

# **SaskCulture Inc. Human Resources Manual**

## **SAMPLE SaskCulture Web Resources**

Disclaimer: SaskCulture's sample policies are being shared as reference tools only, for use by other non-profit cultural organizations. SaskCulture does not guarantee that they will be accurate or functional for other types of organizations. These documents are meant as samples only and may, or may not, reflect SaskCulture's current operations.

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## PURPOSE

The purpose of the Human Resources Manual is to provide a consistent reference for applying human resource policies, developing new policies and revising existing policies and practices.

## GUIDING PRINCIPLES

### ***Value of Staff***

SaskCulture Inc. believes the strength of a non-profit society, staffed by professionals and using professional management practices is crucial for SaskCulture Inc. to fulfill its potential. The highest standards of performance and dedication are expected from staff. To help staff meet these standards, SaskCulture Inc is committed to providing the maximum support possible within its resources.

### ***The Need for Policy***

SaskCulture Inc. affirms that a comprehensive human resources policy allows for effective and flexible management of staff, by establishing a professional and supportive environment where staff can realize their potential, as part of the team and as individuals.

### ***Roles and Responsibilities***

Human Resource policies create a constructive working relationship by clearly identifying and respecting all individual roles and responsibilities in the governing, managing and staff structures of SaskCulture Inc.

### ***The Worth of the Individual***

SaskCulture Inc. regards ability, performance and technical skills as the crucial elements of job performance. In addition, SaskCulture promotes a positive working environment where a positive work attitude is expected and nurtured. Consequently, SaskCulture Inc. is committed to providing all prospective and current employees equal opportunities to achieve required job performance, regardless of religion, creed, marital status, family status, sex, sexual orientation, age, colour, ancestry, nationality, place of origin race or perceived race, or physical ability.

### ***Limitations***

SaskCulture Inc.'s human resource policies apply to all staff, including permanent and contract. It is the responsibility of the General Manager to

ensure policies are applied within the intent of the policy, consistently for all staff, and congruent with any other policy of SaskCulture Inc. In doing so, the General Manager is guided by Governance Policies of SaskCulture Inc.

Through out the policy there are statements that policy can be modified at the discretion of the General Manager. To support the principle of consistency of application for all staff, the Administration Manager will develop and maintain a mechanism for recording discretionary decision. (Appendix 1 – request form)

The General Manager has final authority to assign job duties and responsibilities.

All aspects of SaskCulture Inc.'s Human Resource policies are in compliance with, and in many cases exceed, the *Labour Standards Act* and *The Human Rights Act*. SaskCulture Inc.'s human resource policies are read in conjunction with relevant provincial and federal legislation, and are considered revised if and when relevant legislation is revised.

When the staff affected is the General Manager, the Board should be read in lieu, unless otherwise stated.

## DEFINITIONS

### **Employment Status:**

Positions with SaskCulture Inc. are permanent positions or contract/term positions. Either can be full-time or part-time. Permanent positions are continuous unless the positions are declared redundant due to budget considerations or changes in program directions. Contract or term positions have a limited and specified term, but may become permanent if the position extends beyond 24 months.

From time to time, SaskCulture Inc. hires external consultants/coordinators/animateurs that bring specific expertise to a particular project. External consultants are independent contractors and are not considered SaskCulture Inc. staff.

### **Anniversary Date:**

The date an employee is hired in a permanent or contract position; the anniversary date is not affected by the probation period and is used to calculate benefits, including vacation leave and sick leave.

### **Probation Period:**

The specified period of time after an employee is hired to a permanent position during which performance is assessed.

**Seniority:**

Seniority is determined by the anniversary date of employment as specified in the letter of employment and will be unbroken except as otherwise specified in the policy. 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.

**Immediate Family**

Immediate family includes, the employee's spouse (definition is not necessarily confined to legal definition), or the parent, grandparent, child, brother/sister, aunt/uncle, niece/nephew or grandchild of the employee or employee's spouse. In recognition of our changing world, the definition of immediate family could be expanded, to include individuals who fill an immediate family role, at the discretion of the General Manager.

**CONFIDENTIALITY**

***Intent***

SaskCulture Inc. expects the highest standards of confidentiality to be maintained by staff, not only in regard to matters relating to Saskatchewan Lotteries Trust Fund, but also in all Board, committee, staff and member/consumer business.

***Requirements***

Staff will observe all appropriate related policies and established lines of communication. Related policies include the Code of Conduct (GP-10) and Conflict of Interest (Policy GP-11), which are part of the SaskCulture governance policies. (See Appendix 2) As well, all staff are required to observe the policies and procedures outlined in the Saskatchewan Lotteries Trust Fund Handbook as attached.

Staff will not divulge personal information regarding employees, Board of Directors and committees, both volunteer and paid, applicants, or service providers except as required by law or as authorized.

Confidentiality extends to past employees and volunteers as well as member organizations or organizations/individuals receiving and/or applying for funding from SaskCulture Inc.

All breaches of confidentiality are grounds for dismissal.

Breaches of this policy after separation may lead to legal action.

## REPRESENTING SASKCULTURE INC.

### ***Intent***

A positive image of SaskCulture will be portrayed by all SaskCulture staff when conducting the work of the organization or when the public could perceive that the staff member is conducting the organization's work, i.e. when personally attending events.

### ***Requirements***

All staff members are expected to conduct SaskCulture business in a professional manner and to treat others in a fair, respectful, equitable and consistent manner.

### ***Dress Code***

All staff members, when conducting SaskCulture work, will adhere to a dress code appropriate to a business workplace and maintain appropriate personal hygiene. On Fridays, if appropriate, staff may wear jeans. 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 racist, sexist, profane, advocate violence or drugs, or contain a designer logo; all head gear must be removed upon entry to the office; footwear must be worn at all times and must be appropriate to the dress (ie. no running shoes). Questions and/or concerns regarding appropriate dress shall be directed to the Administration Manager who will confer with the General Manager as necessary. Exceptions to this policy may be considered in special circumstances (ie. during travel, during renovations, etc.)

## CONFLICT OF INTEREST

### ***Intent***

A conflict of interest occurs when a staff member attempts to promote a private or personal interest, which results in an interference with the objective exercise of their job responsibilities, or gains any advantage by virtue of his/her position with SaskCulture Inc. Conflicts of interest may be real, potential or perceived.

## **Requirements**

The employee, in writing, to the General Manager, must disclose conflicts of interest. The General Manager 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.

Action may include:

- Divestment of the interest whether an investment, property, loan, payment, gift, undertaking, agreement, directorship, office, employment, membership, etc.
- Frozen or blind trust instrument,
- Periodic written documentation of the interest(s),
- Verbal or written disclosure at relevant time and place, and/or
- Avoidance of involvement in particular matters.

Where a gift is presented to an employee in the course of his/her employment with SaskCulture, such gift shall become the property of SaskCulture and/or be shared equally among the staff employed at the time the gift is received (ie. presents received from patrons at Christmas time, winnings from scratch lottery tickets).

Some external employment opportunities and volunteer positions may create conflicts of interest and must be approved by the General Manager. In particular, these pertain to positions of board level decision-making. (*Refer to the policy on Employment External to SaskCulture Inc. for additional information*).

Conflict of Interest guidelines are outlined in Board policy GP-11 Conflict of interest. (See Appendix 2) The principles behind this policy are applicable to staff.

Refusal to resolve the conflict may result in a request for resignation, disciplinary action or dismissal from employment.

Every reasonable effort shall be made by all concerned to protect the confidential nature of the information revealed.

## **JOB DESCRIPTIONS**

### **Intent**

A job description for each staff position provides for the efficient operation of SaskCulture Inc., by identifying the expectations of staff performance, required

qualifications and/or experience, and how the position impacts on the mandate of SaskCulture Inc.

### **Requirements**

Job descriptions shall meet the current needs of the organization as reflected in the annual operating plan of SaskCulture Inc. Staff with supervisory responsibilities will review the job descriptions of their staff at least once a year in conjunction with the staff person as part of the annual performance review.

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

A comprehensive review of all job descriptions will be conducted every three years in conjunction with a review of salary scales.

Job descriptions are intended to reflect the needs 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,
- Degree of accountability and responsibility as articulated in the Key Core Competencies and Job Specific Competencies for each position.

Duties assigned to any staff will be consistent with, but not limited to those outlined in the job description.

