

SaskCulture Inc.

Human Resources Manual

Revised March 2021

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PURPOSE

The purpose of SaskCulture's HR Manual is to provide a consistent reference for applying human resource policies that will enable the organization to:

- Communicate effectively;
- Solve problems;
- Make decisions; and
- Resolve conflicts

in ways that optimize workplace diversity for better, long-lasting, and more creative solutions.

GUIDING PRINCIPLES

Intent

SaskCulture is committed to providing a workplace that promotes innovation and creativity through a diverse and inclusive talent pool. SaskCulture aims to ensure that all those participating in the workplace are treated with respect, dignity and fairness with an aim of creating an environment which promotes positive working relationships. This manual is designed to ensure that all employees understand SaskCulture's commitment to recognizing the value of diversity in our workplace, equitable employment procedures, and ensuring work practices promote inclusion, diversity, equity, accessibility (IDEA) and are non-discriminatory.

Scope

This manual applies to all employees as well as volunteers acting on behalf of SaskCulture. Managers and supervisors are responsible for orientating their employees on the policies, procedures, and values of the organization.

It is the ultimate responsibility of the CEO to ensure policies are applied within the intent of the policy, consistently for all staff, and congruent with any other policy of SaskCulture. In doing so, the CEO is guided by Governance Policies of SaskCulture Inc. (When the staff member affected is the CEO, 'the Board' should be read in lieu, unless otherwise stated.)

Diversity, Equity and Inclusion

SaskCulture recognizes that all people bring diverse qualities, abilities, skills, knowledge, experiences, perspectives and attitudes to work. Valuing and making the most of these diversities can improve the workplace for individuals and enhance SaskCulture's overall performance.

Recruitment and Selection

SaskCulture recognizes the value of diversity in our workplace and strives to promote fairness and equitable employment opportunities. The decision to employ or engage an individual is based on merit, the potential and the ability to carry out the role.

Career Development

SaskCulture is committed to identifying and implementing practices that will assist in the development of a broader and more diverse pool of skilled and experienced employees.

SaskCulture seeks to develop its employees and volunteers to prepare them for higher levels of responsibility by offering equitable opportunities for career development based on knowledge, skills and leadership prospects for future success.

Behaviour and Values

SaskCulture values a workplace culture that is respectful of inclusion, diversity and equity. There is zero tolerance for bullying, discriminating, harassing, victimizing or vilifying behaviours. This is achieved through educating employees and volunteers on the standards SaskCulture expects of its employees.

SaskCulture expects all employees, volunteers and stakeholders to support the Principles and Values as articulated in the [Constitution](#) and the [Staff Values](#) and to perform their duties with honesty, objectivity and integrity.

Supportive Working Environment

SaskCulture acknowledges that the needs of employees change during different stages of life. As such, SaskCulture will be flexible and give careful consideration to supportive practices that enable employees to achieve a work-life balance as well as meet the strategic and operational needs of SaskCulture.

DEFINITIONS

Anniversary Date:

The anniversary date is the date an employee is initially hired as an employee or contractor with no break in employment. The anniversary date is used to calculate benefits, including vacation leave and sick leave.

Seniority:

Seniority is determined by the anniversary date of employment and will be unbroken except as otherwise specified in policies. Seniority applies only to the accumulation of benefits, which are based on the number of years of service to SaskCulture Inc. and is not related to preference in hiring.

Spouse:

The married or common-law partner of an employee, regardless of the length of time.

Immediate Family:

Immediate family includes, but is not limited to, the employee's spouse, parent, grandparent, child (including biological, adoptive, foster, step-child, or grandchild), sibling, guardian, aunt/uncle or niece/nephew of the employee or employee's spouse. Or, it includes any person who lives with the employee as a member of the family. The definition of immediate family could be expanded to include individuals who fill an immediate family role, at the discretion of the CEO.

Employee/Staff:

A person who works under the conditions of a contract of employment.

Supervisor:

A staff member who monitors a direct report's work.

Manager:

A person responsible for supervising and motivating employees and for directing the progress of an organization.

RECRUITMENT AND STAFFING***Intent***

SaskCulture is an employer of choice for highly skilled and culturally diverse people from a wide range of diverse backgrounds, who can relate effectively to the job, SaskCulture and broadly to culture in Saskatchewan.

SaskCulture is committed to hiring based on merit with special care taken to ensure recruitment practices are equitable, inclusive and accessible to diverse populations through hiring procedures that are free from biases related to a candidate's age, ethnicity, culture, gender, religion, sexual orientation, and other personal characteristics.

SaskCulture will endeavor to ensure that hired individuals have all reasonable opportunity to perform the job to the satisfaction of SaskCulture and support the fit for both parties (SaskCulture and new hire). Therefore, recruitment processes must reflect the following criteria:

- Transparent, diverse, equitable, accessible, and competitive recruitment processes;
- Job descriptions describing skills, expected outcomes, and impact of the position on SaskCulture goals, and

- Qualifications that reflect the requirements of the position and the organization now and in the future.

Definitions

Internal Recruitment – Internal sources of recruitment are readily available to an organization and take place within the organization.

External Recruitment – External sources of recruitment have to be solicited from outside the organization.

Authority

The Board of Directors is responsible for hiring the CEO. The CEO has final approval for hiring of all other employees. The Manager responsible for the position leads the recruitment process and may involve other individuals (such as staff, volunteers, or external consultants) in the recruitment process. The Manager makes the hiring recommendation to the CEO.

Requirements

The recruitment process for each hire will be planned and follow the recruitment procedure. The process will be thorough and consider capacity for success in the position, fit with SaskCulture and its community, and IDEA, such as ensuring recruitment includes Indigenous agencies, links to resources to support newcomer candidates, etc.

The recruitment process will ensure applicants' privacy and protection of personal information and will abide by the standards of:

[The Saskatchewan Freedom of Information and Protection of Privacy Act](#)

[The Saskatchewan Human Rights Code](#)

When possible and reasonable SaskCulture will do an internal recruitment in advance or at the same time as external recruitment.

RECRUITMENT PROCEDURES

Procedure

Define the skill and talent requirement

If a job description already exists for the position, it will simplify the task of developing a talent profile. If there is no job description, the talent profile will clarify what the organization needs and be used to develop the job description (ideally before recruiting for the position).

1. Define primary roles and responsibilities;

2. Define the key core competencies and job specific competencies required;
3. Identify preferred or required previous experience and achievement level;
4. Define education and/or training required; and
5. Confirm salary and benefits for the position.

Prepare the job posting

1. Clearly describe the primary role and responsibilities of the position; and
2. Clearly describe the critical skills and characteristics being sought.
 - Include required education and training.
 - Include required previous job experience, as applicable.
 - Present an appealing and accurate representation of the organization.
 - Do not include references to gender, age or any other discriminatory factor.

Attract the right people

Where you look for new people will determine the quality and quantity of applicants.

Common job promotion avenues for SaskCulture include:

- SaskCulture web site and E-update
- First Nations University of Canada (comm@firstnationsuniversity.ca)
- Indeed (<https://ca.indeed.com/>)
- Government of Canada Job Bank (<https://employer.jobbank.gc.ca/employer/login>)
- Saskatchewan Polytechnic (sandra.szeponski@saskpolytech.ca)
- Gabriel Dumont Institute (reception@dti.gdins.org)
- Saskatoon Open Door Society (tjomha@sods.sk.ca)
- Regina Open Door Society (karik@rods.sk.ca)
- SaskJobs (<https://www.saskjobs.ca/index.jsp>)

Other avenues include:

- | | |
|--|---|
| <ul style="list-style-type: none"> ▪ Professional networks ▪ Professional and arts service organizations ▪ Indigenous and ethnocultural service organizations ▪ Specific professions | <ul style="list-style-type: none"> ▪ Colleges, universities and technical schools ▪ Employment agencies ▪ Public/Gov't employment agencies ▪ Mainstream media ▪ Social media |
|--|---|

Select the best person

Interview candidates face to face if possible. SaskCulture has a base of potential interview questions that can be asked with room to develop specific questions related to the job.

Those conducting interviews must be aware of how to identify and eliminate discrimination and barriers to advancement for persons protected by [The Saskatchewan Human Rights Code](#).

The interview process may include oral interviews, written or other appropriate tests to determine competence. A skills tests could be used to determine if the candidate has some basic computer skills and/or the knowledge to perform some basic tasks related to the job.

References checks of short-listed candidates for any position will be made and will focus on the candidates' ability to perform the duties of the position. SaskCulture has a template of questions to ask during a reference check.

The reference check will:

- Verify/confirm the accuracy of the information received during the assessment and interview process.
- Understand past performance (tasks and behaviour) and responsibilities.
- Relevant previous positions held (dates and employers),
- Certifications and/or education qualifications deemed essential for the position, and
- Requirements for bonding.

Avoid bias and discrimination

Differences in culture may result in subtle or significant gaps in understanding and interpretation. Being soft-spoken or downplaying one's achievements may reflect cultural traditions, not a lack of experience. Leaning forward may be interpreted as aggressive rather than interested; looking down instead of eye-to-eye may be a sign of respect; and nodding may mean that the person is listening, not that they are necessarily in agreement with what is being said. Probing, even for clarification, may be seen as a sign of disrespect if it interrupts what the candidate is saying. It is important to make note of candidates' interview behaviours and reflect on their meaning rather than making assumptions based on one's own cultural background. In addition, when a candidate responds to questions more briefly than anticipated, try rephrasing the question to give an opportunity to provide a more detailed response, or ask gently probing related questions to draw out more information.

Finally, it is essential to pay attention to personal bias, and the tendency most people have to hire someone just like themselves. This issue is not just important in terms of complying with human rights legislation. In our increasingly multicultural country, recruiting for diversity can contribute to becoming an employer of choice, and build organizational capacity that considers new perspectives and input from a diverse workforce. New perspectives from a diversity of people may also be crucial for organizations seeking to broaden their audiences and/or reach.

Resources

[CHRC HR Management Toolkit available online.](#)

Other

The internal recruitment process typically includes a call for Expressions of Interest (EOI) from internal candidates. ensuring existing employees have the opportunity for career development within SaskCulture. Interested employees may respond to the EOI with their resume and a letter outlining how their skills and interests align with the competencies required for the position.

Contract positions follow the external recruitment process but include a Request for Proposals (RFP), which outlines the requirements for a specific project. An RFP process solicits bids from qualified vendors and identifies which vendor might be the best-qualified to complete the project.

As directed under board policy EL-7 Asset Protection, the CEO shall not make any purchase:

- Of over \$5,000 without having obtained comparative prices and quality
- Of over \$10,000 without a stringent method of assuring the balance of long-term cost and quality

JOB DESCRIPTIONS

Intent

It is SaskCulture's policy that every employee within the organization shall have a job title and job description. The job title identifies the job. The job description identifies the responsibilities and expectations of staff performance, required knowledge, skills and abilities, as well as key core and job specific competencies.

The objective of this policy is to regulate the development and amendments to job descriptions and job titles, to ensure consistency and equity at all times in the organization.

Roles

Supervisors will review the job descriptions with the staff at least once a year as part of their performance reviews.

Job descriptions must be relevant to the current organizational needs and may only be changed/ updated when:

- Major structural changes in the organization warrant it.
- The job content has changed significantly over time.
- Re-organization and rationalization of work justify the changes.
- With job vacancies before posting.

Recommendations to revise a job description will be made by the supervisor to the CEO, who has final responsibility for the content of all job descriptions.

Requirements

The purpose of a job description and a job title is to identify and describe the requirements of a job in order to indicate what is expected from the employee according to the organization's needs.

Job descriptions are intended to reflect the needs and cultural diversity of the organization, not abilities and qualifications of the individual filling the position, and will include the following:

- Typical duties, tasks, and responsibilities of the position,
- Expected outcomes associated with the position,
- Minimum skills/experience required to do the job, and the
- Degree of accountability and responsibility as articulated in the Key Core Competencies and Job Specific Competencies for each position.

A comprehensive review of all job descriptions will be conducted in conjunction with a review of salary scales when the CEO determines it is needed.

Job descriptions can be made public.

Current job descriptions for all positions are provided in the Appendix.

LETTER OF EMPLOYMENT/CONTRACT

Intent

The letter of employment is a legal document that provides the basis for a clear working relationship. The letter serves to promote communication, outlines the rights and responsibilities of the employee, and helps orient the new employee to SaskCulture's working conditions and terms.

Requirements

A letter of employment will contain:

- Start date, or start and end dates in the case of a term or contract position,
- Salary range for the position and starting salary,
- Notice period,
- Probationary terms,
- Directions on accepting the offer,
- Available benefits,
- Any special conditions of work, including expectations respecting hours of work,
- Any other needs of employee as negotiated (disclosed) during the recruitment/staffing process,
- Reporting/supervision relationship, and

- A review date to determine if a term or contract position will be extended or become permanent. The review date will be set three months prior to the end of the term.

The offer must be accepted, in writing, within five days. If no response is received, the offer will be deemed not to be accepted, and SaskCulture Inc. can continue the recruitment process.

A copy of the letter will be kept in the employee's file and replaced by the duly signed acceptance letter.

CRIMINAL RECORD CHECK

Intent

SaskCulture may require a criminal record check and/or vulnerable sector check prior to appointment to a position. In such circumstances, the individual is also required to report any subsequent charges or convictions as soon as reasonably possible.

Definitions

Criminal Record Check – a basic search used to identify whether an individual has prior criminal convictions or outstanding charges.

Vulnerable Sector Check – a detailed search used to screen individuals who intend on working with the vulnerable sector. (Children are defined as being anyone under the age of 18. Vulnerable persons are people who, because of their age, disability or other circumstance, are more susceptible to risk or harm than others.)

Requirements

Criteria that may require a criminal record check and/or vulnerable sector check includes positions:

- With responsibility for public money (financial officers, staff who accept or handle cash);
- With access to modify information technology systems;
- Working with third-party organizations that require criminal record checks (programming staff who may be working in a partnership agreement with schools, day cares or senior centres); and/or
- With other special circumstances, on a case-by-case basis.

Managers/supervisors must notify the CEO if they are expecting a Criminal Record Check to be submitted for a potential employee. The original form will be returned to the applicant if they are not hired. If employed, the original copy will be placed in the new employee's personnel file. Upon request, the original will be photocopied, initialed and returned.

In the event that a criminal record exists, employment decisions will be made by the manager in consultation with the CEO and will be based on the following criteria:

- The nature of the offense for which the person was convicted;
- Length of time between the offence(s) and the application for employment;
- Accomplishments and employment history since the time of the last conviction;
- The age of the applicant at the time of the offence(s);
- The relevance and the risk of the offense(s) to the safety and security of SaskCulture employees, and property as it relates to the performance of the specific position;
- Rules regarding pardons in the criminal code of Canada;
- Any other relevant consideration; and
- The reputational risk to SaskCulture

Payments for Criminal Record Checks:

Costs associated with obtaining a Criminal Record Check or Vulnerable Sector Check shall be incurred by SaskCulture. Prospective employees and employees changing roles, who may require a criminal record check, may submit a receipt and be reimbursed.

ORIENTATION

Intent

The employee's supervisor is responsible for educating employees about the terms and conditions of their employment as part of their orientation to the organization. The employee is expected to familiarize themselves with the policies, procedures, and values of the organization.

SaskCulture is committed to providing a thorough orientation specific to the employee's work and the work of the organization. SaskCulture has an orientation checklist that is followed when orientating new employees.

PROBATION PERIOD

Intent

A probation period is mandatory for all permanent and term positions. It is a "trial period" during which the employee is being evaluated as a suitable fit to the position and the organization. During the probationary period, both SaskCulture and the employee will make every reasonable effort to ensure a mutually beneficial relationship develops. The new employee will be given consistent feedback and support in order to be successful in their role.

