



BROOKS CO-OPERATIVE HOMES INC.

2145 Sheridan Park Dr., Ste. 6, Mississauga, Ont. L5K 1C6

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Brooks Co-operative Homes Inc. Human Resources Policy

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1. Purpose of this Policy

This Human Resources Policy defines the governance-approved processes for hiring, evaluating, supporting, and off-boarding the Co-op Housing Manager.

This policy supplements By-law 9 – Organizational By-law and does not contradict or replace any by-law provisions.

2. Hiring Process

The Board is responsible for staffing as per Article 16 of By-law 9.

2.1 Job Description & Posting

- Establish a written job description including duties, authority limits, confidentiality expectations, and reporting structure.
- Post internally and externally to ensure fairness.

2.2 Screening

- Review applications for minimum qualifications.
- Conduct reference checks prior to interview selection.

2.3 Conflict of Interest

- Any Board member with a real or potential conflict must declare it and withdraw from the process (By-law 19).



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2.4 Interview Selection

- A Hiring Subcommittee or Board selects interview candidates based on job-related criteria only.

3. Interview Process

3.1 Interview Panel

- Conducted by the Board or a Hiring Subcommittee.
- At least two panel members required.

3.2 Interview Format

- Begin with a confidentiality reminder (By-law 20).
- Use standardized questions and scoring.

3.3 Final Selection

- Panel scores candidates and presents recommendation to the full Board.
- Board votes as per By-law procedures.
- Offer letter and contract issued upon approval.

4. Onboarding Process

4.1 Orientation

- Provide manager with access to office, systems, policies, and By-laws.

4.2 Introduction to Co-op Governance

- Review Article 9 duties of the Board and explain reporting relationships.

4.3 Required Agreements

- Manager must sign the Confidentiality and Conflict of Interest Agreement (Schedule B of By-law 9).

4.4 Initial Check-ins

- 90-day and 6-month performance review meetings.
- Annual evaluation as per Section 5.

5. Annual Evaluation Process

This process is required under Article 16.2 (annual staff reviews).

5.1 Tools Used

- Manager Self-Evaluation Form
- Manager Evaluation Tool
- Manager Evaluation Summary Form

5.2 Steps

1. Manager completes the self-evaluation.
2. Board/Subcommittee completes the evaluation tool.
3. Board summarizes feedback in the evaluation form.
4. Board provides written copy to the manager.
5. Board meets with manager to discuss evaluation.
6. Follow-up plan created as needed.

5.3 Purpose

- Acknowledge strong performance
- Identify areas needing support or improvement
- Maintain accountability and transparency

6. Performance Improvement Plan (PIP)

6.1 When Required

- Repeated performance concerns
- Failure to meet contractual or by-law-related responsibilities



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6.2 Structure

- Define issue and evidence
- Set measurable expectations
- Provide training/support
- Establish review timeline (30–90 days)

6.3 Possible Outcomes

- Successful completion and return to normal cycle
- Extension of PIP
- Termination as permitted by contract and law

7. Off-boarding Process

7.1 Voluntary Resignation

- Must submit written notice per contract.
- Manager must return all Co-op property.

7.2 Termination

- Board may terminate employment or contract only in accordance with law, contract terms, and Article 16 requirements.

7.3 Finalization

- Transfer files, passwords, records.
- Notify auditor and relevant service partners.
- Arrange temporary coverage until replaced.