Job descriptions can be made public.

Job descriptions for all positions are provided in Appendix 3.

### **Criminal Record Checks**

Each position in the organization will be assessed to determine if a criminal record check is required. Criteria may include 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); or
- with other special circumstances, on a case-by-case basis.



## RECRUITMENT AND STAFFING

### **Intent**

In recruiting staff, SaskCulture Inc. intends to attract the best people possible; people who can relate effectively to their job, other staff, SaskCulture Inc. and its members as well as the broader cultural community.

When SaskCulture Inc. hires staff it is making a commitment to an individual. As such, SaskCulture Inc. is obligated to ensure that the individual has all reasonable opportunity to perform the job to the satisfaction of SaskCulture Inc. Therefore, recruitment processes must reflect the following criteria:

- Open and competitive recruitment process,
- Job descriptions describing expected outcomes and impact of the position on SaskCulture Inc. goals, and
- Qualifications, which reflect the requirements of the position.

### **Requirements**

The General Manager has final approval for hiring of any staff. The General Manager is responsible for any recruitment process, but may delegate the responsibility to others as appropriate. The General Manager may also involve other individuals (such as staff, volunteers, or external consultants) in the recruitment process as required.

The recruitment process will ensure applicants' privacy and protection of personal information (Appendix 11)

When the position is deemed permanent, a staffing team consisting of two people in addition to the General Manager will be involved. Any Board or committee representation shall be at the discretion of the General Manager.

Contract or term positions are for a specific period of time up to 24 months. The Manager responsible generally leads the recruitment process for contract/term positions.

Staffing for permanent and contract/term positions may include oral interviews, written or other appropriate tests to determine competence.

Checks of all references given by short-listed candidates for any position will be made, and will focus on the candidates' ability to perform the duties of the position.

Confirmation of the following will be made:

- Relevant previous positions held (dates and employer),

- Certifications and/or education qualifications deemed essential for the position, and
- Requirements for bonding.

The Board of Directors is responsible for hiring the General Manager.

## LETTER OF EMPLOYMENT/CONTRACT

### ***Intent***

The letter of employment indicates the rights and responsibilities of staff and SaskCulture Inc., including working conditions and terms. As such, the letter of employment is a legal document, providing protection for staff and SaskCulture Inc., but more importantly providing the basis for a clear working relationship.

### ***Requirements***

When a decision is made to offer a position, the General Manager has designated the Administration Manager to forward the letter to the prospective employee.

The letter 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,
- Requirements for bonding, if applicable,
- General benefits,
- Any special conditions of work, including expectations respecting hours of work,
- Any accommodation needs of employee as negotiated during the recruitment/staffing process,
- Reporting/supervision relationship,
- Information on SaskCulture Inc.'s human resources policy,
- 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.

Provided in addition to the letter, will be the job description, SaskCulture Inc. human resource manual, medical/dental benefits information and any other general information considered necessary.

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

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

## ORIENTATION

SaskCulture is committed to providing a thorough orientation specific to the work and organization. An Employee Orientation Checklist is provided in Appendix 4.

## PROBATION

### ***Intent***

A probation period is mandatory for all permanent and term positions.

The probation period is intended to provide both the staff person and SaskCulture Inc. with the opportunity to assess how the job arrangement is working. During the probationary period, both SaskCulture Inc. and the staff person will make every reasonable effort to ensure a mutually beneficial relationship develops. However, from time to time this will not be the case, and it will be in the best interests of both the staff person and SaskCulture Inc. to terminate the relationship.

### ***Requirements***

The probation period will be for six months from the start date of employment and will be so stated in the letter of employment. If any leave of absence, including sick leave, is taken, the probation period may be extended by the equivalent number of days.

For all new individuals who are not developing, either party can terminate the employment relationship without notice and prior to six months.

- The General Manager and/or the staff member's supervisor will carry out a performance review, in writing, at three months. The performance review will identify any areas requiring improvement.

- To determine the status of the employee, a final performance review of the probation period will be conducted two weeks before the end of the probation period. Following the performance review, the employee will be notified in writing by the Administration Manager as to the decision.
- At the discretion of the General Manager, the probation period may be extended to a maximum of three additional months, with specific directions regarding areas for improvement. A performance review must be conducted at least two weeks before the end of the extended probation period. Following the performance review, the employee will be notified in writing by the Administration Manager as to the decision.
- References for an employee terminated while on probation will be limited to position, employment dates and salary.
- When an employee has successfully passed the probation period, all seniority and similar considerations will date from the beginning of the probation period.

For individuals who have continuing employment with SaskCulture Inc, either in a contract, term or permanent position, and are hired into a different term or permanent position, the probation period will be 6 months with a review at 3 months. A Performance Review occurs two weeks before the end of the 3 and 6 month probationary periods.

- The appropriate manager will carry out a performance review, in writing, at three months. The performance review will identify any areas requiring improvement.
- At the discretion of the General Manager, the probation period may be extended to a maximum of three additional months, with specific directions regarding areas for improvement. A performance review must be conducted at least two weeks before the end of the extended probation period. Following the performance review, the employee will be notified in writing by the Administration Manager as to the decision.
- If the employee is not successful in the new position, he/she can return to a comparable position, unless otherwise expressly informed otherwise prior to the his/her commencement in the new position.

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

## **PERSONNEL RECORDS**

### ***Intent***

Personnel records are sensitive information, and appropriate measures will be taken to ensure the integrity and confidentiality of individual files.

At the same time, personnel records are a valuable tool in managing SaskCulture Inc.'s human resources, and need to be comprehensive and accurate.

### **Requirements**

There will be only one official personnel record for each employee, and this record will be kept in a secure area.

The personnel record will contain the following:

- material relating to recruitment including, documentation submitted by the employee, through application, offer of employment, and acceptance,
- job description (current noting any revisions),
- salary scale and current salary,
- reference checks conducted prior to hiring,
- performance reviews 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 benefit plans, payroll, etc., and
- other material relevant to terms of employment and job performance.

All issues relating to performance, including probation records shall be filed, in writing, in the employee's personnel file.

With the exception of confidential references, the file is accessible to the employee upon reasonable notice.

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.

Access to the file is limited to the General Manager, Assistant General Manager, Administration Manager, the individual employee, and other employees as deemed necessary to manage the Human Resources function.

Storage of files on the local area computer network will recognize security and confidentiality needs.

<b>BONDING</b>
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**Intent**

To ensure the integrity of SaskCulture Inc., all staff of SaskCulture Inc. who are responsible for, or have access to assets will be bonded.

**Requirements**

All employees of SaskCulture Inc. are bonded as a group.

**PERFORMANCE REVIEW**

**Intent**

Performance reviews are based on principles of openness, objectivity and fairness.

Performance reviews are a tool to:

- assess staff contribution to the operational and strategic plan of SaskCulture Inc.,
- identify and address areas for improvement in job performance,
- identify professional development needs,
- consider salary increases through the annual increment, and
- to inform potential promotional opportunities.

Performance reviews are to be systematic and based on current job descriptions and employee work plans derived from SaskCulture Inc. annual plan. Performance reviews are ongoing processes guided by principles of positive staff management. Performance reviews are intended to solve performance problems early before the employee's performance impacts negatively on SaskCulture Inc. and/or the individual's continued employment.

Performance reviews provide a written document, which summarizes staff performance, progress and achievement.

Performance reviews provide staff with the opportunity to have input into their job and the tasks assigned to them by recording their own assessment of their performance, identifying continuing problems they encounter in their performance, clarifying professional development needs for performance improvement, and consulting with their supervisor on future opportunities with SaskCulture Inc.

**Requirements**

The performance review process is the responsibility of the Administration Manager with the General Manager signing the performance reviews of all staff (permanent and contract staff).

The employee's immediate supervisor conducts performance reviews.

A formal performance review must be conducted annually, at least two weeks before the employee's anniversary date, resulting in a written document. All parts of the review are conducted at the anniversary date. In consideration of staggered anniversary dates, the goals and objectives portion of the review are evaluated following the development of the annual plan.

