

Policy Title: Purpose and Definitions	Applies To: HR 1 (Page 1 of 4)
Applies to: Employees and Volunteers	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 1st Quarter, 2020

The purpose of this Human Resource Policies Manual is to provide a consistent and centralized reference for applying the Western Development Museum’s (WDM) Human Resource Policies. It also serves as the baseline for developing new policies and revising existing policies and practices.

Value of Staff

The WDM believes its strength as a charitable organization is in its staff of professionals and its use of professional management practices, both of which are crucial for the WDM to fulfill its potential. The highest standards of performance and dedication are expected from staff. To help staff meet these standards, the WDM is committed to providing its employees with the maximum support possible within its resources.

The Need for Policy

The WDM affirms that its goal is to develop and implement comprehensive human resources policies that allow 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 support the creation of a constructive employer-employee working relationship by clearly identifying and respecting both parties’ roles and responsibilities in the governing, managing and staff structures of the WDM.

The Worth of the Individual

The WDM regards professional and/or technical knowledge and applied skill, as well as individual effort, as the crucial elements of job performance. In addition, the WDM promotes a positive working environment where a positive and willing work attitude is expected and encouraged. Consequently, the WDM is committed to providing all prospective and current employees with equal opportunities to achieve required job performance, regardless of religion, creed, marital status, family status, gender, sexual orientation, age, colour, ancestry, nationality, place of origin, race or perceived race, or physical ability.

Limitations

The WDM human resource policies apply to all staff including permanent, contract / term, and casual employees. Specific policies also apply to volunteers and this is identified in the policy.

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It is the responsibility of the Chief Executive Officer to ensure policies are applied according to the policy’s intent, consistently for all staff, and congruent with any other policy of the WDM. In doing so, the Chief Executive Officer is guided by the Governance Policies of the WDM.

Any human resource policy can be approved or modified at the discretion of the Chief Executive Officer.

In order to ensure consistent application of human resource policies for all staff, the Director of Administration will maintain a record of all discretionary decisions and interpretations made by the Chief Executive Officer with respect to human resource policies.

The Chief Executive Officer has final authority to assign job duties and responsibilities.

All aspects of the WDM’s human resource policies are in compliance with, and in many cases, exceed, the *Saskatchewan Employment Act*, the *Occupational Health & Safety Act of Saskatchewan* and *The Saskatchewan Human Rights Code*.

The WDM’s human resource policies are reviewed and revised as appropriate whenever relevant legislation is revised.

In instances where human resource policies affecting the CEO directly require review and/or revision, the Board will undertake such review and revision.

As a legislated agency of the Province of Saskatchewan and a charitable corporation, the WDM operates within a funding environment of grants and donations. While the WDM strives to manage its resources effectively, the Museum cannot and therefore will not guarantee employment of longer than one year.

Staff are encouraged to raise any concerns they may have regarding their employment and conditions of employment with their direct supervisor. In instances where concerns have not been adequately addressed within an appropriate amount of time, staff can take their concerns to their Manager, Director of Administration or CEO as per the Grievance Policy.

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DEFINITIONS

Employment Status:

Positions with the WDM are categorized as permanent, contract / term, or casual. Positions in the permanent and contract/term categories 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, generally not exceeding 24 months.

From time to time, the WDM hires external consultants or companies who bring specific expertise to a particular project. External consultants and companies are independent contractors, have a business relationship with the WDM as defined by Canada Revenue Agency, and are not considered WDM staff.

Anniversary Date:

The date an employee is hired in a permanent or contract position as specified in the letter of employment. The anniversary date is not affected by the probation period and is used to calculate benefits, including vacation leave and sick leave. Years of employment do not have to be continuous as long as breaks in employment are less than six months (182 business days), with the exception of legislated leaves greater than 6 months.

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 this policy.

Seniority applies only to the accumulation of benefits that are based on the number of years of service to the WDM and has no bearing on preference in hiring, in the number of hours scheduled to work or in distribution of overtime hours. Seniority may be used to determine vacation leaves in the event of a scheduling conflict between two employees at the same level within the WDM.

Years of Service:

Years of Service is determined by the number of years an individual has worked for the Museum and has no bearing on seniority. Years of Service are cumulative and do not need to be consecutive.

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Probation Period:

Probation is a specified period of time after an employee is hired to a permanent position and during which performance is assessed for the purpose of determining whether the incumbent possesses the required knowledge and applied skills for the position prior to permanent employment status being awarded. The length of the probationary period is indicated in the employee contract.

Immediate Family

Immediate family includes the employee’s partner (as identified by the employee and not necessarily confined to legal definitions), parents, grandparents, children, siblings, or grandchildren of the employee or employee’s partner. 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 Chief Executive Officer.

Staff

Staff refers to WDM employees as a group.

Employee

Employee refers to an individual working at the WDM who is receiving remuneration for their work.

Volunteer

A volunteer is anyone who performs tasks for and under the direction of the WDM without compensation or expectation of compensation. The WDM Volunteer Policy provides further guidance for volunteers.

Manager

Manager refers to a person responsible for directing the operations of a WDM location, function or department, and for supervising and motivating employees. All Managers have supervisory responsibilities.

Supervisor

A supervisor is an individual with formal responsibility for the performance of assigned direct reports. Some positions may have functional supervisory responsibilities. i.e. they may oversee or direct the work of employees and refer performance related problems to the employee’s formal supervisor.

Policy Title: Confidentiality	Category: HR 2 (Page 1 of 1)
Applies To: Employees and Volunteers	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 1st Quarter, 2020

Intent

The WDM expects the highest standards of confidentiality to be maintained by employees and volunteers in regard to matters relating to the WDM Board and staff business, as well as to matters relating to member / consumer business.

Requirements

Employees and volunteers will observe all appropriate related policies and established lines of communication. Related policies include the Code of Conduct (GP¹-7) and Conflict of Interest (GP-8), which are part of the WDM governance policies.

Employees and volunteers will not divulge personal information regarding employees, Board of Directors and committees, volunteers and WDM members, applicants, or service providers except as required by law or as authorized by the Chief Executive Officer or Board Chair.

Confidentiality extends to past employees and volunteers. Breaches of this policy after separation may lead to legal action.

All breaches of confidentiality are grounds for discipline up to and including dismissal.

All employees, regardless of status, are required to sign a confidentiality agreement as a condition of employment.

¹ Governance Policies (GP) established by the Board of Directors.

Policy Title: Personnel Records	Category: HR 3 (1 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised: October 16, 2024
Review Frequency: 3 years	

Intent

Personnel records contain private information, and appropriate measures will be taken to ensure the integrity and confidentiality of all personnel files. Further, personnel records are a valuable tool in managing the WDM’s human resources and need to be comprehensive and accurate.

Personnel records are the property of the WDM. Employees may receive copies of the content of their files upon request, if they are in the Museum’s employ.

Requirements

There will be only one official personnel record for each employee and this record will be kept in a secure area at the Corporate Office. Managers may keep copies of personnel records as reference materials to assist in managing their direct reports provided the information is kept secure. The copies must be forwarded to Corporate Office for secure storage and or disposal immediately after the employee is considered terminated.