SaskCulture will make every effort to ensure that its hiring procedures serve the purpose of recruiting the best employee for each open position. However, these practices do not always accurately predict performance or appropriate cultural fit and from time to time it will be in the best interests of both the staff person and SaskCulture to terminate the relationship.

Requirements

Those who will be placed in an employee probationary period include the following:

- New employees who have just passed through a hiring process for a permanent position; and
- Current employees who are promoted to a position of higher responsibility.

New Employees:

The probation period will be for six months from the start date of employment and will be so stated in the letter of employment.

- The employee's supervisor will carry out a performance review, in writing, at three months. The performance review will identify any areas requiring improvement. SaskCulture will provide appropriate guidance, feedback and training to help them succeed.
- A final performance review will be conducted, no more than four, and no less than two, weeks before the end of the probation period.
- Following the final performance review, the employee will be notified in writing by the CEO as to the decision.
- At the discretion of the CEO, the probation period may be extended to a maximum of three additional months, with specific directions regarding areas for improvement. A final performance review will be conducted, no more than four, and no less than two, weeks before the end of the extended probation period.
- When an employee has successfully passed the probation period, all seniority and similar considerations will date from the beginning of the probation period.

Permanent employees:

For individuals who have continuing employment with SaskCulture, either in a contract, term or permanent position, and are hired into a different term or permanent position, the probation period will be six months.

- The same procedures will be followed for a new employee (above); permanent employees maintain their seniority and anniversary date.
- If the employee is not successful in the new position, they can return to a comparable position, unless expressly informed otherwise, prior to their commencement in the new position.

No employee on probation will be eligible to assume an acting position.

When an employee has completed the probationary period, they are granted permanent employment status in the new position.

Termination

If the employee is deemed unsuitable while on a probationary period, they may be terminated in accordance with [The Saskatchewan Employment Act](#). Refer to Termination policy.

PERSONNEL RECORDS

Intent

Personnel records are kept in strictest confidence and contain information and documents related to an individual's employment relationship with SaskCulture. These records are a valuable tool in managing SaskCulture's human resources, and need to be comprehensive and accurate.

Personnel records are confidential, and are held and maintained in a manner that respects the privacy of employee information and meets the requirements of the [Freedom of Information and Protection of Privacy Act](#) (FOIP) and [Saskatchewan Employment Act](#).

Requirements

There will be only one official personnel file for each employee, and this file will be kept in a secure area. Storage of electronic files on the local area computer network are housed on a secure drive with restricted access.

The personnel record will contain the following:

- material relating to recruitment including, documentation submitted by the employee through an application, offer of employment and acceptance;
- reference checks conducted prior to hiring;
- salary scale and current salary;
- performance appraisals signed by the employee;
- any letters of commendation;
- any letters of discipline;
- copies of any correspondence from the employee or concerning the employee;
- basic personal data required to administer pension and benefit plans, payroll, etc.;
- letters of resignation or documentation of termination; and
- other material relevant to terms of employment and job performance.

Employee's files may be viewed under the following conditions:

- Upon employee’s written request with at least 24 hours advance notice. Employees are allowed access to their own file under the guidance and supervision of their supervisor;
- For confidential use by the CEO, management or supervisors where it is necessary for the performance of an employee’s duties; and
- In the day to day carrying out of responsibilities for human resource purposes.

No employee may alter or remove any document from their personnel file without permission. Requests to amend or remove documents from an employee file must be made in writing to the CEO. The CEO shall respond within 10 working days.

External Requests to access/share employee information will be reviewed and information will only be released in compliance with FOIP.

Except as authorized by law, or for the purposes of internal administration of payroll and benefits, no information will be released from the file without the expressed written permission of the employee.

Retention

Personnel records of former employees are kept in a secure location and retained for a minimum of five years. (Saskatchewan Employment Act is two years.)

BONDING

Intent

To ensure the integrity of SaskCulture, all staff of SaskCulture will be bonded.

Requirements

All employees of SaskCulture are bonded as a group with the premiums paid for by SaskCulture.

PERFORMANCE MANAGEMENT

Intent

To achieve SaskCulture’s mandate, and to support employee success, SaskCulture believes that staff have the right to a clear understanding of what performance success (performance standards) is and how the assessment of their performance occurs, using these standards.

Performance management is a process that is transparent and, if possible, collaborative between the supervisor and staff.

Performance will inform compensation decisions, such as increments and/or access to professional development funds. Performance management will also inform other decisions such as work assignment, continued employment, employment termination, etc.

Requirements

The Performance Management process is outlined in the Performance Management Framework (found in the Appendix). The Performance Management Framework and process is the responsibility of the CEO.

The CEO is responsible for the performance management of the Managers. The CEO will make the decision on a Manager's performance and resulting action on increments, professional development, and/or remedial action where required.

Supervisors are responsible for the performance management of the employees that report directly to them. Supervisors will inform the CEO of employee performance and resulting action on increments, professional development, and/or remedial action where required.

In consultation with the CEO, the supervisor will determine the level of increment (0-3%) for staff.

When work performance and/or success are affected by an employee's fitness to work, SaskCulture will refer to the Fit for Work policy.

The Board shall carry out the performance review and/or performance management of the CEO in accordance with the requirements of the review process. The Board may also consult with any individual or group deemed necessary to assess the performance of the CEO.

PROFESSIONAL DEVELOPMENT

Intent

SaskCulture supports a structured approach of professional development for the organization. Professional development is an integral part of supporting employee success in their position and blends the needs of SaskCulture and the professional needs and aspirations of employees.

Requirements

Professional development activities (PDA) include:

Essential – required as part of the job and will either address new responsibilities assigned to an employee’s current job, or deficiencies in job performance.

Enhanced – requested by the employee but benefit the employee (in current or future positions within the organization) and SaskCulture.

Career Development – requested by the employee but does not directly benefit SaskCulture.

The performance management process will inform the employee and their supervisor of potential professional development activities. PDA can be, but are not limited to, activities such as courses, seminars, peer exchanges, study tours, etc.

Approval for PDA will be determined by the resources available to SaskCulture, with a priority given to essential PDA, followed by enhancement PDA, and career development PDA. Approval of PDA is granted by the employee’s supervisor.

Essential PDA

Essential PDA will be identified through the performance management process. Until the essential PDA is completed and the essential skill or knowledge demonstrated, no other PDA will be approved.

Essential PDA is determined and approved by the employee’s supervisor. The total cost of essential PDA will be assumed by SaskCulture.

Upon completion of the essential PDA, measures of success related to the PDA will be added to the employee’s performance management. The measures of success will identify a timeframe for an acceptable level of performance related to the essential PDA.

If the employee is not successful in achieving the performance management measures of success related to the PDA, the supervisor will consider and implement options to support the employee to be successful. The options may include but are not limited to:

1. More PDA and/or longer time to implement training,
2. Accommodation if required,
3. Transfer to a position where the employee can be successful,
4. Reassignment of some of the job duties, or
5. Termination of employment.

Application for essential PDA may be submitted as required. It is encouraged that as much advance notice as possible be provided. Employees and/or supervisors may research and identify the required essential PDA. Supervisors have final authority on what essential PDA is requested.

Enhanced or Career Development PDA

The CEO may authorize a portion or all funding and/or leave with or without pay for enhanced PDA. Enhanced or career development PDA are not available to employees during their probationary period.

On completion of a PDA, the supervisor may request the employee provide all or any of the following:

1. Provide supervisor with a written report on the PDA, which details its benefit to SaskCulture and the individual,
2. Suggest how the learning can be applied to the employee's job and the expected results, and
3. Share and/or implement key learnings. The employee will develop a proposal outlining how the learning can be shared with staff or implemented at SaskCulture.

Approval process:

Employees will research and identify applicable enhanced and/or career development PDA opportunities and submit their request to their supervisor. The approval process will primarily consider the return on investment for SaskCulture. Professional development that provides an opportunity to a variety of staff and/or long-term growth for the cultural community will also be considered.

Supervisors will approve PDA requests and measures of success for all enhancement or career development PDA needed in the employee's performance management.

Academic courses that are considered Enhancement or Career Development will only be paid (approved amount) out to staff members upon successful completion (for example: passing an academic courses) of such courses.

Other PDA

Volunteer board service related to the employee's job may be considered as PDA, and should be submitted for approval using the same process as other requests.

Reimbursement for expenses will be at the discretion of the CEO.

Fees for memberships in professional organizations or professional certifications, which are related to an employee's position, may be reimbursed by SaskCulture based on budget availability and in conjunction with the budget cycle. Employees are required to request for initial reimbursement.

COMPENSATION AND BENEFITS

Intent

SaskCulture recognizes that staff members are a vital element in the service provided to our membership, and the leadership provided to the cultural community of the province. Therefore, compensation paid to SaskCulture staff must, within the resources of SaskCulture, be appropriate to attract a high caliber of applicants in the field of cultural administration. Consistent with the dynamics of the lottery system and the non-profit environment in Saskatchewan, SaskCulture will provide competitive compensation packages.

Definitions

Compensation – cash and non-cash payments earned by an employee in exchange for work.

Red-circled – when an employee's pay rate is above the established salary maximum for that position.

Requirements

An incremental salary scale has been established based on Human Resources Organizational Structure Review completed in 2015. A new Supervisor grid was added to the Management scale in 2020. Salaries were established for each position and reflect the degree of impact the position has on achieving organizational goals, level of responsibility, and experience/education required to fulfill the position.

The salary scale for any position, with the exception of the CEO position, can only be adjusted in conjunction with a review of all salary scales. All salary scales will be reviewed, in conjunction with a review of job descriptions, when deemed necessary.

An employee's initial position on the salary scale is determined by the job description and the level of education, experience and expertise brought by the individual. While the base of the scale is expected in most situations, individual cases for initial placement higher on the salary scale can be made to the CEO by the supervisor of the employee.

Adjustments to employees' salaries occur in three ways: through individual merit, a title change, and through a structural adjustment for the entire organization.

Individual Merit

The awarding of an increment is based on merit and recommended through an annual performance appraisal conducted on the employee's anniversary date. Supervisors are responsible for the performance management of the employees that report directly to them. Supervisors will inform the CEO of employee performance and, in consultation with the CEO, determine the level of increment (0-3%) for the employee. (See Performance Management policy.)

Title Change

When a current employee is promoted to a new position, with a title change and new job description, it may result in a move to a new scale on the salary grid. When the new position is implemented, the employee's annual performance review date and increment entitlement date will change to the start date of the new position. The employee's anniversary date for years of service and vacation entitlement remains unchanged.

Structural Adjustment

The salary scale for each position may be *adjusted* annually based on the Regina Consumer Price Index (CPI) from the previous calendar year. This salary adjustment is subject to Board approval as part of the annual spending plan process. All permanent employees, not considered red-circled, shall be eligible for, and shall receive, the adjusted salary of their scale. Increment/anniversary dates are not affected by an annual CPI adjustment.

When a new compensation plan is put in place that results in a maximum salary for a position that is lower than an existing employee's current rate of pay in that position, the employee will be red-circled. Red-circled employees maintain their pay level at the time of the structural adjustment, but will not be eligible for performance increments or annual CPI increments until such time as the position's pay scale exceeds the employee's elevated pay rate.

Benefits

All employees are eligible to participate in SaskCulture's comprehensive benefit's plan after three months of continuous employment. SaskCulture's benefit's package includes:

- 100% Employer paid:
 - Life Insurance;
 - Accidental death & dismemberment insurance;
 - Disability insurance (short and long-term); and
 - Bonding and liability insurance.
- Optional dependent life insurance (employee paid)
- Health & dental benefits (premiums: 1/3 employer paid, 2/3 employee paid)
- Pension plan (7.5% employer contribution) – employees can match contribution up to an additional 10.5% (total cannot exceed 18%)
- \$600 Healthy Lifestyle Benefit per year – taxable
- \$60 cell phone allowance per month – 50% taxable
- 20 days starting (4 weeks) paid vacation leave earned at 1.667 days/month
- Paid sick leave earned at 1.25 days/month
- Scattered outdoor parking (value of \$2,300 per year) or reimbursement of a city bus pass
- Paid travel expenses (Reimbursement of travel expenses pursuant to SaskCulture's Executive Limitation EL-8)
- In addition, positions that have been identified to require the regular use of a personal vehicle to conduct SaskCulture business shall receive a \$450 annual in-town car allowance and an assigned outdoor parking stall.

ACTING/INTERIM POSITIONS

Intent

At the discretion of the CEO, staff may be asked to perform duties of other positions, for limited and/or specific purposes.

In certain long-term and more complex circumstances, it is appropriate to take more thorough and clearly defined action to cover the work of other positions. In this circumstance assigning an employee to an acting or interim capacity is required.

SaskCulture believes that acting or interim assignments provide employees with opportunities to enhance their professional standing and gain valuable work experience. This situation should be beneficial to both SaskCulture and the individual employee.

Definitions

Acting Position – is someone who doesn't have the title/qualifications, but is acting in a role as if they did. Acting positions are generally substitute positions until the actual employee returns. The position is expected to fulfil some of the same responsibilities, though they may not be given full control or authority.

Interim Position – is someone who already has a similar title/qualifications. Interim positions are assigned when there is no employee filling a particular position within the organization, due to someone abruptly quitting or leaving a position. Interim positions are place-holder positions until the organization finds a viable candidate to fill the position permanently. Interim positions are typically given full control and authority for roles and duties assigned.

Requirements

When an employee is asked to assume the majority of the job responsibilities of another position for more than ten consecutive working days, or when it cannot be determined how long the employee will be required to assume these duties, the employee will receive appropriate compensation for the duration of the temporary assignment.

The CEO, in consultation with the employee's direct supervisor, will determine the appropriate compensation based on the new position level, type and range of work. In cases where there are extenuating circumstances regarding compensation for the CEO position, the Board of Directors will determine compensation, keeping with the general intent of this policy.

In all cases, the employee shall receive, in writing, a statement of compensation provided and a written expectation of duties for the period covered.

When an employee returns to their regular position, their performance in the acting or interim position will not impact negatively on any performance reviews conducted for their regular position.

In the case where the position becomes open, the employee in the interim or acting capacity has the right to apply for the position and will be given the same considerations in the recruitment process as any applicant.

(See Recruitment and Staffing, Probation, and Compensation and Benefits policies)

EXPENSE REIMBURSEMENT

Intent

SaskCulture recognizes that employees may be required to travel to meetings and events as a part of their job to enable them to provide service to the membership and partners. Employees shall be reimbursed for out-of-pocket expenses related to travel for all meetings and events attended as part of their defined duties.

Requirements

Out-of-town:

Upon approval of their direct supervisor, all staff will be reimbursed for out-of-town travel as outlined in Board Policy GP-7 Board and Committee Expenses. A SaskCulture expense form is to be completed for out-of-town expenses.

In-town:

Designated staff will receive an annual travel allowance, which is a taxable benefit paid bi-monthly every pay period.

All other staff, upon approval from their direct supervisor, will be reimbursed for in-town mileage at the current mileage rate and parking as outlined in GP-7.

There is no reimbursement for an employee to travel to and from their primary worksite (from home the location where they are working for the day and back). Travel from an employee's primary worksite to a second worksite shall be reimbursed.

HEALTHY LIFESTYLE/WELLNESS BENEFIT

Intent

To promote the health, wellness and physical fitness of employees of SaskCulture by encouraging participation in activities that have been shown to improve wellness, contribute to reduced absenteeism and reduce the cost of health benefits.

The Healthy Lifestyle Benefit Program is to be used to promote fitness, mobility, strength and wellness. There are a wide range of options for employees to pursue, depending on their individual interests and circumstances. The goal is for all employees to engage in a healthy, active lifestyle through a commitment to a healthy body and mind. Therefore, it applies to activities that promote wellness, such as: the purchase of equipment or supplies that are fitness specific; physical activities that significantly contribute to cardiorespiratory endurance, muscular strength, muscular endurance, flexibility and/or balance; and other interests that support emotional and spiritual wellness.