The process for the formal performance review one month prior to the employee's anniversary date is:

- With prior consultation with the General Manager, an interview between the employee's immediate supervisor, and the employee will take place. The purpose of the preliminary interview is to outline job performance areas for discussion by both the employee's supervisor and the employee. A suggested professional development plan may also be developed as a result of the preliminary interview. Further detail on the Professional Development Policy is provided in the next section.
- The employee will receive a written copy of any review immediately on completion and will sign the file copy as having read it. Employees may submit, in writing, any comments or documentation related to their job performance.
- The review will contain recommendations for increment, professional development, and/or remedial action where warranted.
- In consultation with the General Manager, the employee's supervisor will determine the level of increment (0-3%)
- Where a performance review contains a recommendation to provide an increment of less than the 3% maximum, the supervisor will articulate those areas where the employee's performance does not meet an acceptable standard.
- The supervisor must provide clear and reasonable action for the employee to follow to obtain the increment. An employee's performance must be re-assessed after six months and, if warranted, an increment adjustment can be allowed. Following a six-month re-assessment the regular annual cycle remains the same.
- No appeal is possible to the substance of the report but appeals may be made to the General Manager on the basis of the procedure not followed.

Informal reviews may be conducted throughout the year; however, for any information to be included in the employee's personnel file, the review must include a written document signed by the employee as read and understood.

When work performance is affected by personal problems, SaskCulture may refer the employee for appropriate counseling and make adjustments to the employee's workload, if required. In these cases, the employee is required, as

a condition of continued employment, to attend the counseling sessions to deal with the personal problems that are affecting performance. The employee benefits package has a variety of counseling options which must initially be explored. If the required counseling is not available through the benefits package, SaskCulture will cover the cost of counseling up to \$1,000. In cases where the personal problems have to do with addictive behaviors, where there are recognized community-based support programs, the employee is also expected to participate in these programs. SaskCulture will require confirmation of the employee's attendance at all counseling programs. If the employee does not attend and performance does not improve, the disciplinary process is initiated.

Exclusive of the formal review and any informal reviews conducted by employees' supervisor, the General Manager can discuss performance with any individual staff member on a continuing basis. It may be necessary that any such discussion be followed up by written communication, a copy of which will be placed in the employee's file.

A professionally acceptable and consistent format shall be used; a sample format is available to all staff. Copies of the performance review forms are provided in Appendix 5.

The Board shall carry out the performance review of the General Manager in accordance with the requirements of the review process. The Board may also consult with any individual or groups deemed necessary to assess the performance of the General Manager.

## PROFESSIONAL DEVELOPMENT

### ***Intent***

SaskCulture Inc. strongly affirms the need for a systematic program of professional development for each staff member that is an integral part of the performance review process and blends the needs of SaskCulture Inc. and the professional needs and aspirations of staff.

### ***Requirements***

Professional development activities (PDA) can serve three purposes:

- Essential which is required as part of the job and will either address new responsibilities assigned to an employee's current job, or deficiencies in job performance.
- Enhancement which is requested by the employee but benefits both the employee in current or future positions with SaskCulture Inc. as well as SaskCulture Inc.



- Career Development, which is requested by the employee, but does not directly benefit SaskCulture Inc.

PDA's can be, but are not limited to such activities as courses, seminars, peer exchanges, study tours, etc. Enhancement or career development PDAs are not available to employees during their probationary period.

In conjunction with the annual performance review, the employee and their supervisor will identify professional development activities to be considered at the next budget review. Approval for PDA will be determined by the resources available to SaskCulture Inc, with a priority given to essential PDA, followed by enhancement PDA, and career development PDA. It is the intent that all employees will be supported to participate in PDA.

Any PDA considered as essential will be based on the employee's performance review. Essential PDA, appropriate to the job requirements, will be determined by the employee's supervisor. The total cost of providing such PDA will be assumed by SaskCulture Inc. Upon completion of the PDA, the employee and his/her supervisor will implement a transfer of training strategy to apply the training to the employee's job.

For PDA's considered as enhancement or career development, the General Manager may agree to pay up to 100% of the fees or a portion thereof, and may authorize leave with or without pay.

On completion of a PDA, the employee will provide their immediate supervisor with a written report on the PDA, which discusses its benefit to SaskCulture Inc. and the individual, as well as suggestions for how the learning can be applied to the employee's job and what would be the expected results. This information will be included in the employee's personnel file. (Appendix 6)

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 General Manager.

Fees for memberships in professional organizations or professional certifications, which are related to an employee's position, may be reimbursed by SaskCulture Inc. based on budget availability in conjunction with the budget cycle. Employees are required to submit a letter and supporting documents requesting such reimbursement, with clear evidence as to how such membership/certification contributes to the employee's position.

Staff will research and identify applicable PDA opportunities.

Academic courses that are considered Enhancement or Career Development will only be paid out to staff members upon successful completion of such courses.

## EMPLOYMENT EXTERNAL TO SASKCULTURE INC.

### ***Intent***

SaskCulture Inc. recognizes that staff may wish to pursue paid employment or a volunteer position in addition to their job with SaskCulture, and that such activity may be beneficial to SaskCulture Inc. as a whole. However, some employment or volunteer positions may be a conflict of interest for SaskCulture. Consequently all outside employment must be reviewed and approved to avoid conflicts. Refer to the Conflict of Interest Section for additional information.

### ***Requirements***

The General Manager must approve such employment in writing prior to the employee accepting such work. Written approval documentation will be included in the employee's personnel file. This policy is directly related to the Conflict of Interest Policy and is subject to the requirements outlined under that policy.

Criteria for approval will include:

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

Individual membership can be taken out for a personal interest.

Some limited time to pursue this work may be granted during office hours, but this time shall be recorded with the General Manager and repaid hour-for-hour as soon as possible.

With the permission of the General Manager, resources/assets of SaskCulture Inc. (including such items as internet/email access, computer equipment, meeting space, etc. but excluding human resources) may be used to complete the external employment.

## VOLUNTEER WORK

### ***Intent***

SaskCulture Inc. encourages staff to be active in volunteer activity outside of the employee's professional interest area.

### ***Requirements***

SaskCulture Inc. encourages staff to inform the General Manager of any volunteer activity.

SaskCulture Inc. does not support volunteer activity that may lead to real or perceived conflict of interest, or that results in impaired work performance.

Staff cannot volunteer at a Board member decision-making level or apply to SaskCulture for grants for organizations, which receive direct funds through the Culture Section, as this involvement could be perceived as providing extraordinary support for an organization.

SaskCulture Inc. reserves the right to take appropriate action if it judges such to be the case.

## COMPENSATION

### ***Intent***

SaskCulture Inc. recognizes that staff 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 staff of SaskCulture Inc. must, within the resources of SaskCulture Inc., be appropriate to attract a high caliber of applicant in the field of cultural administration. Consistent with the dynamics of the lottery system and the non-profit environment in Saskatchewan, SaskCulture Inc. will provide competitive compensation packages.

### ***Requirements***

An incremental salary scale, based on salaries for comparable positions, will be established for each position and will 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 each position will be adjusted annually based on the Regina Consumer Price Index from the previous calendar year. This salary adjustment is subject to Board approval as part of the budget process. All permanent employees whose current salary does not exceed the maximum allowed for his/her salary scale shall be eligible for, and shall receive, the adjusted salary of their scale. Increment dates are not affected by a CPI annual increase.

The awarding of an increment is based on merit and recommended through the annual performance review. The General Manager has final approval for awarding of any increments. (see Performance Review section, pages 13 - 15)

The salary scale for any position, with the exception of the General Manager's position, can only be adjusted in conjunction with a review of all salary scales. All salary scales will be reviewed and updated a minimum of once every three years, in conjunction with a review of job descriptions. Where the annual review of all salary scales results in an increase to the salary scale of 5% or greater from the previous salary scale, employees will be placed in the applicable amended salary range based on the criteria above and are not eligible for a performance increment until a period of at least one year has lapsed from the date the new grid takes effect. For instance, where a salary scale with an increase of 7% commences April 1<sup>st</sup>, there shall be no increments awarded within the new scale prior to March 31<sup>st</sup> of the following year. Increment dates remain unchanged and the employee shall still participate in a performance review on his/her anniversary date but will not be eligible to receive a performance increment within the new salary scale until the date of his/her subsequent performance review one year later.

Employees are eligible to participate in the Group Benefit Plan after three months of continuous employment. The group benefit package, as determined from time to time, is mandatory for all staff except as stipulated in the package itself. The cost of participation in the benefit package is shared between the employer and the employee, with the employer paying 2/3 of the premiums and the employee paying the other 1/3.