Information collected in the personnel record will only be used or disclosed for the purposes for which the information was collected, such as administration of pay and benefits, performance management, or contacting the employee.

When a job offer is made, the candidate will be advised of the purpose for which such information is collected and will be asked to sign a consent form to collect such information.

The personnel record will contain the following:

- Letter of Employment with the agreed upon job description attached.
- Material relating to recruitment including documentation submitted by the employee, through application. Interview notes and confidential references will not be kept in the employee’s personnel file but rather will be filed separately at Corporate Office.
- Job description (current noting any revisions).
- Salary scale and current salary.
- Performance reviews signed by the employee.
- Letters of employment change.
- Letters of commendation.
- Letters of discipline.
- Copies of any correspondence from or to the employee related to their employment.
- Criminal record checks.
- Basic personal data required to administer benefit plans, payroll, etc.
- Other forms or material relevant to terms of employment and job performance such as per diems and allowances paid through payroll, leave of absence documentation.

Policy Title: Personnel Records	Category: HR 3 (2 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised: October 16, 2024
Review Frequency: 3 years	

All issues relating to performance, including probation records, will be filed, in writing, in the employee’s personnel file. Supervisors are expected to review such documentation with the employee before including it in the employee’s file. For the documentation to be considered official, all documents must be signed and dated by the supervisor and witness declaring it was reviewed and received by the employee. Employees will be invited to sign and date the document.

The employee’s personnel file is accessible to the employee. Employees must make the request in writing to the Payroll & HR Coordinator or Director of Administration. Access will be provided as expediently as possible.

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

In the event that an employee wishes the employer to disclose information in their personnel record (ex. length of service, current salary) to a third party, the employee will make that request in writing and include all the relevant information required for that exchange to occur. The employee need not explain why such a request is being made. The information shared will be limited to the details provided in the written request.

Access to personnel files is limited to the Chief Executive Officer, Director of Administration, the individual employee, and other employees as deemed necessary to manage the Human Resources function.

Storage of electronic files will recognize security and confidentiality needs.

Personnel Data Changes

It is the responsibility of each employee to promptly notify the WDM of any changes in personnel data. Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of emergency, educational accomplishments, and other such status reports should be accurate and current at all times. This can be done by submitting this in writing to their direct supervisor.

Changes to banking information **MUST** be submitted in writing to the employees’ supervisor to submit with their bi-weekly payroll reports. For fraud prevention, changes to banking information received directly by email will not be considered.

Policy Title: Personnel Records	Category: HR 3 (1 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised: May 15, 2025
Review Frequency: 3 years	

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Requirements

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When a job offer is made, the candidate will be advised of the purpose for which such information is collected and will be asked to sign a consent form to collect such information.

The personnel record will contain the following:

- Letter of Employment with the agreed upon job description attached.
- Employee Resume
- Material relating to recruitment including documentation submitted by the employee, through application. Interview notes and confidential references will not be kept in the employee's personnel file but rather will be filed separately at Corporate Office.
- Job description (current noting any revisions).
- Salary scale and current salary.
- Performance reviews signed by the employee.
- Letters of employment change.
- Letters of commendation.
- Letters of discipline.
- Copies of any correspondence from or to the employee related to their employment.
- Criminal record checks.
- Basic personal data required to administer benefit plans, payroll, etc.

Policy Title: Personnel Records	Category: HR 3 (2 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised: May 15, 2025
Review Frequency: 3 years	

- Other forms or material relevant to terms of employment and job performance such as per diems and allowances paid through payroll, leave of absence documentation.

All issues relating to performance, including probation records, will be filed, in writing, in the employee's personnel file. Supervisors are expected to review such documentation with the employee before including it in the employee's file. For the documentation to be considered official, all documents must be signed and dated by the supervisor and witness declaring it was reviewed and received by the employee. Employees will be invited to sign and date the document.

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Storage of electronic files will recognize security and confidentiality needs.

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Changes to banking information **MUST** be submitted in writing to the employees' supervisor to submit with their bi-weekly payroll reports. For fraud prevention, changes to banking information received directly by email will not be considered.

Policy Title: Representing the WDM / Dress Code	Category: HR 4 (Page 1 of 2)
Applies To: Employees and Volunteers	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 1st Quarter, 2020

Intent

A positive image of the WDM will be portrayed by all WDM employees and volunteers when conducting the work of the organization or when the public could perceive that the individual is conducting the organization’s work (i.e. when personally attending events).

Requirements

All employees and volunteers are expected to conduct WDM business in a professional manner and to treat others in a fair, respectful, equitable and consistent manner.

The WDM requires all employees and volunteers to present themselves in a professional manner with respect to clothing, personal hygiene and appearance.

Personal Hygiene

Employees and volunteers are expected to meet hygiene requirements during regular business hours. This includes:

- Maintaining personal cleanliness.
- Maintaining the cleanliness of own’s clothing.
- Good oral hygiene.
- Avoiding the use of strongly scented products.

Dress Code

Maintaining a professional, business like appearance is important to the success of the WDM.

Regardless of an employee’s interaction with clients, customers, suppliers, contractors, or volunteers, each staff member projects the reputation of the organization. Part of this impression depends on each staff member’s choice of dress.

All employees and volunteers, when conducting WDM work, will adhere to a dress code appropriate to the work they undertake. What is appropriate will vary depending on whether the person is engaged in physical or non-physical work. Employees and volunteers must also maintain appropriate cleanliness and personal hygiene.

Employees and volunteers are expected to demonstrate good judgment and consideration of their co-workers by dressing in a manner that is presentable and appropriate. At all times employees and volunteers are asked to be aware that regardless of their level of interaction with clients, customers, suppliers, contractors the WDM is still a place of business.

Policy Title: Representing the WDM / Dress Code	Category: HR 4 (Page 2 of 2)
Applies To: Employees and Volunteers	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 1st Quarter, 2020

Clothing that should not be worn includes:

- Shirts with narrow straps (ex. spaghetti straps or muscle shirts, unless the straps are covered). Bare arms are acceptable in some instances provided the top of the shoulders are fully covered.
- Beachwear.
- Designs/slogans that could be interpreted to be offensive, discriminatory or contrary to the WDM's image.
- Shorts, unless they are tailored and cover the thigh to at least 12.7 cm (5 inches) above the knee.
- Ripped, stained and/or badly faded clothing.
- Miniskirts. Skirts must cover the thigh to at least 12.7 cm (5 inches) above the knee.
- Tight fitting, sexually explicit or revealing attire.

If clothing fails to meet these standards, the employee or volunteer will be removed from the work area and will be required to change into appropriate clothing before resuming work. Where the employee has to leave the workplace to change, the employee will not be paid for time absent from work.

If personal hygiene fails to meet these standards, the employee's supervisor will discuss concerns with the employee.

Enforcement of this policy is at the discretion of management. Any questions related to the content of this policy or its interpretation should be directed to an employee's supervisor or the Director of Administration.

Perfume and Strong Scents

Scented perfumes, body sprays, aftershave lotions, hand lotions, scented candles, essential oils, incense, air fresheners and various flowers may cause significant allergic reactions, headaches, sinus congestion, breathing problems or other reactions.