Requirements

The interpretation of employee eligibility, eligible expenses or any other application of the program rests with the Administration Manager. Where there is an uncertainty, the CEO shall be consulted and will, by authority of the Board, exercise final authority.

The Healthy Lifestyle/Wellness Benefit Program will be administered as a reimbursement (receipts required) to offset the costs associated with activities that promote fitness, mobility, strength and wellness.

Employees are eligible to claim reimbursement for fees for themselves or for fees associated with a family membership or family registration. Claims cannot be made for fees associated solely with activities of individual family members (i.e. child's dance class or hockey fees).

SaskCulture's Employee Benefits Plan covers paramedical expenses, such as massage therapists, family counselling, chiropractors, etc. up to a determined maximum each calendar year. If an employee requires additional services beyond the plan's maximum allocation the Healthy Lifestyle/Wellness Benefit could be used to offset these expenses. Prior approval for these expenses is required by the CEO.

Amount of Benefit

Employees are eligible for a maximum annual benefit of \$600. In order to ease administrative requirements, the program does not allow for accrual of any portion of the benefit from one year to the next, nor allow for a carryover of an expense from one year to the next. For example, if you buy a treadmill in November for \$2,000 and

claim for that this fiscal year, you cannot claim another portion of that same item next year.

Claims must be submitted prior to March 31st of each year to be eligible for reimbursement within that fiscal year. Any unused benefits will be forfeited at March 31st of each fiscal year.

Eligibility

This program was a Board directive in 2010 and the budget is approved annually by the Board.

This program is available to all employees who have completed a minimum of three months of service with SaskCulture. New employees will become eligible for the full amount of the healthy lifestyle benefit in the fiscal year in which they complete three months of service. The waiting period is a means of ensuring prudent application of the benefit and similar to the policies for extended health and enhanced dental benefits.

The amount will be prorated for partial months worked in a fiscal year at a rate of \$50/month.

Submission of Claims

Employees may submit claims dated in the fiscal year in which the expense is incurred, and/or in the fiscal year in which they become eligible, but not prior to their date of commencement with SaskCulture. Claims must be made on the prescribed form, accompanied by an itemized receipt and submitted to the Administration Manager for processing through payroll.

No claims should be filed seeking reimbursement based on receipts issued by the employee's immediate family member. Employees are encouraged to accumulate and submit claims when the total reaches \$50 or more.

Used equipment will be reimbursed as long as there is an original receipt in the employee's name. Parts/repairs to existing pieces of equipment qualify for reimbursement as long as the existing equipment is eligible under the Program (i.e. treadmills, bicycles, etc.).

A receipt for an item may only be submitted once. Original receipts are required with the claim form, however if the original receipt is required for warranty purposes, you must submit the original receipt with a copy, and have the Administration Manager initial the copy as "original receipt, no other will be issued". The Administration Manager will then return the original receipt.

Taxable Benefit

All claims are subject to tax and will be reflected on the employee's T4 as a taxable benefit. The reimbursements are also included in the calculation of CPP and EI deductions.

Eligible/Ineligible Equipment and Activities

Examples of equipment and activities that will, and will not, be considered for reimbursement are identified in the following table. This list will be updated from time to time. Eligibility of expenses for this program shall be determined by the Administration Manager and/or CEO as appropriate.

<u>Eligible</u>	<u>Not Eligible</u>
<ul style="list-style-type: none"> • League fees for curling, bowling, baseball, football, hockey, bowling, etc. • Memberships such as gym memberships (including family memberships and locker fees), golf memberships, yoga • Golf punch pass vouchers/green fees • Professional fitness counselling/private coach • Swimming lessons/programs • Registration/association fees required to participate in physical activity/class • Fees for dance classes (competitive or recreational) • Consultations with a trainer/nutritionist • Membership fees to weight loss programs such as Weight Watchers, Herbal Magic, and Jenny Craig (excluding any supplements or food) • Athletic footwear such as running shoes, skates, skis/ski boots, dance shoes • Athletic headwear such as helmets, goggles • Athletic or fitness equipment such as treadmills, bicycles, tennis racquets, bowling balls 	<ul style="list-style-type: none"> • Memberships for individual family members • Food of any kind • Spa treatments • Event fees/tickets as a spectator • Travel and accommodation such as hotels and flights • Nutrition supplements such as power bars, energy drinks, vitamins, steroids, nutrition pills • Health care costs such as vaccinations • Marathon/Competition Entry Fees • Initial health care costs below the maximum currently eligible for coverage in the extended health plan • Admission to cultural events such as Globe Theatre/Symphony/Pow Wows • Bicycle rack • Costumes/clothing other than that listed as eligible • Hunting equipment/firearms such as guns, knives • Licensing fees • Motorized vehicles such as motorbikes, ATVs, motorized watercraft • Accessories that are not a requirement to perform a physical activity (iPod, MP3player, barbecues, camp stoves, etc.) • Jogging stroller

<ul style="list-style-type: none"> • Work out/exercise DVDs/videos/books/online access fees • Interactive fitness games such as Wii Fit/Wii Fit Plus/VR Fitness system • Trampoline • Kayak and canoe • Hiking boots and gear • Workout clothes and Swimsuits • FitBit • Campground fees/cabin rental/park admission/camping gear such as tents/sleeping bags • The purchase of supplies associated with cultural activities (i.e. music lessons, art supplies, musical instruments, language classes, theatre classes, etc.) 	<ul style="list-style-type: none"> • Costs associated with operating a personal cabin
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ATTENDANCE POLICY

Intent

To be successful in their work, SaskCulture employees need to be at work and engaged when at work. SaskCulture works with the employees to understand issues that may be challenging their attendance. Within its ability, SaskCulture will support or provide supports to employees so that their attendance is at a level required to meet the needs of the work. SaskCulture will address attendance issues positively with the goal of increasing attendance.

Definition of Absence

Non-culpable absence – Absence due to no fault of the employee such as illness or injury. Excess non-culpable absence is when the cause of the absence is understood and not in question, but the amount of absences impacts the success of the employee, and the department and/or is cause for concern.

Culpable absence – Absence due to controllable actions or situations such as sleeping in, transportation, lack of child care, or other home issues. Excess culpable absence may be subject to discipline.

Tardiness – Is considered being absent. Examples of tardiness are being late for work, leaving early from work, taking excessive breaks, doing non-work activities on work time, etc. Excessive tardiness may be subject to discipline.

Requirements for Addressing Attendance.

1. Supervisors are required to monitor employee's attendance and address attendance issues. Coaching for improved attendance is a key responsibility of the supervisor.
2. Employees are expected to attend work and when at work engage in work activities.
3. Employees are expected to be absent when they are not fit for work (see Fit for Work policy).
4. Employees are expected to cooperate with and follow medical practitioner advice and adhere to accommodations if provided.
5. All employees that are going to be absent or tardy need to inform the office as soon as possible.
6. It is expected that the supervisor will be informed prior to the absence in most cases. In rare cases where the employee cannot inform their supervisor prior to the absence, notification will be provided as soon as possible. Notification to supervisors will include: discussion of the reason and expected length of absence; and any priority work matters that may need attending during the absence.
7. If the employee does not inform the office/supervisor of an absence, the supervisor will reach out to the employee within that work day, to inquire as to the employee's safety and reason for absence. If they cannot reach the employee, the supervisor will call the employee's emergency contact.
8. Sick leave and other leaves that may impact employee's attendance will be recorded and shared with the employee.
9. When an employee's absence exceeds the average absence or seems to be a concern, the supervisor will initiate attendance coaching.
10. Employees that have non-culpable absence may be required to get medical attention and confirmation of illness or injury. This is done to ensure that the employee is fit for work, and address any accommodations if required.
11. For culpable absence or tardiness, if attendance does not improve to an acceptable level, the employee will be subject to discipline (see Disciplinary policy).
12. For non-culpable absence, if attendance does not improve accommodation policy and/or short term leave will be considered.
13. Employees whose attendance does not meet the needs of the position, terms of employment and/or cannot deliver the quality of service required of SaskCulture may be terminated. Human Rights laws will be honoured.

HOURS OF WORK

Intent

To ensure a work-life balance, the ability to achieve its mandate, and compliance with Saskatchewan's labour laws, SaskCulture requires staff to work within hours of work designated for their position classification and SaskCulture needs.

Office Hours and Breaks

All positions are based on a 7.5-hour work day unless otherwise identified. A 7.5-hour day is defined as a normal work day for full-time employees.

SaskCulture's office will be closed on all statutory holidays. Working on a statutory holiday requires prior approval from the direct supervisor.

The SaskCulture office must be open and staffed on a regular basis so that members and the public can access services. The core office hours are 8:30 a.m. – 12 noon and 1:00 p.m. – 4:00 p.m., Monday through Friday, with the exception of December 24th and December 31st, when normal office hours are 8:30 a.m. – 12:00 p.m. Exceptions to regular hours may be made on occasion; employees will be notified at least two weeks in advance, if possible.

Coffee breaks of 15 minutes are allowed twice per day and will be taken as close to mid-morning and mid-afternoon as work schedules permit. Coffee break times are not cumulative.

The unpaid lunch break is 60 or 30 minutes (depending on employee's hours); employees will typically schedule their lunch between 12:00 p.m. and 1:00 p.m.

Saturday and Sunday are designated as typical days of rest.

Hours of Work

To meet the needs of SaskCulture, positions are classified as administration, field, and management. The CEO will determine each position's classification. The classification of the CEO is determined by the SaskCulture Board. Position titles listed in the policy classifications may change from time to time.

Administration

Positions classified as administration include: Executive Assistant, Creative Kids Administrative Assistant, Communications Coordinator, Financial Assistant, Communication Assistant, Program Team Assistant, and Grants Administrator.

Typical hours of work for administration positions is 7.5 hours per day, Monday through Friday, for a total of 37.5 hours per week.

Field

Positions classified as field include: Outreach Consultant, Creative Kids Program Consultant, and Communications Consultant. To best achieve this work, efficient use of resources, and to recognize work-life balance, a modified work arrangement is used in accordance with Saskatchewan labour laws.

Typical hours of work for administration positions is 7.5 hours per day, Monday through Friday, for a total of 37.5 hours per week.

Management

Positions classified as management are: Communications Manager, Administration Manager, CEO, Granting & Technology Supervisor and Partnerships & Inclusion Supervisor. Management positions will work the appropriate hours required of the position. For the most part, those in management positions will work an average of 37.5 hours per week.

Employees may request, and the supervisor may approve, flexible start and stop times and lunch breaks. Lunch breaks shall be a minimum of 30 minutes.

SICK LEAVE & LEAVES OF ABSENCE

Intent

Several job-protected employment leaves are available to employees. SaskCulture's policies on leaves of absence will follow [Saskatchewan Employment Act](#). Pay for some leave supports our values and the organization desired organizational culture.

Requirements

SaskCulture will follow all the leave laws according to Saskatchewan Employment Act and in some cases will exceed the legal requirement by providing payment for the leave.

Sick Leave

An employee who will be absent from work as a result of sickness or disability shall notify the office by telephone at 306-780-9284 as soon as possible prior to the commencement of his/her scheduled shift. The employee must further keep the office informed on a regular basis of cumulative days of sick leave.

Employees shall accumulate paid sick leave credits at the rate of 1.25 days per month. All unused portions of sick leave will be cumulative from year to year up to a maximum of 120 days.

The maximum use of accumulated sick time with pay due to an illness or injury is up to 20 consecutive work days.

Sick leave of seven consecutive days or more may be covered by the group benefit program, in which case a medical confirmation will always be required. In these circumstances there is no predetermined limit except the continuance of the medical confirmation required by the insurance company.

Sick leave cannot go into arrears. Time required beyond accumulated/earned sick days at the time of the illness shall be treated as leave without pay.

SaskCulture reserves the right to request a medical certificate or confirmation in respect of absence due to illness for absences of more than two consecutive days.

Sick leave will not be granted during any unpaid leave of absence.

In cases where an employee becomes sick while on vacation, the sick time rather than vacation time will be accounted for if supported by medical confirmation.

To accommodate the need to balance work and family, a maximum of 5 days of paid sick leave per fiscal year may be used in cases where an employee is required to care for a sick member of his/her immediate family.

Medical appointments are viewed as health maintenance and should be scheduled by staff during the day so that minimal interruption to work occurs. Up to 7.5 hours of paid sick leave (one sick leave day) per fiscal year can be applied to medical/dental appointments.

In the case of resignation, dismissal or layoff, accumulated sick leave will not be paid out in cash or time off, nor will the employee be eligible for paid sick leave from the time of notice of resignation, dismissal or layoff is issued to the last day worked.

Disability

The benefit package includes short term disability benefits that apply when an employee is unable to work due to illness or injury. Upon approval from the insurer, the plan provides a weekly income with benefits beginning after the waiting period is over, and continues until the employee is no longer unable to work or the maximum benefit period has been reached.

Long Term disability income benefits are provided under the benefit plan. Upon approval from the insurer, the plan provides the employee with a weekly income to replace income lost because of a lengthy disability due to illness or injury. Benefits begin after a waiting period and continue until the staff is no longer disabled as defined by the policy or upon staff reaching age 65, whichever is earlier.

Administering Short Term Disability

As the short term disability payments are paid at 2/3 of earnings, employees, with approval of the CEO, or the Board in the case of the CEO, may apply existing vacation or lieu time to make up the remaining 1/3. This allows the employee to maintain their full salary, for a period of time, while on disability. In this case the employee would sign their disability payment over to the organization. In cases where the 'top up' is provided due to the usage of accumulated lieu or vacation time, vacation pay will be calculated as per the 'top up'

amount (at the rate of 1/3 the normal rate). Sick time does not accumulate by the employee while on short term disability.

Once accumulated vacation or lieu time has been used, the employee would receive only the benefits issued from the insurance carrier. Once the employee receives only the disability benefits from the insurance carrier, there are no payroll earnings, and thus no provision for vacation pay.

The employee continues on the group insurance package with premiums paid through disability insurance.

Administering Long Term Disability (LTD)

As long term disability benefits are non-taxable, the employee's pay discontinues on the first day of Long Term Disability. No vacation or sick time is earned and years of service will not be accumulated during the LTD leave.

Employer Pension Plan contributions continue while on Short Term Disability and Long Term Disability and are based on 100% of pre-disability yearly salary.

Maternity/Adoption/Parental Leave

Maternity leave can start at any time during the 12 weeks before the estimated date of birth. Employees must provide four weeks' notice before starting her leave.

Maternity/Adoption/Parental leave provisions will follow [Saskatchewan Employment Standards](#) and [Service Canada guidelines for Employment Insurance eligibility](#).

SaskCulture will supplement EI up to 90% of the employee's salary for the first 8 weeks of maternity, adoption and paternity leave. The employee must make a commitment to return to their employment for a period of 8 weeks. If this does not happen the supplement must be returned.

An employee must provide four weeks written notice before the employee intends to return to work.

Statutory Holidays

In addition to recognized statutory holidays SaskCulture Inc. will recognize December 26, Boxing Day, as a paid day off.

If December 24 and December 31 fall on a working day, SaskCulture's office will open only in the morning from 8:30 a.m. to noon. Employees taking these days off will be required to use 3.75 hours of earned leave credits.

Bereavement Leave

SaskCulture Inc. recognizes that a healthy work environment must consider an employee's family. When death or illness in an employee's family occurs, the employee needs time to respond and adjust. Employees with at least 13 weeks of employment at SaskCulture is entitled to bereavement leave.

- If there is a death in the employee's "immediate family", the employee can request up to three working days bereavement leave with pay, a plus an additional maximum of two working days paid sick leave during the period from one week before the funeral to one week after the funeral. If circumstances warrant, additional days can be requested and granted without pay, by approval of the CEO.