SaskCulture also participates in a pension plan and contributes 7.5% of the employee's gross salary into the plan. The employee manages the distribution of these funds.

In the case of the General Manager, the Board is responsible for appropriate recommendations for compensation through the performance review.

<b>EXPENSE REIMBURSEMENT</b>
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### **Intent**

SaskCulture Inc. recognizes that staff may be required to travel to meetings and events as a part of their job to enable them to provide service to our membership and partners. It is not the intent of the organization for staff to cover the costs related to this travel. Therefore, staff of SaskCulture Inc. will be reimbursed for out-of-pocket expenses.

### **Requirements**

#### Out-of-town

Upon prior approval of the direct supervisor, all staff will be reimbursed for out-of-town travel as outlined in the Board of Directors Governance Policy GP-8 Board and Committee Expenses. A SaskCulture expense form is to be completed for out-of-town expenses. (Appendix 8)

#### 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 prior approval from their direct supervisor, will be reimbursed for in-town mileage at the current mileage rate (outlined in GP-8). Parking costs at the location of the meeting / event will be reimbursed with a parking receipt or at the rate of \$1/hour. There is no reimbursement for an employee to travel to and from their primary worksite (from home to location where they are working for the day and back). Travel from an employee's primary worksite to a second worksite is reimbursed. Approved expense claims for in-town travel can be submitted for payment from petty cash. Appendix 8 – Board & Committee Expenses, Operational Guidelines and Procedures.

## ACTING POSITIONS

### **Intent**

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

However, 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 capacity is required.

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

### **Requirements**

When the 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.

- If the job responsibilities are those of a position with a higher salary scale the employee will receive compensation appropriate to the salary scale of the higher position. The level of compensation shall be determined within five days of the assumption of that duty.
- When the employee is asked to assume the job responsibilities of a position with a lower salary scale, or a salary scale comparable to their own position on a temporary basis, there will be no adjustment in salary.
- If the employee is required to do the work of another position, in addition to his/her position, the employee will be compensated equivalent to his/her next increment level, for the period of the temporary assignment.

The General Manager shall determine the salary adjustment. In cases where there are extenuating circumstances regarding compensation for the General Manager 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 his/her permanent position, his/her performance in the acting position will not impact negatively on any performance review conducted for his/her permanent position.

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

If the employee filling in an acting capacity is subsequently hired:

- The probation period will be six months, with a review at three and six months, with a performance review conducted at least two weeks before the end of the probation period. The employee will be notified in writing by the General Manager as to the decision, and the minimum salary will not be less than the level they were at during the acting capacity.
- If the employee is not successful in the new position, he/she can return to his/her previous position.

## HOURS OF WORK

### **Intent**

Given the mandate and goals of SaskCulture Inc, irregular working hours for certain staff members occur on a regular basis, and that effective staff performance requires flexibility in working hours. SaskCulture Inc. supports flexible working hours provided procedures are in place to ensure a reasonable balance of regular office hours, flexible working hours and overtime is maintained.

SaskCulture Inc. also acknowledges that overtime may be necessary for some positions.

### **Requirements**

All staff are required to work a week of 37.5 hours and that typically will be worked at 7.5 hours per day. Exceptions to the 7.5 hours per day rule will be made within the framework of *The Labour Standards Act of Saskatchewan*.

SaskCulture Inc.'s office will be closed on all statutory holidays. Staff are not required to work on these days.

The SaskCulture Inc. office must be open and staffed on a regular basis so that members and the public can access services. The office hours are from 8:00 a.m. – 12 noon and 1:00 p.m. – 4:30 p.m. Monday through Friday. Holiday specific to December 24<sup>th</sup> and December 31<sup>st</sup> are 8:00 a.m. – 11:45 p.m. Exceptions to regular hours are made on occasion; members will be notified at least two weeks in advance, if possible.

SaskCulture Inc. will allow all employees a minimum of 30 minutes (unpaid) for a meal break within every five hours of work. Coffee breaks of 15 minutes are allowed twice a day and will be taken as close to mid-morning and mid-afternoon as work schedules permit. Coffee break times are not accumulative.

The lunch break is 60 minutes and employees will typically schedule their lunch between 12:00 p.m. and 1:00 p.m.

The Administration Manager is responsible for ensuring suitable procedures are in place for tracking hours of work for all staff. Copies of time sheets that are used to track hours are provided in Appendix 9.

Some positions have a greater degree of flexibility in managing their time due to the number of irregular meeting requirements in their jobs.

All other staff are expected to work a 7.5-hour day unless a pre-approved exception is made by their supervisor to accommodate work and/or professional development. Staff must complete monthly timecards (by the 15<sup>th</sup> of each month for time worked in the preceding month) which are reviewed and approved by their supervisor and forwarded to the Administration Manager for record keeping and file maintenance.

Any special considerations regarding flexibility in working hours will be identified in the individual's job description and/or the letter of employment.

## OVERTIME

### **Intent**

Overtime is often the end product of two needs:

- to serve the volunteer community, and
- to maintain regular office hours to carry out business with outside agencies, administrative bodies and businesses.

In the non-profit community, overtime is often a required part of the workload and reflects the dedication and commitment that volunteers and staff bring to the needs of the organization.

While SaskCulture Inc. 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 Inc. It is not the intention of this policy to inhibit the dedication of staff, but rather to maintain reasonable limits on time worked.



SaskCulture Inc. acknowledges that overtime will vary significantly with the demands on each position, and relies on the General Manager to ensure that the application of the policy is flexible, but based on written guidelines for each position. SaskCulture Inc. recognizes that travel is often required by a job and time to travel to meetings and events is considered work time.

### **Requirements**

The General Manager, (in conjunction with an employee's immediate supervisor as required), 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.

It is expected that all employees will schedule their work so that overtime, beyond 37.5 hours per week and 7.5 hours per day, is not accumulated.

When work schedules cannot avoid overtime commitments, the employee will consult with their supervisor and record overtime on their monthly timesheet.

Approved overtime will be compensated as pay or time off in lieu. Straight time will be paid or accumulated for time off in lieu of hours worked up to and including 8 hours per day. 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. Employees are encouraged to keep their overtime and lieu time to a minimum by taking time off within the period.

#### Overtime Calculation

Example: One

If an employee worked the following hours:

		Straight time	at 1.5 time
Monday	10 hours	.5	2
Tuesday	6 hours	-1.5	
Wednesday	8 hours	.5	
Thursday	8 hours	.5	
Friday	8 hours	.5	-
	40 hours	.5	2

The employee would receive 1 hour straight time and 2 hours at the overtime rate of 1.5 times for the hours worked on Monday plus 2 hours straight time for Tuesday through Friday.

Example Two

		Straight time	at 1.5 time
Monday	8 hours	.5	-
Tuesday	7.5 hours	-	-

Wednesday	7.5 hours	-	-
Thursday	8 hours	.5	-
Friday	8 hours	.5	-
	39 hours	1.5	

The employee would receive 1.5 hours of straight time for the hours worked in excess of 7.5 hours on Monday, Thursday & Friday.

For weeks in which public holidays occur, employees are entitled to overtime after 32 hours (or 40 hours less 8 hours for each public holiday falling within a week).

Overtime amounts are reviewed monthly as part of the financial statement review, at which time significant amounts are identified with the General Manager discussing reasons and proposed solutions with the employee and their supervisor.

**For Managers:**

Managers are exempt from the hours of work/overtime provisions of *The Labour Standards Act*. Positions that are deemed managers direct or control the work of one or more employees. Other staff may be deemed managers depending on their job responsibilities and expectations.

All time worked over 37.5 hours per week is considered overtime and will be compensated on an hour for hour basis.

Any overtime will be taken in the form of time off. It is expected that time off will be taken as soon as accumulated, but must be zeroed out on a quarterly basis.

Only in special circumstances will overtime be paid out in cash and upon request and in writing to the General Manager.

In the case of any employee amassing overtime which cannot be zeroed out quarterly or which adversely affects regular office operations or fulfilling of job responsibilities, the General Manager shall request a plan from the employee in consultation with their supervisor to indicate the reasons for the situation and the proposed solutions to the problem.

### **Support and Program Staff:**

All employees not deemed Managers, are covered under *The Labour Standards Act*.

SaskCulture Inc. will not require any employee to work more than 44 hours a week (36 hours a week if there is a statutory holiday in the week).