Employees and volunteers will refrain from wearing or using heavily scented products or bringing scented plants or flowers into workspaces.

Any products that cause problems for other staff, volunteers or visitors will be removed immediately.

The WDM will strive toward using minimally scented cleaning and bathroom products.

Policy Title: Conflict of Interest	Category: HR 5 (Page 1 of 1)
Applies To: Employees and Volunteers	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 1st Quarter, 2020

Intent

A conflict of interest is defined here as an attempt by an employee or volunteer to promote a private or personal interest that results in an interference with the objective exercise of the employee’s job responsibilities or gains any advantage by virtue of the employee or volunteer’s position with the WDM. Conflicts of interest may be real, potential or perceived.

Requirements

Employees must disclose conflicts of interest, in writing, to the Chief Executive Officer. The Chief Executive Officer will consider the nature of the employee’s responsibilities and degree of potential or apparent conflict in deciding the course of action the employee needs to take to remedy the conflict of interest.

Volunteers must disclose conflicts of interest, in writing, to the volunteer coordinator who will inform the appropriate Manager and/or the CEO.

Such actions may include but are not limited to:

- Divestment of the interest whether an investment, property, loan, payment, gift, business undertaking, agreement, directorship, office, employment, membership, etc.
- Periodic written documentation of the interest(s).
- Verbal or written disclosure at relevant times and places.
- Avoidance of involvement in particular matters related to the conflict of interest.

Employees and volunteers may not receive any income or material gain from individuals outside the WDM for materials produced or services rendered while performing their jobs. All tips, regardless of amount, are treated as payroll as per Canada Revenue Agency requirements. *(Refer to the Gifts and Tips Policy for additional information.)*

Some external employment opportunities and volunteer positions may create conflicts of interest and must be approved in writing. *(Refer to the Employment External to the WDM Policy for additional information.)*

Conflict of Interest guidelines are outlined in Board Policy GP-8 Conflict of Interest. 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 will be made by all concerned to protect the confidential nature of information revealed during the disclosure of a conflict of interest.

Employees will not participate in, or receive prizes from, contests run by the WDM, WDM volunteer groups, or organizations partnering with the WDM.

Policy Title: Criminal Records Check	Category: HR 6 (Page 1 of 1)
Applies To: Employees and Volunteers	Approved: November 1, 2019 Revised: October 16, 2024
Review Frequency: 3 years	

Intent

The WDM is committed to ensuring a safe environment for all employees, volunteers, and visitors. As part of this commitment all staff and volunteers will be subject to screening at the level appropriate to their assigned role, as determined by the WDM.

Requirements

All full-time employees are required to provide a criminal record check (CRC). All other employees may be required to provide a criminal record check upon request for positions with the following responsibilities or conditions:

- Responsibility for public money (Ex. staff who accept or handle any form of tender).
- Access to modify information technology systems.
- Working with third-party organizations that require criminal record checks (Ex. programming staff who may be working in a partnership agreement with schools, day cares or senior centers).
- Involved in directly providing security.
- Other special circumstances, on a case-by-case basis (Ex. staff who may have unrestricted access to Museum collections).

Vulnerable sector record checks (VSRC) will be required for employees that are entrusted with the care of vulnerable people (Ex. programming staff who work directly with children/seniors in unsupervised situations or in locations off-site of the employee’s work location).

When a check is required, employees and volunteers will be reimbursed for costs associated with the check. Newly hired employees are responsible for the cost of their record checks as part of fulfilling their employment contract.

Hiring Managers are responsible for ensuring the conditions for criminal records checks are clearly outlined in employments letters and that criminal records checks are provided by new employees prior to the end of their probation.

Policy Title: Job Descriptions	Category: HR 7 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised: August 30, 2024
Review Frequency: 3 years	

Intent

A job description for staff positions provides for the efficient operation of the WDM, by identifying expectations of employee performance, required qualifications and / or experience, and how the position impacts on the mission of the WDM.

Requirements

Job descriptions will meet the current needs of the organization as reflected in the annual operating plan of the WDM. Supervisors will review their employees’ job descriptions at least once a year in conjunction with each employee’s annual performance review.

Recommendations for changes to a job description will be made to the Director of Administration. Revisions to job descriptions will be made in consultation with the CEO who has final responsibility for the content of all job descriptions. When an employee feels the duties demanded of their position are at variance with the job description, the employee may request a review of the job description.

A comprehensive review of all job descriptions will be conducted at reasonable intervals in conjunction with a review of salary scales. The length of time between intervals for such reviews will be influenced by the intensity of organizational changes and/or shifts in the labor markets from which positions are recruited and in consideration of the WDM budget.

Job descriptions are intended to reflect the needs of the WDM, not abilities and qualifications of the individual filling the position (aka the incumbent), and will include the following:

- Title and reporting relationships.
- The position mandate.
- Typical duties, tasks and responsibilities.
- The minimum education and experience required including required certifications for operations and safety.
- Accountabilities i.e. expected outcomes, and standards to be followed in the performance of duties
- Job scope i.e. breadth and depth of impact and decision rights.
- Mental and physical demands aka working conditions.
- Special requirements (if any) such as security clearance or criminal record checks.

Duties assigned to any staff will be consistent with, but not limited to, those outlined in the job description and will be assigned by and at the discretion of their immediate supervisor.

Job descriptions can be made public.

Job descriptions for all positions are available upon request.

Policy Title: Recruitment and Staffing	Category: HR 8 (Page 1 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 3rd Quarter, 2020

Intent

When recruiting employees, the WDM works to attract the best people possible, i.e. people who can relate effectively to their job, other employees, volunteers, WDM stakeholders and community members.

When hiring employees, the Museum commits to ensuring that the new employee has every reasonable opportunity to perform the job in a manner that meets expectations.

Therefore, recruitment processes must reflect the following criteria:

- Open and competitive recruitment process.
- Job descriptions describing expected outcomes and impact of the position on the WDM goals.
- Qualifications which reflect the requirements of the position.
- Existing WDM employees and volunteers will be informed of available positions and be eligible to apply as per the recruitment process.

Requirements

The Chief Executive Officer is responsible for all aspects of the recruitment process, including having final approval for the hiring of every employee. The Chief Executive Officer may delegate this responsibility to others at their discretion. The Chief Executive Officer may also involve other individuals such as employees, volunteers, or external consultants in the recruitment process as required.

The recruitment process will ensure applicants' privacy and protection of personal information.

When the position is deemed salaried and / or full-time, a recruitment team consisting of at least two people in addition to the Chief Executive Officer or delegate will be involved in the hiring process. The Chief Executive Officer may designate a third person to participate on the recruitment team at their discretion. Any Board or committee representation will be at the discretion of the Chief Executive Officer.

The Manager responsible will generally lead the recruitment process for hourly, part-time and contract/term positions and will involve at least one other person in the recruitment process. Contract or term positions are for a specific period of time up to 24 months.

Recruitment teams are responsible for ensuring candidates are assessed based on job-specific criteria including qualifications and abilities.