Citizenship Ceremony Leave

Employees who have worked with SaskCulture for at least 13 consecutive weeks and who are a new Canadian citizen, are eligible for one day of Citizenship Ceremony leave with pay.

General Leave of Absence

Defined

Any employee may request a general leave of absence, without pay, for varying circumstances. At the discretion of the CEO, such leave may be granted. Employees will not be granted leaves during their probationary period.

In granting such leave, consideration will be given to the needs of SaskCulture Inc. regarding program commitments, workloads of other staff, and the ability of SaskCulture Inc. to provide coverage for the position.

The leave may be partial or complete, but must provide a specified return date.

At the expiration of the leave, the employee may return to employment to a comparable position with SaskCulture Inc. Their time of service will count up to the date the leave commenced and at the same level of pay as the employee had prior to the leave of absence. In the case of partial leave, service time will be pro-rated.

An employee must provide a minimum four weeks written notice before the employee intends to return to work.

Undefined

At the discretion of the CEO an undefined leave (no return date) may be granted. At the end of the leave there is no guarantee of a position, but the employee will be considered for future positions.

Intent

All eligible full-time, part-time, casual, or temporary employees will receive vacation pay or leave. The purpose of vacation leave is for employee renewal, work\life balance and overall wellness. SaskCulture aims to be an employer of choice and therefore exceeds minimum standards of vacation.

Requirements

SaskCulture is responsible for ensuring that accurate records are kept in the employee’s personnel file and with payroll administration. Employees will have access to vacation entitlement records.

Vacation

The vacation entitlement for all staff is as follows:

Years of Service	Days/Calendar Month	Days/Year
0 – 6	1.667	20
6+ – 16	2.083	25
Over 16	2.50	30

In the first year of employment, staff are eligible to take vacation that has been earned with no advanced draws. After the first year of employment, employees may draw unearned vacation time that will be earned within the fiscal year with two (2) weeks prior approval.

For purposes of calculation, the employee’s anniversary date will be used to determine vacation leave. In the case of resignation, dismissal or layoff, outstanding vacation leave will be determined by the vacation earned (prorated) less vacation used. For retirement provisions see Retirement section.

Prior years of service with SaskCulture (or SCCO) shall be included in the calculation of vacation leave entitlements upon re-employment as a SaskCulture employee. The anniversary date shall remain the date of the most recent commencement date.

Application for vacation of five consecutive days or greater shall be made to the employee’s immediate supervisor, at least two weeks prior to the requested leave. Permission shall not normally be withheld unless SaskCulture Inc.’s has prior commitments, which require the employee to work. Staff are expected to plan accordingly and to leave information with respect to ongoing projects.

Any period of paid leave of absence, which includes banked time and/or vacation, will not exceed four (4) consecutive weeks at one time, unless otherwise pre-approved by the CEO.

Every effort will be made to permit employees to take vacation leave between July 1 and August 31 in each year. This may require skeleton staff resources available and limited services during this period.

All staff are expected to take paid vacation time annually. Employees shall be entitled to carry over up to ten (10) days unused vacation entitlement from one fiscal year to the next. The carryover of vacation days will be reduced by any carryover of banked overtime such that the maximum carryover is ten (10) days. Any earned vacation time in excess of ten (10) days as of March 31st each year will be paid out at the employee's current rate of pay or assigned by the employer.

In special circumstances approval may be granted for the carryover of up to an additional five (5) days of vacation to make a total possible carry over of 15 days. Such requests require written approval of the CEO on a year-to-year, case-by-case basis, and must include a satisfactory usage plan for the next year.

It is the responsibility of the management team of SaskCulture Inc. to ensure that annual vacation is taken within the fiscal year, and annual work plans are designed to accommodate the amount of annual vacation.

OVERTIME

Intent

While SaskCulture recognizes that overtime may be required, it must be balanced with the awareness that excessive or continual overtime does not contribute to a healthy work environment, effective job performance, and potentially compromises the resources available to SaskCulture. It is not the intention of this policy to inhibit the dedication of staff, but rather to maintain reasonable limits on time worked in compliance with Saskatchewan labour laws.

Requirements

An employee's immediate supervisor will ensure that appropriate workloads and annual work plans are established for each position, taking into account the frequency and duration of commitments for each position.

Employees in administration and field positions will work office hours, 7.5 hours per day, 37.5 hours per week.

When workloads cannot be met within the defined schedules, the employee will consult with their supervisor and seek approval for working beyond the designated work hours.

All time worked in excess of normal work time for administration and field positions must be approved by the supervisor prior to working.

Administrative and Field Positions

Approved work time beyond the normal work time will be compensated as pay or time off in lieu. Time in lieu will be used as soon as possible. Straight time will be paid or accumulated for time off in lieu of hours worked up to and including 8 hours per day or 40 hours a week.

Any hours worked beyond 8 hours per day or any hours worked in excess of 40 hours per week will be paid, or taken as time off in lieu, at a rate of time and a half. A work week is Saturday midnight to the following Saturday midnight.

Managers

Managers are exempt from overtime provisions of Saskatchewan labour laws. Other positions may be deemed exempt from overtime depending on their job responsibilities and expectations, and compliance with Saskatchewan's labour law.

All time worked over 37.5 hours per week is considered additional time worked and will be taken as time off, on an hour for hour basis. It is expected that time off will be taken as soon as possible. Typically, there will be no payout of accumulated time.

(See Vacation policy for the use of banked overtime.)

WORK ENVIRONMENT

Intent

SaskCulture is committed to supporting culturally diverse staff in a positive, respectful and inclusively healthy workplace environment that promotes safety, wellbeing and harm prevention to reduce risk of physical and psychological injury.

Requirements

All staff have a responsibility to act in good faith and be active participants in contributing to the creation of a community culture of respect, inclusion, civility, dignity and understanding for the people with whom they work. SaskCulture staff can refer to the [Staff Values](#) that connect the collective commitments that intend to foster the collective efforts towards supporting a healthy work environment.

Everyone, regardless of position or role, plays a part in creating a welcoming, caring, respectful, safe work environment.

A healthy work environment is one that is physically, emotionally and psychologically safe and is characterized by:

- Genuine care for all individuals;
- A feeling of belonging by all participants;
- Freedom from discrimination, bullying and harassment;
- An inviting space that is representative of those who participate;
- Respecting and embracing diversity;
- Balancing individual concerns with the rights and needs of others;
- Development and maintenance of positive relationships with others in order to manage conflict and pursue common goals;
- Clear, consistent expectations for behaviour and consequences for misconduct that are communicated and understood; and
- Promotes and creates a space of physical and psychological well-being in accordance with Occupational Health and Safety legislation.

Roles

The CEO will ensure that all staff are informed of where to find all written policies and that any issues related to occupational health and safety are forwarded to the Occupational Health Committee.

Employees are encouraged to identify and raise health and safety issues at any regularly scheduled staff meeting.

Staff with supervisory responsibilities are expected to:

- Enforce safe work procedures;
- Report accidents and assist in compliance to OHS legislation;
- Ensure equipment is properly maintained; and
- Promote the attitude of safety.

SaskCulture discourages staff members from working alone at the office. If a staff member will be alone during, or after, office hours, they should keep the main office door locked and restrict admission to the office for non-staff individuals as required..

SaskCulture Inc. will ensure that all office equipment and furniture meets ergonomic requirements and does not contribute to workplace injuries.

All staff are required to portray a positive image of SaskCulture (and Creative Kids) when conducting work on behalf of the organizations or at any time there may be a public perception that the individual is representing one or both of the organizations.

All staff are expected to observe the highest standards of ethical and professional conduct, and to conduct all business and related professional activities in good faith and with fairness, accuracy, integrity and respect for others.

All staff are expected to exercise responsibility appropriate to their position and delegated authorities.

All employees are required to be neat, clean and tidy and of smart appearance in a way to present themselves at all times in accordance with their professional status and dress in a manner appropriate to their role.

Historical Processes

It is impossible to address all hazardous circumstances that may arise in a work environment. When an incident of particular concern is brought forward a Work Environment Policy Directive will be created and added as an Appendices to the HR Manual. (For example, Bed Bugs & Influenza Pandemic).

WORK FROM HOME

Intent

The intent of the policy is to provide guidance to employees if they have been approved to work from home on either a temporary, permanent or part-time basis.

There will be circumstances where SaskCulture will require employees to work from home. Examples of this include a public health directive, an infrastructure emergency (no water, power, etc.), or possibly legally required accommodation. As much as possible, this policy will apply in those instances; however, direction may vary depending on the circumstances.

Definitions

Permanent – Continuously, but reviewed annually or until such time as the CEO deems the arrangement is no longer feasible.

Temporary – On a full-time or part-time basis with a defined end date.

Part-time – Working a hybrid of from home and in the office.

Requirements

The Managers are responsible for determining the feasibility of a working from home arrangement for positions within their area. The decision will be based on operational requirements, resources available, and the job requirements. They will make a recommendation to the CEO. The CEO is responsible for the consistent application of this policy and final approvals of Working from Home Applications.

The following are the primary requirements that must be met for approval for a Work from Home arrangement. They include, but are not limited to:

1. The work of the job must be compatible with a working from home arrangement;
2. It must be feasible and meet operational requirements;
3. Prior approvals have been secured;
4. A Working from Home Agreement has been signed by the employee and the CEO;
and
5. All related legislation and policies of SaskCulture must be followed

Eligibility Criteria

A working from home arrangement will be considered if the following criteria have been met:

1. The job is compatible with a working from home arrangement and the Manager has determined that such an arrangement is operationally feasible;
2. Technologically and operationally, the employee can be set up to work from home;
3. SaskCulture has the resources to support a working from home arrangement;
4. All legislative requirements can be met. This includes, but is not limited to, sections under [The Saskatchewan Employment Act](#), [The Freedom of Information and Protection of Privacy Act](#), [The Workers' Compensation Act](#), all related Regulations, etc.;
5. A Working from Home Agreement has been signed by the employee, recommended by the Manager, and approved by the CEO prior to the commencement of the working from home arrangement; and
6. The arrangement must comply with SaskCulture's IT, Computer Acceptable Usage, and other relevant policies.

Guidelines

Although not an exhausted list, the following are the primary expectations for a working from home arrangement:

1. The working from home arrangement does not replace the employee's employment contract, all terms and conditions of work and employment contract apply.
2. The employee has an appropriate workspace at home that meets SaskCulture's working from home requirements. This can include, but not limited to:
 - a. Appropriate workspace that supports professional, effective, and efficient operations;
 - b. Appropriate background for video conferencing calls;
 - c. Ability to work uninterrupted or undisturbed by other home activities, people, or noise; and
 - d. A safe work site.

3. The expectations of the work can be met, including hours of work, work outcomes, availability during work hours, on-site requirements, etc..
4. SaskCulture information can be secure, private, and safe.
5. Equipment and technology used will be either issued or approved by SaskCulture. No other equipment can be used.
6. In-office attendance (both on-site and at-home office) expectations are identified and met.
7. Performance management expectations continue.
8. The arrangement will be reviewed on an annual basis, or earlier if required by the Manager.
9. If the Manager determines the working from home arrangement is not meeting the job requirements, the arrangement can be terminated with two weeks' notice to the employee.

Application Process

For an employee-initiated request, the employee will apply to work from home and submit the Working from Home Application to their Manager at least one month before the requested date of the working from home arrangement. The Manager will review the request and make a recommendation to the CEO. This recommendation will be based on the requirements of the job and SaskCulture.

A Manager may request an employee to work from home (e.g. to work on a project) and complete the Working from Home Application. This must be agreed to by the employee.

The CEO will make the final decision if the Working from Home Agreement is approved.

Privacy, Security, and Safety

All SaskCulture policies and related legislation are to be followed. If there is a breach of any of the aforementioned, the Working from Home Agreement can be terminated immediately and the employee may be subject to discipline.

Expenses

Positions that have been determined to be eligible for a working from home arrangement will have the following costs reimbursed:

1. Office supplies, other than those that can be supplied through SaskCulture (with prior approval for purchase and supported by receipts)
2. Optional costs that may be considered are costs to set up and break down the home office and increased cost to personal Internet service or mobile phone service.

Responsibilities

CEO

1. Ensure consistency with requests across organizations.
2. Approve requests.

Managers

1. Review and assess Working from Home Applications in their area.
2. Submit working from home recommendations to the CEO.
3. Inform employee of decision.
4. Check Workers' Compensation Coverage.
5. Ensure the employee has a safe working environment. This may be done by a visual inspection with advance notice.
6. Clearly outline expectations to the employee.
7. Ensure necessary tools are supplied to the employee.
8. Continually assess working from home arrangement to ensure job expectations and safety requirements are being met.

Employee

1. Follow all SaskCulture policies and related legislation.
2. Ensure working safely (see following check list) and WorkSafe Saskatchewan procedures.
3. Ensure the safety and protection of all SaskCulture files, equipment, and work.

4. Ensure on-going communication with their Manager.
5. Meet expectations of job.
6. Home office is not to be used for meetings with clients/others. Meetings with clients will be hosted at SaskCulture or client's/other's office.
7. Proper insurance coverage for working from home.
8. Report any workplace injuries.
9. Meet expectations as outlined in the Working from Home Agreement.

Safety and Working from Home Check list:

1. Dedicated office space for working
2. Appropriate desk, chair, etc.
3. Proper office set up, including lighting, ventilation, electrical, accessible exit, etc.
4. Storage space that meets occupational health and safety standards and SaskCulture security standards.
5. Condition of office and home maintained in safe condition (functioning smoke alarms) with functioning equipment/supplies available (first aid kit, fire extinguisher) and free of obstructions (loose carpet, cords, other hazards)
6. Secure, private Internet
7. Applicable insurance in place

Note: Further information is available from [Worksafe Saskatchewan](#).

WORKING FROM HOME APPLICATION

This working from home application is for the following employee as per the SaskCulture working from home policy:

Name: _____ Position: _____

It is agreed that SaskCulture will provided the following equipment and the employee will provide the following equipment:

Equipment

SaskCulture Supplied

Employee Supplied

Optional Costs Approved:

i.e. additional internet costs, paper, ink, etc.

Privacy

All supplied computer/electronic equipment is for the use of the SaskCulture employee only for SaskCulture business only. When not in use, the equipment will be stored and locked in this location: _____ (address) _____.

I confirm that the network connection is secure and that the proper security protocols are in place to keep SaskCulture’s network is private and safe. (check with IT on parameters).

Work Hours (at home)

Start Time: _____ End Time _____

Days of the week (circle): S M T W T F S

Term

Permanent

Temporary

Commencement Date: _____

Termination Date: _____

Agreed to by:

Employee

Date

Manager

Date

Approved by:

CEO

Date

Intent

SaskCulture is committed to providing a safe and healthy work environment for employees. As service providers, employees must be fit to perform the duties of their positions in a safe and responsible manner for their own safety and the safety of others. It is the intent of this policy to provide guidance to the organization to support a safe and productive work place while managing the risk to SaskCulture and its employees.

Definitions

Fit for Work – Physically, mentally, and emotionally able to perform duties safely and in an unobstructed, unaltered state, so as not to compromise the health and safety of self or others.

Substance – Includes legal and illicit drugs, alcohol, and medications including over the counter.

Impairment – A state of reduced competence, or reduced or weakened physical or mental state, ability, or condition.

Responsibilities**Supervisor/Manager:**

- Ensure policy (and related procedures) is known to those whom this policy applies (see Fit for Work Guide);
- Ensure policy is followed;
- Understand the policy and procedures;
- Create a safe environment for discussion about fit for work;
- Ensure all staff and others to whom this policy applies are aware of and understand the policy and any related procedures;
- Duty to inquire about the fitness of staff based on a reasonable indicators or behaviour displays or patterns and take appropriate action;
- Follow all privacy laws in the application of the policy with regard to personal information; and
- Ensure accommodations are followed.