SaskCulture Inc. will strive to ensure that work schedules allow all employees at least 24 consecutive hours away from work once every seven days.

## **HEALTHY LIFESTYLE BENEFIT**

### ***Intent***

To promote the health, wellness and physical fitness of employees of SaskCulture by encouraging participation in physical activities that have been shown to improve wellness, contribute to reduced absenteeism and reduce the cost of health benefits. Physical activity includes strenuous games like hockey or soccer, activities such as golf lessons, horse-back riding, sailing and bowling as well as many others that require a similar level of physical exertion.

The Healthy Lifestyle Benefit Program is to be used to promote fitness, mobility and/or strength. 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 lifestyle through a longer-term commitment to fitness. Therefore, it applies to longer-term items such as gym memberships and the purchase of equipment or supplies that are fitness specific and physical activities that significantly contribute to cardiorespiratory endurance, muscular strength, muscular endurance, flexibility and/or balance.

Although SaskCulture promotes a culturally rich lifestyle for all its employees, this benefit is not intended for that purpose (i.e. to attend cultural events or participate in cultural activities that are not physical in nature).

### ***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 General Manager shall be consulted and will, by authority of the Board, exercise final authority.

The Healthy Lifestyle Benefit Program will be administered as a reimbursement (receipts required) to offset the costs associated with activities that promote physical fitness, strength, mobility and/or balance (fees and/or equipment) and fitness counselling.

Guideline: Registration fees for programs contributing to fitness should be for a minimum of six weeks duration.

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

### **Amount of Benefit**

Employees are eligible for an 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 \$2000 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 31<sup>st</sup> of each year to be eligible for reimbursement within that fiscal year. Any unused benefits will be forfeited at March 31<sup>st</sup> of each fiscal year.

### **Eligibility**

This program is available annually to all full-time employees who have completed a minimum of three months of service with SaskCulture as at August 1, 2010.

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 and paid at \$50/month. Employees hired January 1<sup>st</sup> or later will not be eligible for the benefit in that fiscal year, but will receive the full (or prorated as applicable) amount for the next fiscal year provided the three-month waiting period has lapsed.

Employees who terminate prior to March 31<sup>st</sup> of a fiscal year will have their allocated benefit dollars reduced by \$50 for each full calendar

month not worked. For example, if an employee terminates January 14<sup>th</sup>, their allocated benefit dollars would be reduced by \$100 (2 months x \$50/month), due to the fact they would have two full calendar months not worked in that fiscal year. Any amount owed to the employer, due to a claim in excess of the benefit entitled, will be deducted from the final pay cheque. Any unused amounts will be forfeited.

### **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. Claims for the 2010/11 fiscal year (year this policy first came in to effect) will be retroactive to August 1, 2010.

No claims should be filed seeking reimbursement based on receipts issued by the employee's immediate family member. Claims must be made on the prescribed form, accompanied by an itemized receipt. Employees are encouraged to accumulate and submit claims when the total reaches \$50.00 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 Benefits 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 to you to keep.

### **Taxable Benefit**

All claims will be taxable and will be reflected on the employee's T4. The reimbursements are subject to CPP and EI deductions, but not to pension and other employee benefit deductions.

**Eligible/Ineligible Equipment and Activities**

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

<u><b>Eligible</b></u>	<u><b>Not Eligible</b></u>
<ul style="list-style-type: none"> <li>-League fees for curling, bowling, baseball, football, hockey, bowling, etc.</li> <li>-Memberships such as gym memberships (including family memberships and locker fees), golf memberships, yoga</li> <li>-Golf punch pass vouchers/green fees</li> <li>-Professional fitness counselling/private coach</li> <li>-Athletic programs/lessons running for a minimum duration of 6 weeks</li> <li>-Swimming lessons/programs</li> <li>-Registration/association fees required to participate in physical activity/class</li> <li>-Fees for dance classes (competitive or recreational)</li> <li>-Consultations with a trainer/nutritionist</li> <li>-Herbal Magic Membership fees but not the "starter kit"</li> <li>-Membership fees to weight loss programs such as Weight Watchers and Jenny Craig (excluding any supplements or food)</li> <li>-Athletic footwear such as running shoes, skates, skis/ski boots, dance shoes</li> <li>-Athletic or fitness equipment such as treadmills, bicycles, tennis racquets, bowling balls</li> <li>-Work out/exercise DVDs/videos</li> </ul>	<ul style="list-style-type: none"> <li>-Memberships for individual family members</li> <li>-Food of any kind</li> <li>-Spa treatments</li> <li>-Event fees as a spectator</li> <li>-Travel and accommodation</li> <li>-Nutrition supplements such as power bars, energy drinks, vitamins, steroids, nutrition pills</li> <li>-Health care costs such as vaccinations</li> <li>-Marathon/Competition Entry Fees</li> <li>-Health care costs currently eligible for coverage in the extended health plan</li> <li>-Admission to cultural events such as Globe Theatre/Symphony/Pow Wows</li> <li>- Bicycle rack</li> <li>-Clothing/costumes</li> <li>-Hunting equipment/firearms such as guns, knives</li> <li>- Registrations/licensing</li> <li>-<b>Motorized</b> vehicles such as motorbikes, ATVs, watercraft</li> <li>-Camping fees</li> <li>-Video games or consoles</li> <li>-Work out/exercise books</li> </ul>

<ul style="list-style-type: none"> <li>-Interactive fitness games such as Wii Fit/Wii Fit Plus excluding the Wii gaming console</li> <li>-Trampoline</li> <li>-Kayak and canoe</li> <li>-Hiking boots and gear</li> <li>-Swimsuit only when claiming for enrollment in a swim program or purchasing a swim pass</li> </ul>	<ul style="list-style-type: none"> <li>-Accessories that are not a requirement to perform the physical activity (Pedometer, IPOD, MP3player, etc.)</li> <li>-Jogging stroller</li> </ul>
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**VACATIONS/LEAVES OF ABSENCE**

**Intent**

A range of paid and unpaid leaves of absence from work is essential to the health of the staff and SaskCulture Inc.

**Requirements**

The Administration Manager is responsible for ensuring that accurate records are kept in the employee’s personnel file and with payroll administration.

Any changes to provincial and federal legislation will be automatically included in SaskCulture Inc.’s policy on vacations/leaves of absence.

**Vacation**

The vacation period for all staff is as follows:

Years of Service	Days/Calendar Month	Days/Year
0 – 6	1.667	20
7 – 16	2.083	25
Over 16	2.50	30

In the first year of employment, staff are eligible to take vacation that has accumulated over the course of employment.

For purposes of calculation, the employee’s anniversary date will be used to determine vacation leave. In the case of resignation, dismissal or layoff, the amount will be pro-rated.

Vacation of up to five consecutive days may be taken as requested given five days prior notice and if workloads permit.

Application for more than five consecutive days shall be made to the employee’s immediate supervisor, at least two weeks prior to the requested leave. The request must be given final approval by the

Administration Manager to ensure fit with the organization's needs and to ensure there is coverage at all levels. Permission shall not normally be withheld unless SaskCulture Inc.'s has prior commitments, which require the employee. Staff are expected to plan accordingly and to leave information respecting ongoing projects.

As the fiscal year falls within the typical annual vacation time, SaskCulture will strive to minimize vacation carry over from one fiscal year to the next. A maximum of 10 days' vacation may be carried over to the next year. Any request for carryover in excess of 10 days must be submitted to the General Manager, in writing with a detailed explanation, and will be approved or denied at the discretion of the General Manager. If denied, vacation days greater than 10 remaining as of March 31<sup>st</sup> of each year, shall be paid out to the employee on April 15<sup>th</sup>.

It is the responsibility of the SaskCulture Inc. to ensure that annual vacation is taken within the year, and annual work plans will be designed to accommodate the amount of annual vacation.

All staff are expected to take time off, with pay, for vacation.

### **Sick Leave**

Sick leave means the period of time an employee is absent for work because of disability due to sickness within the usual meaning of the term, preventative medical and health treatments, and illness or injury not covered by The Workers' Compensation Act. Sick leave is not intended to be used simply as an opportunity to take time off work. Sick leave should be used when necessary, and with discretion, in order to ensure that it is available in sufficient amounts when an employee requires it.

Employees shall accumulate sick leave credits at the rate of 1 1/4 days per month. Effective with the fiscal year commencing August 1, 2010, all unused portions of sick leave will be cumulative from year to year.