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

Policy Title: Recruitment and Staffing	Category: HR 8 (Page 2 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised:
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Reference checks will be based on references given by short-listed candidates and will focus on the candidates' ability to perform the duties of the position. During the interview process, candidates will be asked if they consent to having their references contacted.

As part of the reference process confirmation of the following will be made:

- Relevant previous positions held (dates and employer).
- Certifications and/or education qualifications deemed essential for the position.

Unless approved in writing by the CEO, the starting salary and vacation allotment for new employees will be at the training rate established for the position.

The Board of Directors is responsible for hiring the Chief Executive Officer.

As a courtesy, all WDM staff who apply for available positions will be informed about the status of their application.

Equal Employment Opportunity

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at the WDM will be based on merit, qualifications, and abilities.

The WDM does not discriminate in employment opportunities or practices based on race, color, religion, sex, national origin, age, or any other characteristic protected by law. This policy governs all aspects of employment including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

Any employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their immediate supervisor. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

Policy Title: Term Employment	Category: HR 9 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 3rd Quarter, 2020

Intent

The WDM will, from time to time, offer term employment opportunities to achieve its mandate and goals. Term positions are defined as temporary positions assigned a specific start and completion date and therefore do not qualify for permanent employment status.

Requirements

Term positions are not intended to duplicate the work of existing permanent positions.

Term positions exist within an employee-employer relationship as defined by Canada Revenue Agency, rather than a business relationship.

Positions deemed term will have a defined scope, specific duties and tasks, supervision, and term.

Employees in permanent positions will not normally be considered for term positions unless the position represents a growth / learning opportunity for the employee.

Existing employees applying for a term position will need to either resign their position or request a leave of absence if offered the position. The employee may not be guaranteed their current wage when accepting a term position.

Performance review of staff in term positions will be conducted on an on-going basis and will be determined at the time of hiring.

Individuals hired into term positions will be oriented to the WDM's policies within the first week of employment.

Term employees will qualify for benefits under the same criteria as permanent employees.

Policy Title: Acting Positions	Category: HR 10 (1 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 3rd Quarter, 2020

Intent

At the discretion of the Manager, employees may be asked to perform duties of the position of an absent employee for limited and specific purposes. Employees performing duties for a limited time (Ex. holiday coverage) will not receive additional compensation.

However, for long term (more than 30 days) and more complex assignments designating an employee to an acting capacity may be appropriate. This will be determined by the Chief Executive Officer in consultation with the Manager.

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

Requirements

When an employee is asked to assume the majority of the job responsibilities of another position for more than 30 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 and according to the proportion of the duties to be covered.
- 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 asked to do the work of another position, in addition to their position, the employee will be compensated equivalent to their next increment level, for the period of the temporary assignment. If the employee is at the highest increment level of the salary scale, a one-time adjustment to the salary scale equal to the last increment will be made for the duration of the assignment.

The Chief Executive Officer will determine the salary adjustment.

In cases where there are extenuating circumstances regarding compensation for the Chief Executive Officer position the Board of Directors will determine compensation keeping with the general intent of this policy.

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

Policy Title: Acting Positions	Category: HR 10 (2 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised:
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Once employees return to their permanent position, their performance in the acting position will not impact negatively on any performance review conducted for their permanent position.

In the case where the position being filled in an acting capacity becomes open, the employee in the acting capacity may apply for the position and will be given the same considerations in the recruitment process as any applicant.

If the position has a higher salary range than the employee's current position, the employee will be paid at the training rate for the position being assumed. If the employee's salary is already above the training rate, the employee will be paid at the next range for the position.

If the employee filling an acting capacity is subsequently hired into that position:

- The probation period will be six months, with a review at three months and a performance review conducted at least two weeks before the end of the probation period. The employee will be notified in writing by the Chief Executive Officer, or designate, as to the results of the probationary review, and in instances where the position is permanently awarded to the employee the minimum salary will not be less than the level the employee was at during the acting capacity.
- If the employee is not successful in the new position, they can return to their previous position.
- The employee's increment anniversary date will be the first day of work in the new position. Their seniority date will be the day they were first employed by the WDM.

Policy Title: Succession Planning	Category: HR 11 (1 of 2)
Applies To: Employees	Approved: Sept. 26, 2008 Revised: November 1, 2019
Review Frequency: 2 years	When: 1st Quarter, 2022

Purpose

Succession planning provides a framework for ensuring that the long-term or permanent absence of critical staff, for any reason, can be accommodated without undue disruption to the Museum's administration and operation.

Indispensability

Critical positions carry varying degrees of indispensability, which may be graded as to whether they are of immediate, medium or of long-term concern. For example, if the CEO suddenly were to be absent, the Museum could carry on during the short or medium-term, for several months perhaps, with no immediate obviously serious deleterious effect. The long-term consequences, however, would be very serious, with loss of Board liaison, loss of department coordination, and loss of many of the functions for which the CEO is responsible.

In contrast, if the Director of Finance, and/or the Director of Administration, were to be absent, many of the Museum's accounting and administration functions would suffer almost immediately. Accounting updates would fall behind, bills and salaries would not be paid, and the audit - if it were that time of the year - would be challenging.

Coordinators and Managers fall into the category of delayed consequences, but in most instances departments and branches have staff capable of assuming the tasks of their supervisors, at least for the normal length of time it would take to recruit a permanent replacement.

Loss of non-management staff within each department generally can be accommodated sufficiently, in the short-term, by reshuffling of duties among remaining staff, or by hiring temporary assistance until the vacancy can be resolved.

Succession Management and Perspectives

In circumstances where succession is of concern, it is helpful to have both a short-term contingency plan, and a long-term solution.

The long-term solution may be more straight-forward, as it involves going through established hiring procedures to find a candidate suitable for filling the vacant position. The CEO is responsible for conducting or delegating this process for all Museum employees. The exception, of course, is for the CEO, whose selection and hiring is the responsibility of the Board.

Policy Title: Succession Planning	Category: HR 11 (2 of 2)
Applies To: Employees	Approved: Sept. 26, 2008 Revised: November 1, 2019
Review Frequency: 2 years	When: 1st Quarter, 2022

The short-term solution, which accommodates the vacated duties until the position can be permanently filled, might be resolved in several ways. A suitable individual may be hired from outside the Museum, on a temporary basis. There may be someone from within the Museum who can assume the duties in an acting capacity, critical duties may be shared among staff, or activities may be temporarily halted until the position is filled.

WDM Position Assessment

All WDM employment positions are important. This policy deals specifically with succession planning for management positions. The following is a listing of these positions, how critical they are and strategies for managing the vacancy until such time as hiring for the position has been completed.

Short-term may be viewed as one month or less, medium-term up to six months, and long-term more than six months, more, or less, depending on the position.