Employees:

- Understand the policy and procedures;
- Report for work fit for work;
- Remain fit for work while at work or conducting SaskCulture business;
- Do not possess, purchase, distribute or sell legal or illegal substances in the workplace (except for documented medical purposes). This does not apply to alcohol at SaskCulture sanctioned event where alcohol is served;

- Work in a safe manner to ensure his/her own health and safety and that of other;
- Advise the supervisor if they observe a co-worker, or any other person acting on behalf of SaskCulture, working at the organization or representing SaskCulture at an event, that appears to be unfit for work;
- Discuss fitness for work with their supervisor to the best of their ability;
- Disclose and provide written documentation from a professional practitioner if an accommodation is required; and
- Follow all Occupational Health and Safety laws, directives, and guidelines.

Consequences

Breaches of this policy may be subject to discipline. (see Disciplinary Measures policy)

Factors

There are a number of factors that can impact employees to be fit for work. These include but are not limited to:

1. Illness,
2. Physical condition,
3. Personal stress and mental health, and/or
4. Substances.

Reasonable Concern or Suspicion

When a supervisor has reasonable concern or suspicion that an employee is not fit for work, they may respond accordingly. The supervisor will:

1. Speak to the individual in a private area;
2. Handle all actions and conversation with empathy and without judgement;
3. State that the concern is about safety and well-being for themselves and others;
4. Review the Fit for Work policy and obligations of the employer and of the individual;
5. State the noted concerns to the individual;
6. Request that individual explain what is going on;
7. Discuss why such states or behaviors create risk for safety and well-being of self and others, and/or impacts working effectively;
8. Based on individual's response, discuss the options where applicable and available;
9. Focus on the behavior or concern, and how the organization can help;
10. Follow the steps outlined, dependent on the determined contributing factors suspected as the cause of impairment or other situation that might be contributing to the employee's fitness for work, focusing on solutions for work performance or conduct;
11. Require the individual to participate in the establishment of a Fit for Work Plan;
 - i. Is an accommodation or modification plan required (see Accommodation policy);
 - ii. If not, is a disciplinary plan required so the employee is fit for work (see Disciplinary Measures policy); or
 - iii. Another type of plan.

12. Outline the consequences of the breach and any potential future breaches. There may be a record of this conversation;
13. Supervisors will share employee information on a need to know basis only, respecting the privacy and sensitive of the situation; and
14. Share information about Employee Family Assistant Program (EFAP) if appropriate.

Testing

Testing for alcohol and specified drugs may be performed as part of an internal investigation for all individuals whose acts, omissions, or decisions could have been a contributing factor in the cause of any work related incident. Privacy rights will be considered with post incident actions.

FIT FOR WORK GUIDE

Intent

It is SaskCulture's expectation that all employees report to the workplace fit for work and remain fit for work during performance of the duties of their positions.

Assessment

Immediate supervisors are responsible for the initial assessment of an employee's fitness for work. If a supervisor is concerned about an employee's ability to safely perform their work, either through direct observation or a report from another individual, they must take prompt action.

Immediate action is required and the employee should immediately cease work if:

- There has been a workplace accident or near accident where impairment is suspected;
- When the employee's behavior or performance is having a serious impact on the workplace, and the behavior is related to suspected impairment;
- When the employee's behavior is putting their own safety or the safety of others at risk; and/or
- When the employee has to perform work where safety is critical, such as driving, and their fitness for work is in question.

A fitness for work assessment will be done when:

- A task has been deemed physically demanding;
- There has been a significant change in the working conditions;
- An employee transfers to a position where the working conditions are significantly different;
- The job has been modified and a returning employee is still undergoing rehabilitation;

- There has been a change in an individual's health status such as returning to work after recovery from a serious illness or injury;
- A medical condition may limit, reduce, or prevent the individual from performing a new or current job effectively and safely;
- A medical condition is likely to make it unsafe to do the job for the employee or other employees; and/or
- A medical condition may be made worse by repetitively doing the job.

If a supervisor observes any of the following potential warning signs of possible fitness for work concerns, timely consultation should occur. Concerns can include, but may not be limited to:

- Changes in behavior, performance, or attendance;
- Lethargy, disoriented behavior, or drowsiness;
- Obvious struggle to complete tasks;
- Out of character behavior (for example, irritability or aggression);
- Apparent lack of attention or concentration;
- Smell of alcohol/drugs on an employee;
- Obvious illness or injury; and/or
- Speech or behavior that suggests the employee may be under the influence of a substance (for example, slurring words, unsteadiness in walking or standing).

When a supervisor observes changes in an employee's attendance, performance, or behavior that may indicate a possible addiction or medical issue that is affecting an employee's fitness for work, the supervisor is obligated to initiate a discussion with the employee about a possible accommodation of a disability. Likewise, supervisors and managers have a duty to inquire if an employee is clearly unwell or perceived to have a disability or addiction in need of accommodation.

Action

What can a Supervisor do?

Supervisors shall instruct an employee to immediately cease work if they do not appear fit for work and their behaviors/actions are putting their safety or the safety of others at risk. It is imperative a supervisor or manager prohibit, without exception, the performance of duties where safety is critical and where there is reason to believe the employee is not fit for work.

- A private, confidential discussion should take place between the supervisor and the employee to determine the cause of the behavior (see Fit for Work policy).
- Supervisors and managers should refrain from asking the employee specific questions about a medical condition, diagnosis, or specific treatment details.

Appropriate immediate action may also include:

- Having the employee take a short break.

- Temporary reassignment to alternate duties.
- Sending the employee home to allow them time to attend to their health needs and seek medical attention as required. (Employees should only be sent home in a safe method of transportation and be placed on a temporary approved leave for the day.)
- Having the employee contact their supervisor to discuss possible accommodation needs.
- Calling in assistance from a health care provider or police if necessary.
- Discipline (see Disciplinary Measures policy).

What should an Employee do?

- Employees should immediately inform their supervisor if they are not fit for work.
- Employees should immediately inform their supervisor if they become aware of or witness behavior that another employee is not fit for work such that the health and safety of themselves or others may be compromised.
- Employees must demonstrate they are fit for work prior to returning to the workplace and resuming the performance of their duties.

ACCOMMODATION/MODIFICATION

Intent

SaskCulture recognizes the need for accommodation that balances an individual's right to work with general requirements to ensure a safe and discrimination free workplace. Accommodation can be required for a disability or illness. A disability or illness can be defined as physical or mental, including addiction/substance dependency. Accommodation can also be required for reasons other than disability, such as religion or other areas as identified in [Saskatchewan Human Rights](#) protected areas.

Definition

Accommodation – modifying the duties or reassigning the employee. This duty applies to all characteristics identified in the Saskatchewan Human Rights Code including: disabilities, family status, pregnancy, ancestry, and religion.

Modification – temporarily adjusting an employee's duties or reassigning the employee to other duties when the characteristics are not identified in the Saskatchewan Human Rights Code.

Requirements for Disability Accommodation

A disability or illness can be defined as physical or mental, including addiction/substance dependency. Confirmation of a disability by a professional medical practitioner is required

for accommodation to be implemented. As soon as possible, the employee and/or supervisor will work to confirm there is a disability.

The employee will provide:

1. Information provided by an appropriate medical practitioner to identify a disability is present and accommodation from regular work duties is required;
2. Medical practitioner opinion as to restrictions and/or limitation that are required to accommodate the disability;
3. Medical practitioner opinion as to time frames for restrictions and/or limitations; and
4. Updated medication information as required.

The information from the medical practitioner will identify the restrictions and/or abilities. It is SaskCulture's responsibility to assess the employee's work and determine the accommodations to be made. The employee will cooperate with reasonable accommodations. A plan will be developed for each individual on a case-by-case basis.

Accommodation work options will:

1. Assign work that has meaning and contributes to SaskCulture's strategies and operations;
2. Consider the restrictions and/or abilities provided by the medical practitioner;
3. Be within the employee's capacity or training, at SaskCulture's discretion, that may be provided to the employee; and
4. Ensure a safe work place and be considerate of other SaskCulture employees.

If the medical practitioner does not confirm a disability, then an accommodation, as required legally based on the protected Saskatchewan Human Rights protected areas, will not be provided. The supervisor may provide a modification (not legally required) to the work and work requirement for a defined period of time, but this will solely be at the supervisor's discretion.

Requirements for Non-Disability Accommodation (i.e. family status, pregnancy, ancestry, and religion)

If the employee feels they have a valid reason for a legal accommodation under a protected area of the Saskatchewan Human Rights, they will:

1. Inform SaskCulture as reasonably as possible;
2. Present evidence that supports their request for accommodation;
3. Provide detail as to the accommodation requested and the time frame of the accommodation; and
4. Provide additional information as requested by SaskCulture.

The information will be considered by SaskCulture and if SaskCulture determines an accommodation is required, they will assess the employee's work and determine the

accommodations to be made. The employee will cooperate with reasonable accommodations. A plan will be developed for each individual on a case-by-case basis.

Accommodation work options will:

1. Assign work that has meaning and contributes to SaskCulture 's strategies and operations;
2. Consider the restrictions and/or requirements to ensure that the employees Human Rights are being honoured;
3. Be within the employee's capacity or training, at SaskCulture 's discretion, that may be provided to the employee; and
4. Ensure a safe work place and be considerate of other SaskCulture employees.

If SaskCulture does not determine an accommodation, as required legally based on the protected Saskatchewan Human Rights protected areas, accommodation will not be provided. The supervisor may provide a modification (not legally required) to the work and work requirement for a defined period of time, but this will solely be at the supervisor's discretion.

Requirements for Modification

If the employee feels they have a valid reason for modification, they will:

1. Inform SaskCulture as reasonably as possible;
2. Present evidence that supports their request for modification;
3. Provide detail as to the modification requested and the time frame of the modification; and
4. Provide additional information as requested by SaskCulture.

The information will be considered by SaskCulture and if SaskCulture determines modification is required, they will assess the employee's work and determine the modification to be made. This could include: reducing work hours; reducing work duties; changing tasks, functions, equipment or work area. The employee will cooperate with reasonable modifications. A plan will be developed for each individual on a case-by-case basis.

Modification work options will:

1. Assign work that has meaning and contributes to SaskCulture 's strategies and operations;
2. Consider the modifications to ensure that the employees Human Rights are being honoured;
3. Be within the employee's capacity or training, at SaskCulture 's discretion, that may be provided to the employee; and
4. Ensure a safe work place and be considerate of other SaskCulture employees.

Intent

Disciplinary measures explains how SaskCulture will address employee misconduct or inadequate performance. A progressive discipline process outlines the steps that will be taken to address employee misconduct.

This policy is not intended to supplant the performance review process but is to be used as a complement to the policy on Dismissal.

Requirements for Discipline

Supervisors shall let employees know when they launch a progressive discipline procedure. For example, pointing out a performance issue is not necessarily a verbal warning and may be part of the regular feedback an employee receives. If supervisors judge that a progressive disciplinary process is appropriate, they must clarify this to the employee and document the steps.

Disciplinary procedure begins when there is sufficient evidence to justify it. When there is suspicion or hints of misconduct, supervisors must investigate the matter first. The investigation must produce substantial evidence or proof that the employee has committed an offense and rules, orders and penalties are applied without discrimination and/or without having evidence that the employee has not been successful in their position.

Discipline will be justified in the following, but not limited to, circumstances:

Performance issues

- Failure to meet performance objectives
- Attendance issues
- Failure to meet deadlines

Values

- Not abiding by or behaving within the value of SaskCulture
- Misrepresenting SaskCulture in public and/or social media forums.

Misdemeanours/One-time minor offense

- Rude behavior to customers or partners
- On-the-job minor mistakes that have not been identified, resolved or disclosed
- Involuntary discrimination

Misconduct/Frequent offender

- Lack of response to counselling and corrective actions
- Lost temper in front of customers or partners
- On-the-job major mistakes
- Unwillingness to follow health and safety standards

Severe offensive behaviour/Felony

- Corruption/Bribery
- Harassment/Voluntary discrimination
- Workplace Violence
- Embezzlement/Fraud
- Substance Abuse

Progressive Discipline Process

Normally the discipline process progresses as outlined; however, based on the severity of the offence or action, discipline can start at any step.

1. Verbal warning

Must include: a statement of what the employee has done wrong; how it should be corrected; if appropriate, provide the employee with a copy of the policy they violated; and explain the progressive discipline steps if the misconduct continues. The verbal warning should be done privately and is not recorded in the employee's personnel file.

The employee's supervisor will inform the CEO by email and the employee will get a copy of this communication.

2. Official written reprimand

Must include a statement of what the employee had done wrong and reference any previous oral reprimand(s). A written reprimand is placed in the employee's personnel file, with a copy to the CEO and employee.

If the behavior issue is addressed satisfactorily, the employee may request that the written reprimand be removed from his/her file after two years.

3. Disciplinary meeting with appropriate supervisor or manager

Employees will be given an opportunity to explain their side and provide a response to the written reprimand. A plan will be outlined on how it should be corrected, and a description of the actions likely to be taken if the employee persists in misconduct. One set of minutes of the discussion will be made and both the employee and supervisor will sign and keep a copy of the minutes.

4. Corrective Actions/Counseling/Accommodation or Modification

SaskCulture may refer the employee to counseling if appropriate or modify or temporarily adjust duties (see Accommodation policy).

5. Suspension or demotion

Serious offenses may include suspension without pay or demotion in duties. Suspension is usually for a limited time, depending on the nature of the misconduct and if an investigation is pending. A suspension cannot be implemented without the authority of the CEO.

6. Termination

Termination is the involuntary separation for reasons of misconduct, and is used for serious cases of misconduct where no hope of rehabilitation is envisaged and a full investigation has been completed. It will be rarely used for the first offence. The CEO must authorize the dismissal and will consult with the employee's supervisor, and seek legal advice.

PROBLEM SOLVING POLICY & PROCEDURE

Intent

Problems, misunderstandings, and frustrations may arise in the workplace. It is SaskCulture's intent to maintain a positive work environment, work as a team, and to be responsive to concerns when issues arise. An employee who is confronted with a problem may use the procedure described below to resolve or clarify their concerns.

The policy provides a quick, effective, and consistently applied method for employees to resolve their concerns internally with each other and management. The problem-solving procedure may be initiated by individual employees or groups of employees. All complaints must be made in good faith.

One of the key intents of this policy is for employees to take ownership of issues that impact them, or their work, and work to resolve them in a way that is supportive of SaskCulture's values.

Requirements

All employees are responsible for addressing concerns that arise in their work. Employees are also responsible for informing others if they see concerns in any area of SaskCulture. Employees that are responsible for the area in which the concern is identified, must listen, explore, and consider all aspects of the concern. This employee is accountable for ensuring the concern has been addressed.

SaskCulture will ensure that employees will have support and resources to address issues and constructively solve problems.

Approach

Step 1: Discussion with other employee:

- Problems are best resolved on an individual basis. Employees are expected to address their concern directly with the other employee(s) in a constructive manner.

Step 2: Discussion with manager:

- Should Step 1 not resolve the issue, the employees will ask the manager or CEO to participate in the discussion;
- The manager or CEO will be asked to participate within one week of conclusion of step one; and,
- The role of the manager or CEO is to facilitate constructive discussion and have the parties reach an agreeable solution.

Step 3 Imposed solution:

- If the discussion in step 2 does not resolve the problem to the mutual satisfaction of the employee(s) then the manager or CEO will determine the solution or resolution to the concern. The manager or CEO will make this decision within one week of step two; and,
- All parties will accept this resolution.