To provide continuity with the group benefit program a minimum of 7 days of accumulated sick days is required to bridge the employee to short-term disability benefits.

An employee who will be absent from work as a result of sickness or disability shall notify the office by telephone at 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. Failure to do so will result in overtime or vacation time being used in lieu of sick leave.



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

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

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 a doctor's certificate.

To accommodate the need to balance work and family, a maximum of 5 days of sick leave per 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 occurs. Up to 4 hours per year can be applied to medical/dental appointments.

A maximum two days of sick leave may be granted where there is a death in an employee's "immediate family". (refer to Compassionate Leave)

In the case of resignation, dismissal or layoff, accumulated sick leave **will not** be paid out in cash or time off.

### ***Disability***

The benefit package includes short term disability benefits which 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 General Manager or the Board in the case of the General Manager, 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.

### *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 Leave**

Any full or part-time employee who is pregnant, and who has completed at least 20 weeks of employment in the 52 weeks before the day the leave is to begin will be granted an 18 week period of leave without pay.

The employee must submit to SaskCulture Inc. written notice of her intention to take maternity leave at least 4 weeks before the leave is to begin. The notice must include a medical certificate with the estimated date of birth. The estimated date of return to work should be included in the notice. The employee will confirm the date of return to work at least 14 days before the date of return to work.

If a pregnant employee provides a medical certificate saying she must stop work for medical reasons, she can leave work immediately and may delay the start of her 18 week maternity leave up to the estimated date of birth, but is entitled to a minimum of six weeks leave after the

actual birth. Sick leave benefits or disability benefits may provide coverage during this period.

If an employee's pregnancy terminates due to miscarriage or stillbirth an immediate leave of 18 weeks must be given to an employee. The employee must provide SaskCulture Inc. with a medical certificate within 14 days of the termination of the pregnancy.

Maternity leave can exceed 18 weeks (to a maximum of 24 weeks) if there is a medical reason for not returning to work; a medical certificate is required. Maternity leave can be extended beyond 24 weeks if both SaskCulture Inc. and the employee agree, in writing, to such an extension.

Upon return from a maternity leave, the employee will resume her previous position or a comparable position, at the same rate of pay. The anniversary date used to calculate years of service for vacation leave provisions remained unchanged pursuant to Saskatchewan Labour Standards.

The employee on maternity leave continues to accumulate seniority at the normal rate and is entitled to increases in wages and benefits based on seniority. Vacation leave and sick leave continues based on the years of service rate, however is pro-rated to actual time worked.

An employee may continue in any benefit plan including pension. SaskCulture Inc. will require the employee to pay the contributions required by the plan, which will be worked out between the SaskCulture Inc., the employee and the carrier.

Employment Insurance provides for a combined maternity/parental leave to a maximum of 50 weeks after a two-week waiting period. 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 apply for 4 weeks of paternal leave 4 weeks before the date of return as specified by the maternity leave.

### ***Parental Leave***

Any full or part-time employee who is currently employed and who has completed at least 20 weeks of employment in the 52 weeks before the day the leave is to begin will be granted a 34 week period of leave without pay. Birth fathers and spouses of the primary caregiver are eligible for 37 weeks of job protected parental leave.

An employee must give SaskCulture Inc written notice four weeks before the leave begins. The notice must include the day he or she plans to begin the leave. The estimated date of return to work should be included in this notice, and confirmed, in writing, at least 14 days before the date of return to work.

If the employee is on maternity or adoption leave and is requesting parental leave, the written application must be submitted at least four weeks before the employee was to return to work. The new estimated date of return should be included in this notice.

If the parent taking maternity leave or adoption leave also takes parental leave, the parental leave must be taken right after the maternity or adoption leave ends.

If the parental leave is not being taken with maternity or adoption leave, the leave can be taken any time during the period from the month before the estimated date of birth to eight months after. The leave shall be continuous.

Upon return from a paternity leave, the employee will resume his/her previous position or a comparable position, at the same rate of pay. The anniversary date used to calculate years of service for vacation leave provisions remained unchanged pursuant to Saskatchewan Labour Standards.

The employee on paternity leave continues to accumulate seniority at the normal rate and is entitled to increases in wages and benefits based on seniority. Vacation leave and sick leave continues based on the years of service rate, however is pro-rated to actual time worked.

An employee may continue in any benefit plan including pension. SaskCulture Inc. will require the employee to pay the contributions required by the plan, which will be worked out between the SaskCulture Inc., the employee and the carrier.

Employment Insurance provides a combined adoption/parental leave to a maximum of 50 weeks after a two-week waiting period.

### **Adoption Leave**

Any full or part-time employee who is currently employed, and has been working for at least 20 weeks in the 52 weeks before the day the leave is to begin can receive adoption leave of 18 weeks. Only the primary caregiver, as designated by the parents, can take adoption leave.

An employee must give SaskCulture Inc. written notice four weeks before the day the child comes into his or her care. If the employee is unable to give proper notice, whatever notice is given by Social Services, the adoption agency, or the birth parents, must also be given to SaskCulture Inc. An estimated day of returning to work should also be included in this notice.

Upon return from an adoption leave, the employee will resume his/her previous position or a comparable position, at the same rate of pay with no loss of accrued seniority of benefits.

An employee may continue in any benefit plan including pension. SaskCulture Inc. will require the employee to pay the contributions required by the plan, which will be worked out between the SaskCulture Inc., the employee and the carrier.

The employee on adoption leave continues to accumulate seniority at the normal rate and is entitled to increases in wages and benefits based on seniority. Vacation leave and sick leave continues based on the years of service rate, however is pro-rated to actual time worked.

Employment Insurance provides a combined adoption/parental leave to a maximum of 50 weeks after a two-week waiting period.

### ***Paternity Leave***

SaskCulture recognizes that a healthy work environment must consider an employee's family. When there is a birth or an adoption in an employee's family, the employee needs time to support their spouse.

- If an employee does not intend to access the extended paternity or adoption leave which is covered by EI, the employee can take up to three working days, with pay, one week after the birth. Additional days can be granted without pay.

### ***Statutory Holidays***

The statutory holidays are New Year's Day, Family Day, Good Friday, Victoria Day, Canada Day, Saskatchewan Day, Labour Day, Thanksgiving Day, Remembrance Day, and Christmas Day. In addition SaskCulture Inc. will recognize December 26, Boxing Day, although it is not an official statutory holiday in Saskatchewan. If December 24 and December 31 fall on a working day, SaskCulture is open in the morning from 8:00 a.m. to noon.

SaskCulture Inc.'s office will be closed on the days noted above, or on working days other than these, as directed by the Director of Labour Standards. Staff are not required to work on these days.

### ***Leave to care for sick or injured children***

The Labour Standards Act provides up to 12 weeks of job-protected leave to employees who must take time off work to care for immediate family members who are injured or ill. This protection allows parents to take time off work to care for sick or injured children.

If the illness is not serious, the employee is entitled to job protection if the absences do not exceed 12 days in a calendar year. If the illness or injury is serious, the employee is entitled to job protection where the absences do not exceed 12 weeks in a 52-week period. The employee must have been employed by the current employer for 13 continuous weeks to be eligible for this leave. SaskCulture may ask the employee to provide a doctor's note certifying that the child is ill or injured. This leave is unpaid. SaskCulture will allow employees to use up to five paid days of sick leave per year in the cases where an employee is required to care for a sick or injured member of the employee's immediate family.

### **Compassionate 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.

- If there is a death in the employee's "immediate family", the employee can request up to three working days compassionate leave with pay, and, if necessary, up to two working days 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.
- If there is a serious illness in an employee's 'immediate family', the General Manager may approve, in consultation with the immediate supervisor, an unpaid leave of absence or may authorize alternative working arrangements (such as telecommuting, alternative working hours, etc.) to accommodate the illness.

### **Compassionate Care Leave**

Compassionate care benefits may be paid up to a maximum of six weeks to a person who has to be absent from work to provide care or support to a gravely ill family member (family as defined by Employment Insurance) at risk of dying within 26 weeks. To be eligible for compassionate care benefits the employee must apply and show that:

- The employee's regular weekly earnings from work have decreased by more than 40%; and
- The employee has accumulated 600 insured hours in the last 52 weeks or since the start of their last claim

### **Jury Duty**

Any employee who is called for jury duty or who is subpoenaed by any body in Canada with power to do so (other than when the employee is

the plaintiff) shall be granted leave of absence. Up to two weeks salary will be paid by SaskCulture with the remainder of time without pay. The employee will sign over to SaskCulture any jury duty supplement received for the initial two week period.