Position	Term	Solution
Administration		
CEO	medium	Director of Finance, Director of Administration
Director of Finance	short	Director of Administration, CEO
Director of Administration	short	Director of Finance, CEO, Administrative and Finance Associate
Department Managers		
Curator	long	Collections Manager; CEO
Collections Manager	medium	Curatorial Assistants; Conservator; Curator
Chief Engineer	long	Steam program operations would be on hold until position filled.
Exhibits Manager	medium	Assistant Exhibits Designer
Director of Education	long	Education Assistant
Director of Marketing	long	CEO; Marketing & Development Assistant
Manager of Philanthropy	long	CEO; Marketing & Development Assistant
Branch Managers		
Moose Jaw Manager	medium	Museum Operations Officer
North Battleford Manager	medium	Programs and Volunteer Coordinator, Rentals Manager
Saskatoon Manager	medium	Gift Shop Manager; Food Services Manager
Yorkton Manager	medium	Education & Public Programs Coordinator; Museum Assistant

Policy Title: Letter of Employment/Contract	Category: HR 12 (Page 1 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised: August 30, 2024
Review Frequency: 2 years	

Intent

The letter of employment outlines the conditions of employment offered by the WDM. As such, the letter of employment is a legal contract, providing protection and the basis for a clear working relationship between the new employee and the WDM.

Requirements

Full-Time Employees and Full-Time Employee Term

Letters of Employment for full-time employees must be approved and signed by the CEO.

Following a decision to make an offer of employment, the hiring manager will use the designated template for full-time employee employment letters to create the letter of offer which they will forward to the Director of Administration or Payroll and HR Coordinator for review and approval from the CEO. The signed letter will be returned to the hiring manager to send to the prospective employee along with the job description for signature indicating acceptance of the position and terms.

Hourly Employees

All hourly positions are casual with no guarantee of a minimum number of scheduled hours unless specified in the Letter of Employment.

Letters of Employment for hourly employees can be approved and signed by the hiring Director or Manager.

Following a decision to make an offer of employment, the hiring manager will use the designated template for hourly employee employment letters to create and sign the letter of offer. The letter will be sent to the prospective employee along with the job description for signature indicating acceptance of the position and terms.

The letter will contain:

- Start date or start and end dates in the case of a term or contract position.
- Starting salary as per the approved WDM Salary Scale.
- Broad description of benefits.
- Notice period.
- Probationary terms.
- Directions on accepting the offer.
- Requirements for bonding, if applicable.

Policy Title: Letter of Employment/Contract	Category: HR 12 (Page 2 of 2)
Applies To: Employees	Approved: November 1, 20219 Revised: August 30, 2024
Review Frequency: 2 years	

- Any special conditions of work, including expectations respecting hours of work. The WDM does not reimburse candidates for the costs incurred fulfilling conditions such as criminal records checks or vulnerable sector checks.
- Reporting/supervision relationship.
- Any accommodation needs of the employee as negotiated during the recruitment/staffing process.
- A review date for contract or term positions to determine if a term or contract will be extended or become permanent. The review date will be set three months prior to the end of the term if applicable.
- Date the offer of employment is to be returned by.

Once the job has been accepted the employee will receive via email:

- Job description.
- WDM Human Resource Manual.
- Detailed medical/dental benefits information.
- Information on, and the consent form for, the WDM’s Privacy Policy.
- Specific policies that employees should be receiving will be added as appropriate.
- Any other general information is considered necessary.

The offer must be accepted in writing and returned by the date indicated on the letter. If no response is received, the offer will be deemed not to be accepted and the WDM can continue the recruitment process.

A copy of the signed letter will be provided to the employee and a copy will be placed in the employee file.

Policy Title: Orientation	Category: HR 13 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 3rd Quarter, 2020

The WDM provides new employees with a thorough orientation specific to the work and organization. Orientation occurs during working hours. The employee's supervisor, in consultation with the Director of Administration, are responsible for ensuring that the orientation process is thorough and includes the following:

- Orientation to the employee's roles and responsibilities.
- Orientation to the location where the employee works.
- Orientation to the Corporate Office or other locations when required by the position.
- Required occupational health and safety requirements for the employee's location.
- Required policies and procedures related to working at the WDM (Ex. time sheets, HR policies, benefits, etc.).

Policy Title: Probation	Category: HR 14 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised: February 27, 2025
Review Frequency: 3 years	When: 3rd Quarter, 2020

Intent

A probation period is mandatory for all permanent positions.

The probation period provides both the employee and the WDM with the opportunity to assess how the job arrangement is working. During the probationary period, both the WDM and the employee will make every reasonable effort to ensure a mutually beneficial relationship develops. In those instances where this does not prove possible, the relationship will be terminated in the best interests of both parties.

Requirements

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

- The employee'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, written performance review covering the full probation period will be conducted at least two weeks before the end of the probation period.
- Following the final performance review, the employee will be notified in writing by the employee's supervisor, of the decision to confer permanent employee status, extend the probation period, or terminate the employment relationship.
- References provided to employers for an employee terminated while on probation will be limited to position, employment dates and salary.
- Once an employee has successfully passed the probation period, all seniority and similar considerations will date from the beginning of the probation period.
- Individuals currently employed in either permanent or term/contract positions with the WDM who are hired into a different permanent position will be subject to the same probation process as a new employee. If the employee is not successful in the new position, they will not be able to return to their original position unless it is stated otherwise in their employment agreement.

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

Policy Title: Professional Development	Category: HR 15 (Page 1 of 3)
Applies To: Employees	Approved: November 1, 2019 Revised: August 30, 2024
Review Frequency: 3 years	

Intent

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

Requirements

Professional development (PD) activities 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 and the WDM in current or future positions with the Museum.
- Career Development that is requested by the employee but does not directly benefit the WDM.

PDA’s can be, but are not limited to, such activities as courses, seminars, peer exchanges, study tours, etc. Enhancement or career development PDA’s are not available to contract/term employees or 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 the WDM, 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 the WDM. Upon completion of the PDA, the employee and their supervisor will implement a transfer-of-learning strategy to apply the training to the employee’s job.

Training that is mandatory or beneficial for health and safety reasons is considered training not professional development. Determinations for training are made in response to the job description or by the supervisor. Expense for training is allocated to the expense account for training in the general ledger.

For PDA’s considered as enhancement or career development, the Chief Executive Officer in consultation with the employees’ supervisor may agree to conditionally pay up to 100% of the fees or a portion thereof and may authorize leave with or without pay.

Policy Title: Professional Development	Category: HR 15 (Page 2 of 3)
Applies To: Employees	Approved: November 1, 2019 Revised: August 30, 2024
Review Frequency: 3 years	

Requests for funds for professional development must be made in advance in accordance with the established procedures on the Professional Development Request Form.

The WDM will cover the cost of the approved training course as well as additional course materials or textbooks. Time spent outside of normal work hours as a result of a PDA or travel to attend a PDA or as a result of an overnight stay will not be considered or paid out as overtime. Per diems and expense claims when travelling are as per the regular employment agreement.

On completion of a PDA, the employee will provide their immediate supervisor with a written report. The report will discuss the PDAs benefit to the WDM and the individual, as well as offer 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.

Staff will research and identify applicable PDA opportunities.

Professional development leave with pay will not normally exceed ten consecutive working days per employee in any fiscal year and is at the discretion of the supervisor, the budget for professional development and operational requirements of the WDM. Requests are made in consultation with the Director of Administration or CEO.