Additional Guidance

- Employees are expected to take active steps to address concerns they have identified in the workplace and to elevate issues they feel have not been addressed to their reasonable satisfaction. Should an employee fail to progress from one level to the next level of this procedure within the time limits set forth above, the problem should be considered settled on the basis of the last decision, and the problem should not be subject to further consideration.
- SaskCulture may impose appropriate disciplinary action for any conduct it considers to be disruptive or inappropriate. The circumstances of each situation may differ, and the level of disciplinary action may also vary, depending on factors such as the nature of the offense, whether it is repeated, the employee's work record and the impact of the conduct on the organization. (see Disciplinary Measures policy.)
- No SaskCulture employee will be subject to retaliation for filing a complaint under this policy made in good faith. However, complaints found to be malicious or fraudulent in nature may result in a disciplinary action.
- Timelines identified in this policy are used as a guide and situations may arise that require more time.

Resources

[CHRC HR Management Toolkit: Resolving Conflicts](#)

Intent

The Code of Conduct is intended to provide SaskCulture employees, volunteers and stakeholders with general and specific guidelines to protect against any moral, ethical or legal dilemmas that may be encountered while carrying out their duties.

SaskCulture is a values-driven organization that expects all employees, volunteers and stakeholders to support the Principles and Values as articulated in the [Constitution](#) and the [Staff Values](#) and to perform their duties with honesty, objectivity and integrity.

All employees must protect SaskCulture's legality and comply with all applicable laws, this code and related policies.

This policy is not, nor can it be, a detailed list of guidelines to cover all conceivable moral, ethical or legal circumstances that may occur.

Requirements

SaskCulture employees, volunteers and stakeholders will observe all appropriate related Board Governance Process policies, including GP-9 Code of Conduct and GP-10 Conflict of Interest. As well, all staff are required to observe the policies and procedures outlined in the Sask Lotteries Trust Fund Handbook.

Scope

This policy describes the minimum requirements for SaskCulture employees, volunteers, members, clients, partners, and stakeholders. Any applicable legislation must be considered in implementing these requirements.

Definitions

Personal information – Any information that may be used to identify an individual, including any factual or subjective information, recorded or not, about an identifiable individual, except the name, title, and business address or business telephone number of an employee (information found on a business card or in public directories).

Information Assets – Hardware, software, network infrastructure and all forms of electronic information that has value to SaskCulture.

Information System – A discrete set of information resources organized for the collection, processing, maintenance, use, sharing, dissemination, or disposition of information.

Key Areas of Conduct:

1. Conflict of Interest

A conflict of interest exists when an employee is or may be in a position to use authority, influence, knowledge or research for personal gain or to benefit a family member or close associate. Conflicts of interest may be real, potential or perceived.

Examples of conflict of interest include, but are not limited to, situations where the employee:

- Conducts a project or other work in which they have a financial or other interest;
- Enters into a contract on behalf of SaskCulture with a company in which they or a member of their family or a close personal friend has a financial or other interest;
- Influences the purchase of equipment or materials for SaskCulture from a company in which they or a close friend or family member has a financial or other interest;
- Accepts significant gifts or special favours for personal gain from private organizations with which SaskCulture does business;
- Provides services to SaskCulture as a company, in which the employee holds an interest, when they could provide those services as an employee or have them done through SaskCulture;
- Uses SaskCulture employees on SaskCulture time to carry out work for a company in which they have a financial or other interest;
- Uses SaskCulture resources or facilities (unauthorized and non-reimbursed) to benefit a private concern in which the employee has a financial or other interest;
- Uses privileged information acquired as a result of SaskCulture-supported activities for personal gain or other unauthorized purposes;
- Participates in the appointment, promotion, hiring, or evaluation of a person with whom they have a marital, familial, or sexual relationship;
- Undertakes external consulting, professional or other activities, which by virtue of the time commitment prevent the employee from fulfilling their obligations to SaskCulture; and/or
- Any involvement in an external organization that puts the employee in a position of divided loyalty between the mission of the SaskCulture and the interests of the external organization

The employee must disclose real, perceived or potential conflicts of interest, in writing, to the CEO, as soon as they are aware of the conflict. They must remove themselves from the decision, discussion or activity until the matter is resolved or their participation is authorized. The CEO will take into consideration the nature of the employee's responsibilities and degree of potential or apparent conflict in deciding on the course of action the employee needs to take to remedy the conflict of interest.

2. Confidentiality

Information about SaskCulture is governed by [The Freedom of Information and Protection of Privacy Act](#). Personal information about SaskCulture employees, volunteers, members, clients, partners, donors, and stakeholders is confidential and must be treated as such by SaskCulture.

Employees and volunteers of SaskCulture may be exposed to information that is confidential or privileged in nature. It is the policy of SaskCulture that such information must be kept confidential both during and after employment or volunteer service. Staff and volunteers, including board members, shall return or destroy materials containing privileged or confidential information at the time of separation from employment or expiration of service.

Confidential or privileged information includes and is not limited to the following:

- Patron information
- Financial information
- Business strategies
- Planned programming
- Contracts
- Human resources information including payroll
- Technology and computer systems
- Policies and procedures

All SaskCulture employees who receive confidential or privileged information and who collect, maintain and/or use personal information are responsible for ensuring that the collection, use and disclosure of this information is carried out in accordance with this policy and relevant procedures.

Employees and volunteers are cautioned to demonstrate professionalism, good judgment, and care to avoid unauthorized or inadvertent disclosures of confidential information and should, for example, refrain from leaving confidential information contained in documents, or on computer screens, in plain view.

3. Copyright

SaskCulture strives to be a leader in its delivery of programs and services. In doing so, staff utilizes a variety of information, data, and computer software programs that are subject to certain conditions. In doing so staff will, from time to time, also produce materials that can be protected by copyright.

Employees must only use computer software in accordance with the licensing agreements. Employees shall not make unauthorized copies of corporate software, as such action may be a breach of contractual obligations and may lead to potential criminal charges or litigation. Due to virus and licensing concerns, all software used must

be approved and acquired by SaskCulture. External software is prohibited without the express written permission of SaskCulture. Employees who are unclear about appropriate external software should consult their supervisor.

Staff must be aware that certain copying or distribution of material found on the internet may infringe on the copyright laws of Canada.

When SaskCulture uses external consultants to develop material that can be protected by copyright, copyright ownership of the materials produced is articulated in the signed agreement between SaskCulture and the consultant at the time of engagement.

4. *Intellectual Property*

SaskCulture strives to lead in the use of online technologies and other materials to benefit the network and achieve SaskCulture's ENDS, as well as to increase organizational effectiveness particularly in the areas of program delivery, data management and social media. On occasion, materials and technologies may be developed by staff that are protected by the Intellectual Property policy in the Code of Conduct.

All designs, ideas, inventions or improvements made, conceived, written and/or designed during or after working hours and that fall within the scope of SaskCulture's business operations, belong to SaskCulture. Employees are expected to disclose fully such designs, ideas, inventions, improvements and software and to assign all rights to SaskCulture without charge. If SaskCulture decides to develop or pursue the invention or the software or to apply for a patent, or other intellectual property rights protection, complete cooperation is expected from the employee.

When SaskCulture uses external consultants to develop material that can be protected by Intellectual Property, ownership of the materials produced is articulated in the signed agreement between SaskCulture and the consultant at the time of engagement.

5. *Use of Technology*

All employees and third-party contractors are expected to act in a responsible and ethical manner when using SaskCulture Information Systems and Assets. Use of, and access to, Assets that are the property of SaskCulture are to be used for business purposes only. This policy also applies to data transferred to, or through, personal electronic devices, such as cell phones and personal computers.

All employees and third-party contractors are expected to exercise good judgement regarding the acceptability of activities performed on SaskCulture's Information Systems. As long as, an activity is related to, and necessary for the completion of the employee's work, then that activity is generally considered to be an acceptable use.

All employees and third-party contractors are responsible for the following in regard to securing and protecting Information and Information Assets:

- Information is to be respectfully handled and appropriately safeguarded against theft, damage, and unauthorized use;
- Theft, loss, or unauthorized disclosure of SaskCulture Information Assets and Systems, whether suspected or known, must be reported to the Administration Manager immediately;
- SaskCulture information is to only be accessed to the extent necessary to perform job duties as assigned;
- When using email communications and social media, users must act prudently when opening attachments, clicking links, and responding to messages; (see Communications policies)
- Engaging in personal discussions online through social media, internet forums or any other public discussion must be done through individual accounts and not through the official SaskCulture/Creative Kids accounts; (see Communications policies)
- Users should avoid clicking on any suspicious links or email attachments. Any offensive or suspicious e-mail must not be forwarded, deleted, or replied to the message. Instead, it should be reported to the Administration Manager;
- Information assets must be immediately returned to SaskCulture upon termination, expiry of contract, or when otherwise requested to do so by the CEO;
- The following activities are examples that are considered unacceptable use of Information Assets and will result in non-compliance of this policy:
 - Engaging in any activity that is illegal under Municipal, Provincial, Federal, or International law while using SaskCulture Information Assets;
 - Violating copyright, trade secret, patent, or intellectual property rights. This includes but is not limited to the installation of pirated software or any other products not licensed for use by SaskCulture;
 - Accessing SaskCulture data, a server, or an account for any purpose other than conducting SaskCulture business. e.g. using information assets for financial gain, sending spam emails, nonbusiness product selling, etc.;
 - Making copies of any data, files or databases other than for business use;
 - Inappropriate use of external storage devices (see Computer policies) and shared drives;
 - Connecting or attempting to attach unauthorized Information Assets or systems to the SaskCulture network;
 - Intentionally introducing malicious programs into the network or servers (viruses, Trojan horses, etc.);
 - Sharing account passwords with others or allowing the use of your account by others; and
- Users must not attempt to circumvent or subvert any system's security

measures. This does not preclude the use of security tools by appropriately authorized personnel. While the following list provides examples of prohibited practices, it is not a comprehensive list and is intended to only provide examples.

Users must not attempt:

- The use of password decrypting or cracking tools;
- Harmful activities (e.g. damaging files, or intentional destruction of or damage to equipment, software, or data);
- Unauthorized access; and/or
- Configuring software or hardware to intentionally allow access to SaskCulture information resources by unauthorized users.

6. External Employment

SaskCulture Inc. recognizes staff may pursue paid employment in addition to their job with SaskCulture. Employees who have external employment prior to joining SaskCulture, or are offered external employment, shall disclose information about this employment to their supervisor and CEO. The intent of this policy is provide guidelines to ensure that employees are not involved in any outside employment that will affect the quality or quantity of their work at the SaskCulture, or create a real, potential or perceived conflict of interest.

In particular the outside employment must:

- not interfere with job performance and is not done during SaskCulture's expected work hours;
- not conflict with the goals, objectives and public image of SaskCulture Inc.;
- not create any real, potential or perceived conflict of interest;
- not create any expectations of SaskCulture Inc.;
- not involve employment with a funded organization; and/or
- not include volunteering at a governance or policy level of a funded/member organization.

The CEO shall respond in writing to the employee their approval or disapproval of external employment. The written decision will be included in the employee's personnel file.

Any exception to the above criteria must be granted by the CEO.

7. Volunteer Work

SaskCulture encourages employees to be active in volunteer activity outside of the employee's professional interest area, as this creates opportunities for people to be engaged in the community.

SaskCulture encourages employees to inform their supervisor of any volunteer activity that may lead to a real, potential or perceived conflict of interest, or that may result in an inappropriate work performance or contradict these policies.

Employees cannot volunteer at a board member decision-making level or apply to SaskCulture grants for organizations that receive direct funds through the Culture Section of the Trust.

8. Acceptance of Gifts/Prizes

The purpose of this policy is to provide a framework for consistent and fair treatment and practice for acceptance of gifts, gifts cards, prizes and honoraria.

Gifts, gift cards or prizes that are the normal exchange of hospitality between persons and organizations doing business together, or tokens exchanged as part of procedure, will be shared with all staff members, unless specifically authorized by the CEO in writing.

No employee shall accept any honoraria, gift or service that could be viewed as payment for services rendered through their position with SaskCulture.

9. Employee Relationships

1. Employment of Immediate Family:

Employees of SaskCulture may refer family as a potential candidate for available positions, however to discourage a phenomena of nepotism, favouritism or conflicts of interest, the following restricts apply:

1. SaskCulture employees involved in recruitment activities must ensure family of SaskCulture staff are not given preferential treatment for any type of job within SaskCulture.
2. SaskCulture employees shall not attempt to influence any permanent, non-permanent or student hiring decisions to benefit a family member.
3. SaskCulture employees responsible for hiring must not be involved in a hiring situation that involves family and must declare this conflict and excuse themselves from recruitment activities where family is a candidate.
4. If direct reporting relationships between family members occur the positions will be re-assigned to address the real and perceived conflict of interest that exists.

2. Fraternalization:

Fraternalization refers to dating or being friends with your co-workers. All relationships between employees shall be appropriate and harmonious.

Friendship – SaskCulture encourages a friendly relationship between co-workers either in or outside of the workplace.

Dating – Dating equals a long-term consensual romantic relationship. Employees who enter into a relationship should inform their manager or supervisor in order to avoid a real or perceived conflict of interest.

To avoid accusations of favouritism, abuse of authority and sexual harassment, managers and supervisors must not date their direct reports.

With all relationships, employees are expected to maintain professionalism and keep personal matters outside of the workplace.

Resolution

SaskCulture will not tolerate or condone any type of behaviour that contravenes this policy and will take necessary and appropriate action to address situations that occur, which are a breach of this policy. It is the responsibility of every employee to conduct him/herself in a manner consistent with this policy.

In cases where it is determined that a breach or violation of SaskCulture policies has occurred, the CEO will initiate corrective measures in accordance with the Disciplinary Measures policy.

Additional Resources:

[ayisiyiniwak: A Communications Guide](#)

ANTI-HARASSMENT POLICY

Intent

SaskCulture is committed to providing a safe and respectful work environment for all employees so far as reasonably practicable. No one, whether a manager, an employee, a volunteer, a stakeholder or any member of the public should be subjected to discrimination, harassment, sexual harassment, personal harassment, bullying, disrespectful or violent behaviours, for any reason, at any time. No one has the right to discriminate against, harass, bully, show disrespect or violence towards anyone else at work or in any situation related to employment.

If you believe you have been harassed, take action.

SaskCulture will neither tolerate nor condone any type of behaviour that contravenes this policy and will take necessary and appropriate action to address situations that occur, which are a breach of this policy. It is the responsibility of every employee to conduct themselves in a manner consistent with this policy.

This policy applies to all areas related to the business of SaskCulture.

Definitions

SaskCulture will defer to the definition of harassment outlined in [The Saskatchewan Human Rights Code](#) and [Saskatchewan Employment Act](#).

Further to the above:

Harassment is defined as any, objectionable or offensive conduct, comment, action, gesture or display, directed at a person or group of persons that degrades, demeans, humiliates or embarrasses and that a reasonable person should have known would be unwelcome, thus creating an uncomfortable, hostile and/or intimidating work and learning environment. It also includes an improper use of power or authority inherent in a person's position. It is behaviour that is unwelcome, vexatious, hostile, inappropriate and unwanted and that:

- Threatens the health or safety of an employee;
- Undermines the employee's job performance or negatively interferes with the employee's career in any other way;
- Adversely affects the employee's dignity or psychological or physical integrity and/or
- Results in a harmful workplace for the employee.

Harassment may be a one-time event or series of incidents and may also exist systemically as part of the work environment.

Retaliatory behaviour in response to a complaint is also considered to be harassment.