The employee will inform the General Manager as soon as possible after receiving notification of being required to appear.

***Leave to seek nomination, elections, and to hold political office***

Upon written request to the General Manager, any employee will be granted reasonable leave of absence, without pay, to seek nomination as a candidate, to be a candidate, and to hold elected political office in municipal, provincial, or federal government, or equivalents, or an election for a school division, conseil scolaire or district health board.

The employee will inform the General Manager when deciding to seek candidacy and shall make every attempt to give the longest possible notice and will actively co-operate in arrangements for the uninterrupted continuation of their work.

The leave may be partial or complete depending upon the requirements of the staff member's position. The leave will be for a specific term (such as term of office of the elected position) and may be renewed.

At the expiration of the leave, the employee may return to employment with SaskCulture Inc. without loss of any privilege connected with seniority, with service counting up to the date the leave commenced. In the case of partial leave, service time will be pro-rated.

***General Leave of Absence***

Any employee may request a leave of absence, without pay. At the discretion of the General Manager, such leave may be granted. Employees will not be granted leaves during their probationary period.

In granting such leave, consideration must 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. with service counting 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.

## RELIGIOUS OBSERVANCE

### ***Intent***

SaskCulture Inc. recognizes the changing nature of our society and the pluralistic patterns of religious belief and observance. In keeping with SaskCulture Inc.'s commitment to racial understanding and individual freedom, it will make every reasonable effort to accommodate the religious observances of an employee.

### **Requirements**

SaskCulture Inc. will accommodate the religious observances of any employee upon the approval of the General Manager, in consultation with the immediate supervisor, being given advance notification by the employee. Days that are taken for religious observance can be taken as days without pay, lieu, or vacation days.

It is expected that any employees requiring accommodation for religious observance will fulfill the terms of their employment.

## DUTY TO ACCOMMODATE

### ***Intent***

Employees who have a short-term or long-term disability should have the opportunity to continue employment with SaskCulture Inc. SaskCulture Inc. will work with the employee to accommodate the disability to the mutual benefit of the employee and SaskCulture Inc.

### **Requirements**

An employee who is diagnosed as having a disability must inform the General Manager of the disability.

SaskCulture Inc. and the employee will seek reasonable accommodation to ensure the employee will be able to continue in their position. Such accommodation may include alterations to the physical work environment, adaptive technology, or revisions to how work associated with the position is done. It is expected that any employees requiring accommodation for disability will fulfill the terms of their employment.



SaskCulture Inc. may consult any organization having expertise in accommodation of disability to determine what is reasonable within the resources available to SaskCulture Inc.

All information on the employee's disability will be kept in strict confidence.

## USE OF SASKCULTURE INC. RESOURCES/ASSETS

### ***Intent***

SaskCulture Inc. provides a variety of resources, including up-to-date equipment and technology to assist staff in fulfilling their job responsibilities.

### ***Requirements***

SaskCulture Inc. resources and assets are to be used primarily for work associated with SaskCulture Inc.'s goals. Staff will not use these resources and assets for personal gain, unless granted permission by the General Manager.

Staff can use SaskCulture Inc.'s resources and assets if use does not interfere or conflict with their job responsibilities or the work duties of other staff. Due to liability issues, some personal use may be restricted, ie. LCD, camera and laptop.

Staff must not access or download websites or files, or send or intentionally receive electronic mail messages or other types of communication involving content that can incite hatred against identifiable groups or whose main focus is pornography, nudity or sexual acts (however, authorized users may access such information for valid, work-related purposes). Programs on the computer network are not to be copied without the permission of the network administrator. Also, programs are not to be installed on the network or on workstations without the permission of the network administrator.

Reference to SaskCulture's activities / directions on personal web logs (blogs) is not permitted.

Staff must ensure that any personal messages sent using SaskCulture Inc.'s electronic network or equipment are not construed to represent the views of SaskCulture Inc., and do not embarrass SaskCulture Inc. through such things as inappropriate language, political advocacy or criticism, or negative comments about third parties.

Staff must not send chain letters, viruses or hoaxes; threatening or demeaning messages; racially and/or sexually harassing messages; personal campaigns (such as “Save the Whales”); and unauthorized e-mail to large groups. Chat and game activities are not to be accessed during work hours.

Employee emails and system documentation are the property of SaskCulture and can be monitored without prior notification if SaskCulture deems necessary. Abuse or misuse of SaskCulture Inc.’s resources or assets may result in disciplinary measures or dismissal.

Credit cards are provided to staff members who incur expenses in conducting the business of the organization and are intended to cover the following expenses:

- Transportation purchases (such as airfare).
- Gas or other leased vehicle costs while traveling (such as emergency maintenance)
- Meals
- Accommodation
- Other expenses approved by the General Manager.

Personal expenses and/or cash advances will not be charged to SaskCulture a credit card.

## WORK ENVIRONMENT

### ***Intent***

All employees have the right to a safe work environment, and SaskCulture Inc. is committed to providing a healthy and safe work environment.

### ***Requirements***

The General Manager will ensure that all staff are informed of policies regarding harassment and sexual harassment.

The General Manager will ensure that issues related to occupational health and safety are discussed at regular Occupational Health and Safety (OH&S) Committee Meetings. Employees are encouraged to identify and raise health and safety issues at any regularly scheduled staff meeting.

Staff with supervisory responsibilities is expected to:

- Enforce safe work procedures, rules and regulations appropriate to the industry compatible to SaskCulture Inc.
- Correct substandard conditions and acts,
- Report accidents and assist in the achievement of Occupational Health and Safety Standards,
- Inspect the area regularly,

- Ensure equipment is properly maintained, and
- Promote the attitude of safety.

SaskCulture Inc. offices, vehicles, sponsored events and meetings will be smoke-free.

To maintain a healthy work environment, SaskCulture Inc. provides periodic breaks and employees are encouraged to take 15 minutes breaks in the morning and afternoon when workload permits.

SaskCulture discourages staff members from working alone at the office location. If a staff member will be alone during office hours, he/she is allowed to lock all entrances to the office and restrict admission to the office for non-staff individuals. If a staff member plans to work alone in the office outside of office hours, he/she must receive approval from the General Manager (or their immediate supervisor) to do so.

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

#### *Bodily Fluids*

SaskCulture within its limitations will ensure that all staff that may come into contact with blood or potentially infectious bodily fluids have appropriate processes to deal with these items. However, if a worker has been exposed to this risk SaskCulture, will, with the consent of the staff person, arrange for immediate medical evaluation and intervention by a qualified person in an approved manner for confidential post-exposure consulting.

If staff are unable to receive medical evaluation during the normal course of their working hours SaskCulture will provide appropriate pay and benefits for the time required for the staff member to receive, with the staff member's consent, medical evaluation and intervention by a qualified person in an approved manner for confidential post-exposure counseling.

The employee benefits package has a variety of counseling options which must initially be explored. If the required counseling is not available through the benefits package SaskCulture will cover the cost of counseling up to \$1,000.

The Saskatchewan Occupational Health and Safety definitions of potentially infectious bodily fluids shall apply.

#### *Bed Bugs*

Bed bug infestations are of a concern in Saskatchewan. SaskCulture will provide each employee with the bed bugs communiqué published by the Regina Qu'Appelle Health Region 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 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.

## COPYRIGHT

### ***Intent***

SaskCulture strives to be a leader in its delivery of programs and services. In doing so staff will, from time to time, produce materials which can be protected by copyright.

### ***Requirements***

Materials produced for SaskCulture by staff members are the property of SaskCulture.

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.

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

## HARASSMENT

### ***Intent***

All employees have the right to work in an environment free of harassment. SaskCulture Inc.'s will take every reasonable measure to ensure that no employee is subject to such abuse from any source within SaskCulture Inc.'s governing, membership/clientele, managing, and staff structures.

Harassment is defined as any unwanted, uninvited comment or conduct of a personal or sexual nature that is known or ought to be reasonably known to be unwelcome. The Saskatchewan Human Rights Code stipulates that individuals have the right to be free from discrimination and harassment on the following grounds: religion, creed, marital status, family status, sex, sexual orientation, disability, age, colour, ancestry, nationality, place of origin race or perceived race, receipt of social assistance.