Overtime will not accumulate during a professional development activity as per the Overtime Policy.

Courses that are considered Enhancement or Career Development will only be paid out to staff members upon providing proof of successful completion of such courses. The employee may be required to enter into a training agreement to guarantee a minimum length of employment at the WDM following the training or be required to reimburse the WDM for the cost of the program. At the discretion of the CEO, the WDM may pay for this training in full or in part in advance.

Volunteer External Board Activity as Professional Development

The WDM supports employees who wish to volunteer on external boards where there is relevance to the employees’ position and recognizes it as a professional development activity. The WDM will not cover the cost of accommodation, travel or per Diems while sitting on an external board. At their discretion, when there is benefit to the WDM by serving on the board, supervisors may approve time in lieu but not overtime for time spent serving on external boards.

Policy Title: Professional Development	Category: HR 15 (Page 3 of 3)
Applies To: Employees	Approved: November 1, 2019 Revised: August 30, 2024
Review Frequency: 3 years	

Time in lieu or overtime is not granted for travel time or overnight stays to attend an external board meeting or event. Exceptions for reimbursements will be made at the discretion of the Chief Executive Officer.

Where it is mandatory for employees to serve on boards as a representative of the WDM they will be compensated the same as regular employment activities including expenses and per diems.

Policy Title: Annual Performance Appraisals	Category: HR 16 (Page 1 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised: December 10, 2024
Review Frequency: 2 years	

Intent

The Performance Appraisal process is designed to be open, objective, and fair, aimed at providing employees with:

- A clear understanding of job expectations.
- Insight into personal strengths and areas for growth.
- A positive relationship with supervisors.
- The opportunity to review and align their job description with current duties.
- A platform for receiving and providing feedback.

The appraisal process is aligned with strategic and operational goals. It is not punitive but seeks to support employee development. Performance issues that require formal intervention, such as Performance Improvement Plans (PIPs), are handled promptly and separately from the annual appraisal process. Employees on a PIP when their annual performance appraisal is due, will receive a salary increment, if eligible, retroactively once the terms of the PIP are met.

Requirements

- The CEO is responsible for ensuring the performance appraisal process is in place.
- Any deviations from the established process require CEO approval.
- Performance appraisals should be done in alignment with employee position anniversary dates.
- Performance appraisals are a requirement as per the Office of the Provincial Auditor.
- The appraisal conversation is a two-way dialogue, involving employees, supervisors, and potentially managers or directors.
- Employees are encouraged to complete their own appraisal forms.
- Professional and constructive behavior is expected, and any harassment or violations of HR Policy 37 will not be tolerated.

Procedure:

1. **Completion of Performance Appraisal Form (PAF):**
 - Supervisors complete the PAF, which the employee may also complete.
2. **Review and Discussion:**
 - Supervisors and employees meet to discuss the following:
 - Achievements
 - Differences between supervisor and employee assessment
 - Concerns or challenges
 - Work culture and logistical needs
 - Goals and development opportunities for the upcoming year
 - Next steps.

Policy Title: Annual Performance Appraisals	Category: HR 16 (Page 2 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised: December, 2024
Review Frequency: 2 years	When: 1st Quarter, 2022

3. Signatures:

- Both the supervisor and employee sign the appraisal form. The employee's signature indicates they've read and received the appraisal but does not imply agreement.
- If an employee chooses not to sign their appraisal form, a third party will be asked to witness that the employee has received their appraisal documentation.

4. Review

- The completed appraisal form is forwarded to the Director of Administration or their designate for final review and signature.
- The Director of Administration may forward appraisal forms to the CEO if there are achievements or concerns that need to be brought to the CEO's attention.

5. File Documentation

- Appraisal forms and all documentation related to the appraisal process will be filed in the employee's personnel file.

6. Job Description Changes

- Any proposed changes to job descriptions or performance-related appeals must be handled separately.

7. Ongoing Feedback

- Performance appraisals may be conducted informally throughout the year, but for official documentation, an annual appraisal is required on the employee's work anniversary.

Special Considerations

- In cases where personal or family issues affect performance, the WDM may suggest treatment options or adjust workloads. Employees may access their benefits package for assistance. If further support is needed, the WDM may cover treatment costs up to \$1,000. If performance does not improve, disciplinary actions may follow.

Board Involvement

The Board is responsible for appraising the CEO's performance.

Forms

Unique appraisal forms have been developed to support the performance of employees in positions with varying levels of accountability. They can be found on the Supervisor Resource Site.

1. **Performance Review for Management**
2. **Performance Review for Full-Time Employees** - for full-time or near full-time employees (Level 2 or higher, including Team Leads).
3. **Performance Review Template for Hourly Employees – Option 1 or 2** - for casual or part-time employees.

Policy Title: Performance Improvement Measures	Category: HR 17 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 2 years	When: 1st Quarter, 2022

Intent

The WDM provides close and intentional performance improvement support to employees in instances where on-going feedback and coaching do not resolve performance issues. This approach will ensure that an employee in such circumstances understands the gravity of his/her performance relative to expectations and is given the opportunity to definitively resolve the situation by following a clear plan that includes feedback and support.

Requirements

Performance improvement measures will apply when an employee’s performance is deemed to be chronically sub-par and unresponsive to feedback and coaching. Chronically sub-par performance is characterized by poor or under performance that remains uncorrected due to insufficient competence and / or effort.

Performance improvement measures will include:

- A written Performance Improvement Plan outlining the behaviors to be changed and describing the desired behaviors, timelines for achieving the changes, the support to be provided where required, the metrics to be used to assess final outcomes, and the consequences of failure to comply with the plan or meet expected outcomes including the potential to trigger the disciplinary process.
- Diligent follow-up on the plan by the employee’s immediate supervisor. This will include feedback and coaching as well as any additional support outlined in the plan, as well as assessment of outcomes once timelines are expired and appropriate consequences based on the outcomes.
- Implementation of the consequences determined to be appropriate in the circumstances.

Policy Title: Staff and Volunteer Conduct	Category: HR 18 (Page 1 of 1)
Applies To: Employees and Volunteers	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 1 st Quarter 2021

Intent

To ensure orderly operations and provide the best possible work environment, the WDM expects employees and volunteers to follow rules of conduct that will protect the interests and safety of all employees, volunteers and the organization.

Requirements

It is not possible to list all the forms of behavior that are considered unacceptable in the workplace. The following are examples of behaviors that may result in disciplinary action, up to and including termination of employment:

- Refusal to perform assigned work (insubordination).
- Theft or inappropriate removal or possession of WDM property.
- Falsification of timekeeping records.
- Working while impaired as per the WDM Impairment policy.
- Possession, distribution, sale, transfer, or use of alcohol, cannabis or illegal drugs in the workplace, while on duty, or while operating employer-owned vehicles or equipment.
- Fighting or threatening violence in the workplace.
- Belligerent or disruptive activity in the workplace.
- Negligence or improper conduct leading to damage of employer / employee-owned or customer-owned property.
- Disrespectful conduct.
- Violation of safety or health rules.
- Any form of harassment as per the Harassment Policy.
- Possession of dangerous or unauthorized materials, such as explosives or firearms, in the workplace.
- Chronic absence or absence without notice.
- Unauthorized use of employer-owned equipment.
- Violation of WDM policies.
- Unsatisfactory performance or conduct.