Behaviours Constituting Harassment:

Harassment on Human Rights Grounds

Harassment under the Saskatchewan Employment Act means any inappropriate conduct, comment, display, action or gesture by a person that constitutes a threat to the health and safety of a worker. This can be based on the person's:

- Age
- Physical size or weight
- Ancestry, including colour and perceived race
- Ethnic background or origin
- Gender-determined characteristics or circumstances
- Marital or family status
- Nationality, national origin or citizenship
- Physical or mental disability
- Political belief, political association or political activity
- Record of offences
- Religion, creed, religious belief, religious association or religious activity
- Sex, including pregnancy, the possibility of pregnancy or circumstances related to pregnancy

- Sexual orientation
- Source of income, including funding, financial economic status

Examples of human rights based harassment include, but are not limited to:

- Insulting gestures, remarks, jokes, innuendoes or taunting based on any of the above prohibited grounds or about adornments and rituals associated with cultural or religious beliefs;
- Displaying racist, derogatory or offensive written or visual material;
- Racial or ethnic slurs, including racially derogatory nicknames;
- Unwelcome inquiries about a person's source of income or funding;
- Racially motivated threats, intimidation or physical force;
- Any action, verbal or physical, that expresses or promotes racial intolerance, prejudice, discord or hatred;
- Refusal to work with or cooperate with an employee or co-worker because of any of the above prohibited grounds; and/or
- Any action, verbal or physical, that expresses or promotes racial intolerance, prejudice, discord or hatred.

Personal & Psychological Harassment

Personal and psychological harassment is also known as “bullying” and can include abuse of authority. This consists of abusive and unwelcome comments and behaviours or actions that offend, abuse, intimidate, humiliate, demean or cause loss of dignity to an individual and can often have the effect of interfering with a person’s work performance. Personal harassment can take place between peers and between individuals where there is a power imbalance.

“Bullying” occurs when the behaviour criticizes or degrades an individual in a persistent manner or in the presence of others. It is abusive behaviour that makes the recipient feel upset, threatened, humiliated or vulnerable. “Abuse of authority” harassment occurs when a person in a position of authority uses their position unreasonably and with the intent to interfere with an employee or the employee’s job through the use of humiliation, intimidation, threats or coercion.

A “person in authority” is typically someone who has the ability to influence or impact the working conditions of others.

Examples of personal and psychological harassment include, but are not limited to:

- Written or verbal abuse, threats and/or patronizing comments that are humiliating, demeaning or threatening;
- Condescending remarks or behaviour, which undermines self-respect;
- Misuse of authority such as deliberately punitive assignments;
- Reprimanding and belittling an individual publicly;
- Threats to one’s employment, working conditions or personal security;
- Dismissive gestures, or comments;

- Using patronizing behaviour, language or terminology which reinforces stereotypes and undermines self-respect or adversely affects work performance or working/learning conditions;
- Practical jokes that cause awkwardness or embarrassment, that endanger an employee's safety or negatively affect work performance;
- Spreading rumours or gossip about another individual;
- Isolating an individual or refusing to work with an individual without justifiable reasons;
- Displaying graffiti or other material which is racist, sexist, sexually explicit, ethnic-based, religious, offensive, degrading or derogatory; and
- Unwelcome remarks, jokes, innuendoes, or taunting about a person's appearance, body, height, weight, attire, age, marital status, gender, ethnic background, race, religion, accent, sexual orientation or disability or any other prohibited ground.

Sexual Harassment

Sexual harassment is defined as any type of sexually-oriented conduct, comment or gesture whether intentional or not, that is unwelcome, offensive or unsolicited and has the purpose or effect of creating a work environment that is hostile or offensive.

Examples of sexual harassment include but are not limited to:

- Unwelcome sexual jokes, language, advances or propositions;
- Written or verbal abuse of a sexual nature, sexually degrading or vulgar words to describe an individual;
- The display of sexually suggestive or pornographic objects, pictures, posters or cartoons;
- Unwelcome comments or taunting about an individual's body, size, attire, sex or sexual orientation;
- Inquiries or comments about a person's sex life or sexual preferences;
- Unwelcome touching, leering, whistling, brushing against the body, pinching, patting, kissing or suggestive, insulting or obscene comments or gestures;
- Sexual assault;
- Demanding sexual favours in exchange for favourable reviews, assignments, promotions, or continued employment, or promises of the same; and
- Refusing to work with or have contact with workers because of their sex, gender or sexual orientation.

Harassment is not:

- Appropriate performance reviews, counselling, coaching or discipline;
- Day-to-day management or supervisory decisions involving work assignments, workplace assessments, or workplace policies, provided they are carried out in a manner that is reasonable and not abusive;
- Physical contact necessary for the performance of the work using accepted industry standards;

- Conflict or disagreements in the workplace that are not based on one of the prohibited grounds and would reasonably be considered as acceptable within a workplace setting;
- Occasional misunderstandings, thoughtlessness or poor communications;
- Reasonable words or actions related to isolated stress or frustrations encountered in the performance of work duties; and
- Consensual banter or conduct, or romantic relationships, where the people involved do not find it offensive or unwelcome and consent to what is happening.

Workplace Violence

Workplace violence is defined as the exercise of physical and psychological force by a person against an employee in a workplace that causes or could cause physical harm or injury to an employee, or the attempt to exercise physical force against an employee in the workplace that could cause physical harm or injury. It also includes the threat, real or perceived, of any act of physical force or aggression. Examples of workplace violence include but are not limited to:

- Hitting, scratching, pinching, biting;
- Throwing or slamming things;
- Swearing and the use of profane language;
- Yelling and screaming;
- Direct, conditional or veiled threats;
- Practical jokes that could cause embarrassment or physical harm or injury;
- Vandalism of personal property; and
- Use of or threat to use a weapon.

Workplace violence can take place in the workplace itself, or outside the workplace in a situation that is somehow connected to work. This includes threatening phone calls from one employee to another at his or her home, or any kinds of verbal or written threats or violent actions against an employee's family or property.

Domestic Violence

If SaskCulture becomes aware of domestic violence that would likely expose an employee to physical injury or harassment in the workplace, we will take every precaution reasonable in the circumstances for the protection of the employee. This could include:

- Preparing an emergency security plan including procedures for contacting police;
- Exploring options for voluntary relocation of the victimized employee;
- Exploring options to prevent the employee from having to deal with harassing electronic communication of any type including telephone calls, e-mails, faxes and text messages;
- Displaying domestic violence prevention information and resource lists;
- Inviting community resources to provide sessions on domestic violence to employees, supervisors and managers; and
- Distributing a statement that the organization does not tolerate acts of violence in the workplace including domestic violence.

Roles

Management

Management is responsible for creating and maintaining a work environment that is free from discrimination, harassment, and violent behaviours. This includes ensuring that this policy is accessible and communicated to their employees. They are also responsible for setting an example for appropriate workplace behaviour and ensuring that inappropriate behaviour is not allowed, condoned or ignored. This includes taking preventive action to avert the development, escalation or recurrence of inappropriate behaviour within their areas of responsibility.

In addition to the responsibilities outlined above, Management is responsible for encouraging, supporting and providing training, plus the resources necessary for employees to fulfil their roles with respect to this policy. They also have the right to be protected from frivolous or malicious claims and to manage the affairs of their area of responsibility to meet SaskCulture's objectives.

Supervisors are also responsible for assisting employees who turn to them for help with concerns or complaints that fall within this policy. They may be considered party to the complaint if they fail to take corrective actions, and could be disciplined.

Employees

All employees are responsible for ensuring that the work environment is free from discrimination, harassment, and violent behaviours. Employees are expected to treat each other with respect and to speak up if they or someone else is being harassed, discriminated against or being treated with disrespect. All employees also have a responsibility to report incidents of discrimination, harassment, sexual harassment, personal harassment, bullying, disrespectful or violent behaviours to the appropriate person, and to co-operate in any investigations, should they occur. All employees are responsible for respecting the confidentiality of anyone involved in a complaint or an investigation.

Board of Directors

The SaskCulture Board of Directors, through the CEO, shall be made aware of what is happening in the workplace and for dealing with discrimination, harassment, and violent behaviours appropriately.

The Board should confirm that the policies and procedures are applied appropriately and that reports of harassment are brought to the Board's attention early and investigated thoroughly. The Board will operate within all appropriate related Governance Process policies, which include: GP-9 Code of Ethics and Conduct.

Volunteers/Contract Workers

SaskCulture will provide awareness and communicate expectations of this policy to any external stakeholders. SaskCulture also has the right to manage the affairs of SaskCulture to meet SaskCulture's objectives.

Process

Temporary or interim measures:

In the event of an allegation of harassment, the CEO has full discretion to take whatever temporary interim measures that they deem appropriate to ensure the workplace remains a safe and productive environment and/or helps to facilitate an investigation into said harassment including, but not limited to, removing an individual from the workplace.

Individuals also have the right to formalize an unresolved complaint or initiate a complaint of harassment with the [Saskatchewan Human Rights Commission](#).

All processes will:

- determine what happened in relation to a complaint or incident;
- ensure the individual being harassed is protected;
- minimize risks of discrimination, harassment or violent behaviours persisting or escalating;
- provide, through its findings, a basis for imposing discipline or taking other corrective action, if necessary; and
- prevent litigation or provide a defence if litigation is commenced.

1. Exploration and Problem Solving

An individual who believes that they have been the subject of, or subjected to, conduct that is in violation of this policy is encouraged, where possible:

- a) To clearly and firmly make it known to the offending individual that the conduct is unwelcome and must stop; and
- b) To attempt to resolve the issue by direct discussion with the offending individual (refer to Problem Solving policy); and
- c) Report the matter to the CEO. If the CEO is the accused harasser, then the matter may be reported to the Board Chair. Depending on the nature and severity of the alleged conduct, and subject to the consent of the individual reporting the harassment, SaskCulture may first try to resolve the issue informally.

2. Investigation

Not every investigation will be the same because an appropriate investigation depends on the complaint or incident.

SaskCulture will ensure a full, fair, and appropriate investigation is conducted into each incident or allegation of discrimination, harassment or violent behaviour that it becomes aware of. Investigations will be carried out according to the following guidelines:

- All investigations will be conducted promptly;
- All those directly involved, and witnesses will be spoken with;
- Notes/statements will be prepared during each interview, reviewed by the person(s) being interviewed and signed for accuracy;
- Records or other documents relevant to the incident being investigated (this may include work schedules, complaints and observation notes, and may involve taking pictures of the scene) will be reviewed;
- Relevant organizational policies/procedures will be reviewed;
- A final summary/report of the investigation will be prepared; and,
- The parties involved will be informed separately in writing of the results of the investigation and any corrective action taken as a result of the findings of the investigation.

A. Internal Investigation

Where the exploration and problem solving process is unsuccessful, or the individual does not feel comfortable addressing the issue directly, the individual should document the details of the alleged discrimination, harassment or violent behaviour (including name(s), date, time, place, particular details of alleged incident and any witness(es) (see form below)) and submit a written report to the CEO. If the CEO is the accused harasser, then the written report will be submitted to the Board Chair. The individual receiving the written report or designate will notify the alleged harasser of the written report and provide the alleged harasser with information concerning the circumstances of the written report.

Subject to the agreement of the person making the complaint, a mediated process or a meeting to discuss and get clarification around the events that have occurred may be arranged. This would allow the individuals to address concerns about one another's behaviour.

B. External Investigation

If necessary, a formal and confidential investigation will be conducted by an outside, impartial investigator. Findings will be reported to the CEO or Board Chair as determined under 'A' above.

Retaliation

SaskCulture does not condone acts of retaliation against an individual who has reported discrimination, harassment or violent behaviour or participated in any manner in the investigation or resolution of a report of discrimination, harassment or violent behaviour.

While all incidents and complaints will be taken seriously, employees should be aware that frivolous or unfair complaints are disruptive and unacceptable. Any employee, who is found to have filed a complaint that is found to be frivolous, or that was filed with malicious intent, will be subject to disciplinary action imposed in accordance with the Disciplinary Measures policy.

Confidentiality

SaskCulture will not disclose the name of the individual who reported the alleged discrimination, harassment or violent behaviour, the alleged harasser or the circumstances related to the report of alleged harassment to any individual except where disclosure is necessary for the purposes of investigation of the report or taking corrective action, or where such disclosure is required by law.

All individuals involved with the investigation of an incident shall treat all information related to the matter as strictly confidential. Unwarranted or inappropriate breaches of confidentiality may be subject to disciplinary action imposed in accordance with the Disciplinary Measures policy.

All complaints will be handled in confidence. Access to the information and the outcome of the investigation will be strictly limited to the CEO and the individuals directly involved in the complaint.

Resolution

SaskCulture will do whatever is necessary to stop the discrimination, harassment or violent behaviour. Discipline may range from awareness training to disciplinary action imposed in accordance with the Disciplinary Measures policy.

Records

Sealed records of discrimination, harassment or violent behaviour reports will be kept in a secure, locked location within personnel files.

If the investigation does not find evidence to support the complaint, there will be no documentation concerning the complaint placed in the file of any of the parties involved and no repercussions will occur for the person filing the complaint, if the complaint was filed in good faith.

Additional Resources:

[Occupational Health & Safety Saskatchewan](#)

HARASSMENT ALLEGATION FORM

Name: _____ Date: _____

Address: _____

Work Phone: _____ Cell Phone: _____

E-mail: _____

Grounds for Complaint (On what grounds do you believe harassment occurred, see definition in policy):

Complaint Against (Who you allege committed the harassment): _____

Details (Please be as detailed as possible. Include such things as: what occurred, location, date, time, circumstances surrounding the incident, witnesses, your response to the behavior, etc., use additional pages if necessary):

Witnesses (Name and phone numbers of individuals who can supply corroborating evidence/details):

Relevant Documents (Attach any documents you consider relevant):

Employee Signature

Date

Send to the Chair of SaskCulture Inc. or CEO at the SaskCulture Inc. office marked PERSONAL AND CONFIDENTIAL

Intent

SaskCulture is committed to upholding standards of conduct that reflect accountability, integrity, respect, fairness, and transparency in its day-to-day decisions, actions, and interactions. SaskCulture is also committed to protecting its revenue, information, and other assets and will immediately act on any reported violations of the law or SaskCulture policy.

This policy not only outlines a process for reporting an allegation of wrongdoing, but also emphasizes the responsibility that employees have to report any potential serious wrongdoing that they witness.

This policy outlines a problem-solving process and procedure available to employees. The aim of this process is to provide a means to resolve an allegation of wrongdoing quickly, fairly, and with respect for all involved.

Any employee who makes use of the provisions of this policy in good faith, shall not be subject to recrimination, harassment, and/or discipline as a result of exercising their rights under this policy. Nothing in this policy inhibits the employee from exercising their statutory rights.

Organizational Integrity vs. Grievance Policy

A grievance is making a complaint about something that affects you or your individual employment contract and is often resolved with a collaborative, problem-solving approach. Please see the Grievance Policy for further information.

Matters of organizational integrity are concerns about workplace wrongdoing more generally. The employee making the allegation is usually the witness, providing information to the employer about a concern that may compromise the integrity of the organization. A collaborative, problem-solving approach may not apply in this case as allegations of wrongdoing may be anonymous and are not limited to the person making the complaint.

Definitions

Allegation – an unproven, but formal, written assertion or claim that someone has done something wrong.

Wrongdoing – any violation of federal, provincial, or municipal law and regulations, or any violation of SaskCulture policy, including the Code of Conduct or Staff Values; unethical conduct.

Fraud – theft, misappropriation or misuse of funds or property or any illegal act to deceive others resulting in the victim suffering a loss and/or the perpetrator achieving personal or business gain.

Examples of fraud include but are not limited to:

- A financial system accounting entry intentionally made to represent what is not true or does not exist;
- Unauthorized alteration or use of financial documents and systems;
- Forgery of a signature, cheque, bank draft, or any other financial transaction document;
- Misappropriation of funds, supplies, or assets;
- Theft of property and identity;
- Misrepresentation of identity;
- Disclosure of confidential information to external entities for personal gain; and
- Unauthorized destruction, removal, or use of records for personal gain.