Examples of harassment include:

- Sexual harassment which includes: unwelcome sexual remarks or physical contact; posting or circulation of any material that is sexual in nature; unwelcome advances from one employee to another employee; and/or threats of, or actual penalty to a staff member because the employee has refused a sexual proposition.
- Derogatory remarks based on race, creed, sex, sexual orientation, age, ethnicity, marital status, or physical ability.
- Posting or circulation of any material involving content that incites hatred against identifiable groups;
- Actions for which the sole purpose is to lead to dismissal, including unrealistic and/or unclear job performance, and/or working conditions.
- The Occupational Health & Safety Act prohibits, personal harassment with respect to any matter or circumstance arising out of the worker's employment, which includes bullying and abuse of power. Bullying which is usually seen as acts or verbal comments that could "mentally" hurt or isolate a person in the workplace. Sometimes, bullying can involve negative physical contact as well. Bullying usually involves repeated incidents or a pattern of behavior that is intended to intimidate, offend, degrade or humiliate a particular person or group of people.

Refer to Board Policy GP-20 on Harassment in Appendix 10 for additional information.

### **Requirements**

An employee who has been or is being harassed should report the matter to the General Manager for investigation.

If the alleged offender is a volunteer or Board member, then the Board policy on harassment will be invoked.

If the alleged offender is an employee, the General Manager will investigate and take any necessary disciplinary action including the possibility of summary dismissal.

When the General Manager's conduct is in question, the complainant will address concerns to the Board.

In the case of representatives of a private company or non-profit corporation, the General Manager shall immediately take such action as necessary to reasonably prevent further harassment.

This policy shall affect the conduct of employees towards each other both at work and elsewhere.

Counseling and support will be provided for applicable employees. The employee benefits package has a variety of counseling options which must initially be explored. If the required counseling is not available through the benefits package SaskCulture will cover the cost of counseling up to \$1,000.

Where the General Manager feels it is warranted, counseling may be provided for an individual who has engaged in such misconduct.

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

## GRIEVANCES

### ***Intent***

Fairness to all employees and recognition of the need for orderly personnel administration dictates the need for a grievance procedure which allows for the rights of employees without circumventing the governing, managing and staff structures of SaskCulture Inc.

Grievances are made without prejudice and shall be based on working conditions, employment situations, or working relationships, but not on salary, performance review, or other policy matters already covered by specific provisions for redress.

### ***Requirements***

A formal grievance must be submitted by the affected employee (or group of employees), in writing, and addressed to the General Manager stating the specific grievance and citing the circumstances. The grievance must be submitted as soon as the circumstances pertaining to the grievance occur, but not later than two months after the initial circumstance occurs.

If the General Manager has not addressed the grievance to the employee's satisfaction within 10 working days of receipt of the grievance, then the grievance may be forwarded to a mutually agreed upon third party who will review the grievance and situation. The third party adjudicator may wish to

interview the employee, in which case the General Manager will not be present.

Following the investigation, the third party adjudicator will submit a written recommendation to the General Manager and employee.

If the grievance is not resolved following the review of the 3<sup>rd</sup> party recommendation by the General Manager and employee, the grievance is referred to the Board of Directors. The Board of Directors must act within 30 days of receipt of the grievance decision. A written copy of the Board's judgment and rationale shall be distributed to all parties to the grievance.

There is no appeal on the Board of Directors' decision.

In the case of the General Manager filing a grievance, the Board of Directors shall be the appropriate entities.

A formal grievance must be submitted by the General Manager, in writing, and addressed to the Board stating the specific grievance and citing the circumstances. The grievance must be submitted as soon as the circumstances pertaining to the grievance occur, but not later than two months after the initial circumstance occurs.

Only the Board has the authority to discipline the General Manager.

If the Board has not addressed the grievance to the General Manager's satisfaction within 10 working days of receipt of the grievance, then the grievance may be forwarded to a mutually agreed to third party who will review the grievance and situation. The third party adjudicator may wish to interview the General Manager, in which case the Board of Directors will not be present. Following the investigation, the third party adjudicator will submit a written recommendation to the Board of Directors and General Manager.

## **DISCIPLINARY MEASURES**

### ***Intent***

Disciplinary measures have serious consequences for the working relationship between SaskCulture and its staff. SaskCulture Inc. views discipline as one method to correct an employee's behavior, and should be implemented to produce positive changes to an employee's behavior.

It affirms the right and responsibility of the General Manager to discipline staff members for breaches of policy, negligence and disobedience, or other

behavior, which could bring SaskCulture Inc. into disrepute, such as but not limited to, harassment, problem drinking, or problem gambling.

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**

Discipline will be justified if **all** of the following conditions are met:

- The employee was given advance warning of the possible or probable disciplinary consequences of his/her conduct.
- The rule or order was reasonable in relation to efficient and safe operation of the work area.
- The employee's supervisor made an effort to discover whether the employee did violate a rule or order of management.
- The investigation was conducted fairly and objectively.
- The investigation produced substantial evidence or proof that the employee had committed the offense.
- The rules, orders and penalties are applied without discrimination.

Discipline will be progressive, beginning with:

#### **Oral Reprimand(s)**

Must include a statement of what the employee had done wrong, how it should be corrected and what will happen if the misconduct continues. The oral reprimand is not recorded in the employee's personnel file, but the employee's supervisor will inform the General Manager and keep a personal record of the reprimand. SaskCulture Inc. may refer the employee to counseling if appropriate.

#### **Written Reprimand(s)**

Must include a statement of what the employee had done wrong, reference to any previous oral reprimand(s), directions on how it should be corrected, and a description of the actions likely to be taken if the employee persists in this misconduct. A written reprimand is placed in the employee's personnel file, with a copy to the General Manager.

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

#### **Suspension**

Suspension is an enforced temporary absence from duty without pay. Suspension can be used as a step in the rehabilitation of an employee and is usually for a limited time, depending on the nature of the misconduct. Suspension may also be used for an indefinite period of time if the misconduct is serious and an investigation is pending. A



suspension cannot be implemented without the authority of the General Manager.

### **Dismissal**

Dismissal is the involuntary separation for reasons of misconduct, and is used for serious cases of misconduct where no hope of rehabilitation is envisaged. It will be rarely used for the first offence. The General Manager must authorize the dismissal and will consult with the employee's supervisor, and seek legal advice.

## **DISMISSAL**

### ***Intent***

A fair, clear, and properly directed dismissal procedure must be in place to maintain the morale of staff and the needs of SaskCulture Inc.

The General Manager is responsible for dismissals consistent with the provisions of this policy and other appropriate 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 General Manager must authorize the dismissal and will consult with the employee's supervisor, and seek legal advice.

Where dismissal is virtually immediate and is made for such reasons as misconduct, fraud, gross insubordination, or violence or threats of violence, the General Manager will inform the Board immediately. In any event, the General Manager 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 reprimands 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.

- 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 General Manager dismiss the employee.

- When dismissal is related to performance of job duties, SaskCulture Inc. will make every reasonable attempt to assist the employee in career counseling, job relocation, resume preparation etc.

## RESIGNATION

### ***Intent***

A formal constructive resignation process can provide benefits to both the employee and SaskCulture Inc. 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 Inc. 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 General Manager 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 General Manager. The exit interview will focus on reasons for the resignation, and how SaskCulture Inc. could have retained the employee.

In the case of the General Manager, 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 Inc. 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, or changes in program directions.

### **Requirements**

SaskCulture Inc. will attempt to provide as much notice of lay off as possible, however the minimum notice period for any permanent or contract employee is according to the number of years of service:

<b>Length of Service</b>	<b>Minimum Notice</b>
0 – 3 months	0 weeks
3 months to 1 year	1 week
1 – 3 years	2 weeks
3 – 5 years	4 weeks
5 – 10 years	6 weeks
10 years of more	8 weeks

In lieu of notice, SaskCulture Inc. may pay the employee's salary/or wages for the minimum notice period. However, pay-in-lieu of notice will only be implemented in emergency situations.

Vacation leave does not form any part of the notice period.

Upon termination, the employee is entitled to payment for accumulated vacation leave.

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

## REVIEW OF HUMAN RESOURCE MANUAL

### **Intent**

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

### **Requirements**

The Human Resource policies of SaskCulture Inc. will be reviewed annually.

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

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

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

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