Although the WDM can place no restrictions on the conduct or activities of staff when they are not on duty, staff should be aware that there can be situations resulting from personal conduct outside of the hours of duty which may adversely affect the staff's ability to perform their duties or may impact negatively on the WDM. Staff may be disciplined or terminated if such situations occur.

Policy Title: Impairment	Category: HR 19 (Page 1 of 2)
Applies To: Employees and Volunteers	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 1 st Quarter 2021

Intent

The WDM recognizes the need to ensure a safe, healthy, and productive work environment, and the need to minimize the risk of impaired performance or injury due to illegal or inappropriate substance use by employees and volunteers.

There will be zero tolerance for impairment that may create an undue risk to staff, volunteers or anyone else in the workplace.

Impairment is commonly thought to refer to only drugs and alcohol. However, impairment can also be caused by prescription and non-prescription drugs, health issues (Ex. diabetic suffering from insulin instability) and fatigue.

Being impaired means being mentally or physically unable to perform assigned work functions safely or effectively due to the use or after-effects of alcohol, cannabis, illegal drugs, prescription drugs, or over-the-counter medications, or any other issue that may impair judgment or performance.

Requirements

Individuals must NOT work if they are impaired.

Employees and volunteers must inform their supervisor if their ability to safely perform assigned work is impaired for any reason.

Employees and volunteers must inform their supervisor if they have concerns about a co-worker’s fitness to safely perform assigned work functions.

Supervisors are required to effectively manage all reported or observed impairment. Action taken by a supervisor will depend on information gathered. Records are confidential.

In order to minimize the risks and perceptions that can be associated with the use of alcohol, cannabis, illegal drugs, medications or the inappropriate use of other substances., during working hours or while on WDM property, staff will NOT:

- Use or possess drugs for which the staff member does not have a legal prescription.
- Buy, offer to sell, or sell any drugs or alcohol.
- Consume alcohol while at work.
- Use prescription or over the counter medications or other substances that will impair their ability to do their job or jeopardizes the safety of other staff.

Policy Title: Impairment	Category: HR 19 (Page 2 of 2)
Applies To: Employees and Volunteers	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 1 st Quarter 2021

All employees and volunteers are expected to understand and manage potential impairment during working hours caused by the legitimate use of prescription or non-prescription medication in consultation with their physician or pharmacist. If the medications are capable of causing any impairment to their ability to carry out their job duties safely and efficiently, and where this is the case, staff must inform their supervisor immediately so work changes can be considered.

Voluntary disclosure will result in non-disciplinary reassignment or a temporary change in work duties, when appropriate.

Violations of this policy will result in discipline up to and including dismissal.

The WDM recognizes alcohol, drug, and substance abuse as health problems. Where an employee has reason to believe that they have a substance abuse problem, whether or not the substance abuse problem results in a violation of this policy, employees who qualify for extended health benefits may seek assistance through the EAP (Employee Assistance Program). As necessary, sick leave benefits will be granted for treatment of such health problems just as these benefits apply to other health issues.

Policy Title: Egregious or Disciplinary Performance Measures	Category: HR 20 (Page 1 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 2 years	When: 3rd Quarter, 2022

Intent

The WDM will be decisive in addressing performance deemed to be egregious and / or deserving of disciplinary measures. This approach will ensure that employees demonstrating unacceptable behaviors or performance understand the potential finality of their employment status and are given the opportunity to undertake the fundamentally improved performance or behavioral change required to avoid dismissal.

Requirements

Performance deserving disciplinary measures is characterized by the unexpected, or sustained, delivery of patently undesirable outcomes.

Disciplinary measures will apply when performance is deemed to be both or either of the following:

- Egregious. i.e. outstandingly unacceptable.
- Chronically poor i.e. below expectations and resistant to all attempts at improvement including the application of a Performance Improvement Plan.

Discipline will usually be progressive. Instances of egregious behaviors or misconduct may warrant a response that includes immediate suspension or dismissal without verbal or written reprimands.

The progressive discipline steps that usually apply are:

Verbal Reprimand

Must include a statement of the performance and / or behavioral concerns, the corrections required and the consequences of continued misconduct or under-performance.

The verbal reprimand is not recorded in the employee’s personnel file, but the employee’s supervisor is required to keep in writing a documented, confidential record of the reprimand.

Written Reprimand

Must include a statement of the performance and / or behavioral concerns, the corrections required, the consequences of continued misconduct or under-performance, and a summary of performance improvement interventions to date as a reminder of the employer’s efforts to address the situation.

A written reprimand is placed in the employee’s personnel file and a copy is forwarded to the Chief Executive Officer as well as the Manager.

Policy Title: Egregious or Disciplinary Performance Measures	Category: HR 20 (Page 2 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 2 years	When: 3rd Quarter, 2022

The employee may be directed to take counseling where appropriate.

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 required and pending.

A suspension cannot be implemented without the approval of the Chief Executive Officer.

Dismissal

Dismissal under this policy reflects the employer’s decision to terminate an employment contract.

Legal advice will be sought to ensure that applicable legislation and regulations are followed when implementing the decision to terminate.

The Chief Executive Officer must authorize the dismissal, in consultation with the employee’s supervisor and manager.

Policy Title: Compensation	Category: HR 21 (Page 1 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised: June 11, 2025
Review Frequency: 3 years	

Intent

The WDM recognizes that employees are a vital element in the service provided to our community, and the leadership provided to the cultural community of the province. Therefore, compensation paid to employees of the WDM must be within the resources of the WDM, be appropriate to attract a high caliber of applicant in the field of museum and cultural administration.

Compensation includes wages, pension contributions, and health and dental benefits. Employer and Employee premiums for such benefits are fully paid by the WDM.

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.

Employees in part-time or contract/term positions will be paid an hourly wage based on the incremental salary scale assigned to their role. However, positions funded through external grants may have hourly wages set independently and are not required to follow the incremental salary scale. Adjustments to the incremental salary scale are considered as part of the WDM’s annual budgeting process and subject to Board approval.

The awarding of a salary increment is based on merit and recommended through the annual performance review. The Chief Executive Officer has final approval for awarding increments. (see Performance Review section). All permanent employees whose current salary does not exceed the maximum allowed for their salary scale are eligible for an increment. Contract/term employees will not be awarded an increment unless otherwise established in a new contract.

The salary scale for any position can only be adjusted in conjunction with a formal job evaluation. Job evaluations are performed by either the Payroll & HR Coordinator or the Director of Administration and approved by the CEO. The WDM will strive to review and update the salary scale once every five years.

In the case of the Chief Executive Officer, the Board is responsible for appropriate executive compensation and related performance review.

The group benefit package, as determined from time to time, is mandatory for all staff except as stipulated in the package itself. The full cost of participation in the benefit package is covered by the WDM as part of an employee’s compensation package.