Requirements

The CEO is responsible for receiving all submitted complaints. The CEO will work with the supervisors to respond to all allegations of wrongdoing quickly, fairly, and with respect for all involved.

The CEO, supervisors and Board will observe all appropriate related policies, which include:
EL-3 Treatment of Staff,
EL-6 Financial Condition, and
EL-7 Asset Protection.

Process

An allegation of wrongdoing is a written complaint by an employee that has been submitted directly to the CEO. An allegation of wrongdoing may be signed or anonymous.

Those involved in the following processes will:

- Be treated with respect and treat others with respect;
- Listen to understand the other's perspective;
- Keep the matter confidential and not share with others outside of the process or those involved;
- Cooperate with all processes and not cause undue delays; and
- Participate in collaborative problem-solving, if appropriate.

If the allegation of wrongdoing names the CEO, the allegation of wrongdoing will be submitted to the Board Chair. The same process will be followed. Permission is given to contact the Board Chair. Chair information is available through SaskCulture's internal database.

SaskCulture will consider all reported allegations. The CEO will decide if, and how, an investigation shall proceed, including the appointment of a third-party investigator or an investigation team. The CEO will inform the Board Chair of the allegation of wrongdoing and

the steps taken to investigate and resolve the issue. If the CEO is named, the Board Chair will decide if, and how, an investigation shall proceed, including the appointment of a third-party investigator or an investigation team.

All SaskCulture employees, including the accused and complainant (if known), are expected to cooperate fully with the CEO, Board Chair, and/or third-party investigator (or team) to ensure that any suspected wrongdoing is investigated thoroughly and to the satisfaction of the CEO and Board.

The results of the investigation will be reported to the CEO or Board Chair. If an investigation indicated that fraud might have occurred, the CEO or Board Chair will contact SaskCulture's insurance company, the External Auditor, and the police (as required and if appropriate).

SaskCulture will assess on a case by case basis whether to pursue, up to and including using a court-ordered restitution, to recover any losses it incurs as a result of an employee's wrongdoing.

SAMPLE

ORGANIZATIONAL INTEGRITY ALLEGATION FORM

You may choose to provide your name and/or position, or remain anonymous:

Name: _____ Position: _____

Details of Allegation of Wrongdoing:

1. Name and position of employee involved in alleged wrongdoing:

2. What was the alleged incident of wrongdoing (violation of federal, provincial, or municipal laws or regulations, SaskCulture policy, or fraud). Include the date, and other details that will be helpful in understanding the allegation.

3. Witnesses, if any, to the allegation of wrongdoing.

4. If a SaskCulture policy was allegedly breached, please provide more information:

Policy that is alleged not be applied correctly _____. Specific section of policy _____ that alleged breach or misapplication occurred.

5. Proposed Solution (if applicable)

Employee Signature

Date

Grievance form received by (name)

Date grievance form received

Intent

This policy outlines a problem-solving process and if required, a grievance procedure available to employees. The aim of this process is to provide a means to resolve workplace problems related to **the contravention of policy** quickly, fairly, and with respect for all involved.

Any employee who makes use of the provisions of this policy in good faith, shall not be subject to recrimination, harassment, and/or discipline as a result of exercising their rights under this policy. Nothing in this policy inhibits the employee from exercising their statutory rights.

Definition

A grievance is a written complaint submitted by an employee (or past employee in the case of termination) that has been submitted to their direct supervisor within 14 days of the alleged improper application of policy, standard practice, and/or documentation procedures. The grievance will articulate how the employee feels they have been improperly subjected to disciplinary action or have been treated unfairly under SaskCulture's established policies. A grievance must be signed and dated.

Process

Those involved in the following processes will:

- Be treated with respect and treat others with respect;
- Listen to understand the other's perspective;
- Keep the matter confidential and not share with others outside of the process or those involved; and
- Cooperate with all processes and not cause undue delays.

Problem Solve Collaboratively with Direct Supervisor

An employee will inform their direct supervisor of the problem of alleged contravention of policy. The employee and the supervisor will engage in a discussion to clearly understand the issue to ensure there is a common understanding of the policy, standard practice and/or procedure, circumstance, and resulting decision that is in question. It should be recognized that policies are a guide and allow for application of different options for different situations. Application of different options may be viewed differently by each person depending on their perspective and background. This is why a problem-solving approach is important, as it allows for respectful discussion and clear understanding of perspectives.

It is in the best interest of all parties to attempt to resolve the problem in an informal manner. HR may participate in a meeting with the employee and manager to discuss the

matter. The role of the HR representative should be clearly identified at the beginning of the meeting. They may be a resource for both parties and/or facilitate the meeting. The supervisor may gather information from documents or discussion with others.

At the end of this informal process, the supervisor will send an email to the employee summarizing the key points discussed, and if achieved, the joint acceptable resolution to the problem. If a joint resolution has not been achieved, the supervisor will indicate such and put their final decision in an email to the employee. The employee will have five working days from receipt of the supervisor's final decision to submit a grievance to the CEO.

Formal Grievance

A grievance must be submitted by the impacted employee(s) to the CEO stating the specific grievance(s) and citing the circumstances. The formal grievance follows the problem-solving process.

The CEO will meet with the employee within five working days of the receipt of the grievance in an attempt to resolve the grievance. More than one meeting may be held. The CEO may gather information from documents and/or discussion with others. The CEO shall, within 15 working days of receiving the grievance, provide their written response to the employee. These timelines can be extended by mutual consent.

If the CEO has not addressed the grievance to the employee's satisfaction, the employee may request a third-party decision. Third party decisions are final and binding.

Should the grievance name the CEO as the party contravening the policy, then the grievance will be submitted to the Board Chair. The remainder of the process will remain the same.

Third Party Decision

The employee will notify the CEO in writing of their notice of intent to proceed to a third-party decision process. This written notice must be given to the CEO within 10 working days of receipt of the CEO's decision. The CEO must not deny any requests for a third-party decision. The third party must be elected within 20 working days of notice of intent. The CEO and grievor must agree to the third party. If they do not agree, the Board will appoint a third party. (Examples of neutral third parties include: an Elder, lawyer, HR specialist, or lottery partner.)

Should the grievance name the CEO as the party contravening the policy, then the grievance will be submitted to the Board Chair. The remainder of the process will remain the same.

The notice of intention to proceed to a third-party decision shall contain the details of the grievance, a precise statement of the alleged violation, and the remedy sought by the employee.

The third party will review the grievance, situation, and all relevant material and evidence. If the third party wishes, they may interview the employee, supervisor, CEO, and/or others that may be relevant. These interviews will be conducted privately and confidentially. The grieving employee may bring in a support person of their choice. The support person shall not speak on behalf of the employee. The third party will also be provided and/or can request information that is relevant to their review and decision process.

The third party will submit a written decision to the CEO, supervisor, and employee within 25 working days. This decision is final and binding.

SAMPLE

GRIEVANCE FORM

Name: _____ Position: _____

Details of Grievance:

1. Name and title of Supervisor that applied the policy.

2. Policy that is alleged not applied correctly _____. Specific section of policy _____ that alleged breach or misapplication occurred.
3. How was the policy breached or applied incorrectly? Include date, and other details that will be helpful in understand the action.
4. Witnesses, if any, to the alleged breach or misapplication.
5. Proposed Solution.

I, _____, have tried to solve this problem with the named supervisor and we are unable to reach agreement. Thus, I am submitting this grievance for resolution as per the SaskCulture policy: Resolving Policy Grievance

Employee Signature

Date

Grievance form received by (name)

Date grievance form received

Intent

Ensure that a fair, equal, and consistent dismissal procedure is in place to maintain and support the values and needs of SaskCulture.

The CEO is responsible for dismissals consistent with the provisions of this policy and other related policies.

Some aspects of the policy may be waived or altered in cases of severe misconduct, including theft, violence, or threats of violence.

Requirements

The CEO must authorize the dismissal and will consult with the employee's supervisor, and may seek legal advice.

Where dismissal is immediate the CEO will inform the Board as soon as possible. The CEO is authorized to suspend employees by a letter immediately, with or without pay.

Where dismissal is related to performance of job duties, the action will have been preceded by two written documents specifying the areas of concern, the possible outcome of a failure to correct the situation, and the employee given reasonable opportunity and time to correct performance. Normal process for dismissal for performance of duties may include the following:

- The employee will be provided with a copy of the written recommendation, which will review the steps that have been taken to correct the situation;
- Only when reasonable attempts have been made to correct the situation following each reprimand letter can the CEO dismiss the employee;
- When dismissal is related to performance of job duties, SaskCulture will make every reasonable attempt to assist the employee in career counseling, job relocation, resume preparation etc.; and
- Upon termination, the employee is entitled to payment for accumulated vacation leave and any other wages owed.

Where dismissal is without cause the CEO will determine if case law or labour law standards or something in between will be used.

RESIGNATION

Intent

A formal resignation process can provide benefits to both the employee and by providing the employee with the opportunity to draw attention to any on-going reasons for the resignation and for SaskCulture Inc. to address those reasons.

Requirements

To provide an efficient turnover of staff with minimal disruptions to the work of all employees, each position will have a specified notice period of not more than one month. This notice period will be indicated in the job description and letter of employment. However, SaskCulture recognizes that employees may choose to provide more or less notice. Ideally management-level positions should provide 4 weeks of notice and all other positions 3 weeks of notice.

Following receipt of a letter of resignation, the CEO will acknowledge the letter in writing and will provide appropriate information and counseling about benefit entitlement and payment of accumulated vacation leave.

All employees who resign from their positions will be offered an exit interview to be conducted by their immediate supervisor and/or CEO. The exit interview will focus on reasons for the resignation, and how SaskCulture could have retained the employee and/or areas of strength and improvement for SaskCulture.

In the case of the CEO, the notice period is defined in the contract letter and notice must be given, in writing, to the Board of Directors.

LAY OFF

Intent

SaskCulture is committed to providing long-term, stable positions, which benefit the organization, the individual and the cultural community. However, from time to time, it may be necessary to lay off employees due to budget restraints, changes in program directions, or redundant work.

Requirements

SaskCulture layoffs will abide in accordance with the [Saskatchewan Employment Act](#).

Lay off provisions shall not be used to address issues related to job performance.

RETIREMENT

Intent

To establish a process for voluntary termination of employment that will both support the employee's decision and allow a smooth transition for the organization.

Requirements

SaskCulture will support its mature employees and work collaboratively to establish a retirement plan that will be reviewed annually during performance reviews and provide a strong foundation for eventual successorship.

An employee shall be eligible to retire from SaskCulture after completing a minimum of ten (10) years of recognized service and/or who voluntarily leave the workforce after their fifty-fifth (55th) birthday. (The earliest an employee can begin drawing from their pension is 55.)

SaskCulture recommends a minimum notice of eight (8) weeks prior to retirement of a permanent employee.

In addition to any vacation leave entitlements accrued, an employee leaving SaskCulture upon retirement at a minimum age of sixty-five (65) years, or with twenty-five (25) years of service with SaskCulture shall be entitled to leave, or pay in lieu, of their full vacation entitlement for the fiscal year of retirement. Employees with more than ten (10) years of service, but less than twenty-five (25) years, and between the ages of 55 and 64 upon retirement, shall be entitled to receive time, or pay in lieu, for any balance of vacation that has been earned by the retirement date. Sick leave accrued will not be paid out in cash or time off.

HUMAN RESOURCE MANUAL REVIEW

Intent

The Human Resource policies and practices must remain current to reflect the current standards of human resource management.

Requirements

One third (1/3) of the Human Resource policies of SaskCulture will be reviewed annually on a cyclical basis. This will culminate in a full review of all policies every three years.

The review will include input from all current staff on the clarity of the policies.

At the discretion of the CEO, previous staff, external consultants, or Board members may be consulted.

The CEO, within the framework of SaskCulture's Governance Policies, approves revised policies.

SAMPLE

1. Staff Values

We value and respect:

- Diversity
- Open communication
- Professionalism
- Work and life balance
- Inquisitiveness
- Thoughtful risk taking
- Positive attitude
- Growth and learning
- Teamwork
- Celebration
- Integrity

We will live and foster the values in ourselves, others and the work of SaskCulture. We commit to the following:

1. We have a safe and healthy workplace.
2. We respect processes.
3. We see our values reflected in HR and other policies.
4. We create positive workspaces.
5. We keep common spaces clean and professional looking.
6. We respect the work needs of staff in the open reception area(s).
7. We are an open door workplace; however, a closed door is understood as a way to create a quiet or private workspace.
8. We are considerate of others.
9. We listen to understand.
10. We are committed to the work of SaskCulture.
11. We respect and value the work styles and talents of individuals and collectives.
12. We understand and acknowledge each other's roles and are encouraged to ask for clarification, if needed.
13. We work together to make our work more productive and positive.
14. We share information that impacts other's work.
15. We share information about our cultures to help others grow, if we are comfortable doing so.
16. We plan and collectively deal with change the best that we can.

17. We see issues and problems as opportunities and seek solutions.
18. We have the freedom to make independent decisions within a clearly articulated framework.
19. We understand that mistakes happen and we treat mistakes as a learning opportunity.
20. We believe it is ok to question.
21. We believe feedback is healthy and appreciated.
22. We act with honesty and integrity.
23. We deliver our very best in all we do holding ourselves accountable for results.
24. We continue to learn how language influences intercultural relations and grow in our understanding that there are terms and words that are offensive, derogatory, and inaccurate.
25. We are agents of change and use our influence and expertise for cross-cultural awareness, engagement, and relationship building.
26. We engage in shared learning to build understanding.
27. We are supported in our requests to engage in our culture's ceremonies and traditions.
28. We, as individuals, will be supported in our efforts to grow our understanding of diversity (IDI).
29. We will celebrate birthdays, teamwork, milestones, organizational success, special events, and recognize and celebrate excellence.
30. We say thank you and show our appreciation.

2. Work Environment Policy Directives

a. Dress Code

All staff members, when conducting SaskCulture work, will adhere to a dress code appropriate to a culturally informed business workplace that values staff diversity and cultural expression. All clothing must be clean and neat in appearance (without tears or stains) and fit appropriately to promote a professional environment.

Clothing should not be sexually explicit or revealing; shirts must have a sleeve or be covered with a jacket or sweater (spaghetti straps and muscle shirts are not acceptable); clothing must be of sufficient length/cut to ensure that undergarments are not exposed at any time; shorts may be worn but must be a minimum of mid-thigh in length; clothing must not display words, images or graphics that are disrespectful; footwear must be worn at all times and must be appropriate to the dress.

Questions and/or concerns regarding appropriate dress shall be directed to the Administration Manager who will confer with the CEO as necessary. Exceptions to this

policy may be considered in special circumstances (i.e. during travel, during renovations, religious/cultural accommodations, etc.)

b. Bed Bugs

Bed bug infestations are of a concern in Saskatchewan. SaskCulture will provide each employee with the bed bugs communiqué published by the Saskatchewan Healthcare Authority to educate on measures which should be taken while travelling to protect the employee's exposure to, and spread of, bed bugs. If upon inspection by a qualified pest control expert, it is determined that an employee has a home infestation of bed bugs, which has occurred as a result of their travel activities as a SaskCulture employee, SaskCulture will reimburse the employee the full expense incurred to treat and eliminate the infestation. Employees who suspect a bed bug infestation in their home, shall immediately contact his/her supervisor to advise them of the situation, and request time off work until the situation is under control. To limit the risk associated with the spread of an infestation, employees will not be allowed to return to the workplace until proof that the infestation has been eliminated from their home can be provided with supporting documentation from a qualified pest control expert.

c. COVID-19 Mitigation

SaskCulture has prepared a COVID-19 Mitigation Resource that will help guide staff members working in the office. Another external resource, COVID Mitigation Resource for Programs, can be found on [SaskCulture's website](#).