style="list-style-type: none"> ▪ Recruitment and selection policies/ procedures (HR 3.04) ▪ Policy and procedures regarding background checks 	<ul style="list-style-type: none"> ▪ Job Descriptions (CEO, CFO, Directors and sample of direct service personnel) ▪ Personnel records ▪ Personnel Manual ▪ Relevant portion of governing body minutes (CA-HR 3.04) ▪ Legal permissibility regarding the consideration of protected characteristics in recruitment and selection (CA-HR 3.04) ▪ Relevant portions personnel committee and/or administrative meeting minutes regarding personnel utilization ▪ Policy and procedures 	<ul style="list-style-type: none"> ▪ Interview: <ol style="list-style-type: none"> a. CEO b. HR manager c. Supervisory personnel d. Students as applicable e. Direct service personnel f. Volunteers g. Personnel responsible for recruitment and supervision of volunteers



	Self-Study Documents	On-Site Documents	On-Site Activities
		describing the use of volunteers	
CA-HR 4 Satisfaction and Retention*	<ul style="list-style-type: none"> ▪ Personnel grievance policy and procedures ▪ Aggregated personnel satisfaction and retention information 	<ul style="list-style-type: none"> ▪ Meeting minutes and/or schedules ▪ Personnel Manual ▪ Methods/protocols employed by the organisation to obtain personnel participation/input and for providing feedback to personnel about their recommendations/suggestions ▪ Grievance reports ▪ Relevant minutes related to retention rates and improvement action, if necessary 	<ul style="list-style-type: none"> ▪ Interview: <ol style="list-style-type: none"> a. CEO b. Governing Body c. HR manager d. Personnel at all levels
CA-HR 5 Human Resource Practices*	<ul style="list-style-type: none"> ▪ Relevant policy and procedures (CA-HR 5.03, CA-HR 5.04, CA-HR 5.05) ▪ Table of Contents for Personnel Manual 	<ul style="list-style-type: none"> ▪ Personnel Manual ▪ Personnel records ▪ Recruitment materials ▪ Analysis report (CA-HR 5.04) ▪ Relevant meeting minutes 	<ul style="list-style-type: none"> ▪ Interview: <ol style="list-style-type: none"> a. CEO b. Governing Body regarding CEO c. HR manager d. Supervisory personnel e. Personnel at all levels
CA-HR 6 Performance Evaluation	<ul style="list-style-type: none"> ▪ Performance review forms/templates 	<ul style="list-style-type: none"> ▪ Personnel Manual ▪ Personnel records ▪ Performance review process ▪ Contract policy and procedures ▪ Contracts 	<ul style="list-style-type: none"> ▪ Interview: <ol style="list-style-type: none"> a. HR manager b. Supervisory personnel c. Direct service personnel d. Personnel at various levels e. Independent contractors
CA-HR 7 Personnel Records	<ul style="list-style-type: none"> ▪ Sample of five job descriptions (of different jobs throughout the organisation) 	<ul style="list-style-type: none"> ▪ Personnel records ▪ Procedures regarding access to personnel records 	<ul style="list-style-type: none"> ▪ Interview: <ol style="list-style-type: none"> a. HR manager b. Supervisory personnel c. Personnel at all levels



FUNDAMENTAL PRACTICE STANDARDS:

Essential Life and Safety CA-HR 3.03	Health and Welfare CA-HR 1.02	Client Rights
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