Policy Title: Compensation	Category: HR 21 (Page 2 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised: August 30, 2024
Review Frequency: 3 years	

All employees, except for term employees, are required to participate in the Public Employees' Pension Plan (PEPP) and are enrolled automatically on their first day of employment. Participation in PEPP is optional for term employees.

Employee contributions are mandatory and currently set at 7.5%, with the WDM matching contributions up to the same rate. Employees also have the option to contribute an additional 3%, bringing the total possible contribution (employee plus employer) to a maximum of 18%. Employees are responsible for managing how their funds are invested within the plan.

Term or contract employees who choose to opt out of PEPP must notify the WDM if they wish to opt back in at a later date.

Employees on an approved leave of absence have the option to make up any missed PEPP contributions from their time away. They have up to one year from their return-to-work date to pay all or part of the missed contributions. Payments can be made either as a lump sum or through regular payroll deductions. The WDM will match any contributions made.

Salary scales will be made available to employees.

Policy Title: Benefit Package	Category: HR 22 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised: October 16, 2024
Review Frequency: 3 years	

Intent

The WDM acknowledges that wages are but one element of a total rewards package designed to ensure it is competitive with the labor market. Consequently, the WDM offers its staff a benefit package.

Requirements

The group benefit package is mandatory for all employees except as stipulated in the package itself.

The WDM pays the employer and employee premiums associated with the group benefit package.

Upon hiring, or if the plan changes, the WDM will inform employees of the benefits and payment of premiums.

Benefits will commence as per the requirements of the group benefit package. Disability benefits will commence at 3 months for salaried employees and 6 months for hourly employees. All employees will be assessed for health and dental benefits at 6 months. Calculation of hours for qualifications purposes will be made on an average number of hours worked in a year and an average pro-rated number of hours for employees at 6 months. Employees will be reassessed biannually in June and December each year and be enrolled and unenrolled based on the number of hours worked in the previous 12-month period. The group benefit provider may have additional requirements that must be met before benefits commence.

Policy Title: Professional Memberships	Category: HR 23 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 1 st Quarter 2021

Intent

The WDM recognizes that involvement in activities beyond the WDM and its community are important in developing a professional staff.

Requirements

Fees for memberships in professional organizations or professional certifications which are requirements of a position will be paid for by the WDM upon submission of appropriate documentation.

Fees for memberships in professional organizations or professional certifications which are related to, but not a requirement of, an employee’s position may be paid for by the WDM based on budget availability in conjunction with the budget cycle. Employees are required to submit a letter and supporting documents to their supervisor requesting such payment, with clear evidence as to how such membership / certification contributes to the employee’s position.

The membership / certification mailing address will be that of the Museum and all publications and other materials received by virtue of the membership will be the property of the WDM.

Policy Title: Expense Reimbursement	Category: HR 24 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 3rd Quarter 2021

Intent

The WDM recognizes that staff may be required to travel to Museum locations, meetings and events as a part of their job. WDM employees will be reimbursed for out-of-pocket expenses incurred during job-related travel.

The WDM may also provide employees with an allowance if specific clothing (i.e. steel toed boots) is required as a condition of employment.

Requirements

The reimbursement for expenses incurred by staff is subject to the following Provincial Government policies:

- Per Diem Rates (Boards, Commissions and Committees) – No. 5005.
- Travel and Other Expenses (Boards, Commissions and Committees) – No. 5010.

Out-of-town: Upon prior approval of their immediate supervisor, employees will be reimbursed for out-of-town travel according to the established travel and per diem rates. Staff are encouraged to use WDM vehicles and to carpool when traveling out of town per the rates set by the Provincial Government.

Breakfast per diems are not provided when staying at a hotel that offers a continental breakfast.

In-town: Each WDM location has vehicles for in-town travel. Staff are encouraged to use these vehicles instead of their personal vehicles.

Staff, upon prior approval from their immediate supervisor, will be reimbursed for in-town mileage at the current mileage rate. Parking costs at the location of the meeting / event will be reimbursed with a parking receipt or at the rate of \$1.50 / 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.

Clothing Allowance

Employee’s required to wear steel toed boots as a condition of employment will receive up to a maximum of \$150.00 every two (2) years towards the purchase of boots. Employees are required to submit a receipt as proof of purchase.

Policy Title: Gifts and Tips	Category: HR 25 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 3rd Quarter 2021

Intent

The purpose of this policy is to provide guidance to employees on which personal gifts and tips can be accepted and how they should be handled in a fair and transparent manner.

Requirements

Employees may not receive any income or material gain from individuals or organizations for work of any type performed as part of their regular or assigned duties or involving Museum equipment or materials. Material gain is defined as having a value of over \$50.

Controlled tips, regardless of amount, are treated as payroll as per Canada Revenue Agency requirements.

Direct tips are pooled and shared based on hours worked within food services.

Where a gift valued over \$50 (ex. gifts received from patrons at Christmas, winnings from scratch lottery tickets, banquet tickets) is presented to an employee in the course of their employment with the WDM, such gift shall become the property of the WDM. Alternatively, a decision may be made by the Museum manager or department head to make a reasonable attempt to share the gift equally among the staff at the location where the employee works, at the time the gift is received.

Policy Title: Hours of Work	Category: HR 26 (Page 1 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised: August 30, 2024
Review Frequency: 3 years	

Intent

Given the mandate and goals of the WDM, irregular working hours for certain employees are unavoidable and effective employee performance requires flexibility in working hours. The WDM supports flexible working hours provided procedures are in place to ensure a reasonable balance of regular public hours, flexible working hours and overtime are maintained.

The WDM acknowledges that overtime may be necessary for some positions. Overtime for all employees must be approved by their supervisor prior to incurring the time where possible.

Requirements

Hours of work will be determined within the frame of *The Saskatchewan Employment Act*. All exceptions will also be made within the same Act.

Full-time salaried employees are required to work 72 hours in a two-week period. This typically will be done by working five 8-hour days one week and four 8-hour days the next.

Hours of work for part-time employees will be identified in the Letter of Employment and part-time staff are expected to complete their work within the time allotted. If part-time employees expect to work more than their allotted hours in a given week, prior written approval must be received from their immediate supervisor.

The WDM may be open on holidays requiring some employees to work on a public holiday. Employees, including managers, who work on a public holiday are entitled to both public holiday pay and a premium pay of 1.5 times their hourly wage for each hour worked. Premium pay is paid on top of the employee’s public holiday pay or time in lieu for that day.

The WDM will be open and staffed on a regular basis so that the public can access our services. At a minimum, each Museum location must be staffed and open during established public hours. The Chief Executive Officer is responsible for setting the Museum’s public hours of operation.

The Director of Administration is responsible for ensuring suitable procedures are in place for tracking hours of work for all staff.

Policy Title: Hours of Work	Category: HR 26 (Page 2 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised: August 30, 2024
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Some positions have a greater degree of flexibility in managing their time due to the number of irregular meeting requirements in their jobs.

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

Breaks

Meal Breaks:

Most employees are entitled to an unpaid meal break of at least 30 minutes within every five hours of work.

An employer must provide an employee with an unpaid meal break at a time or times necessary for medical reasons. The employee is expected to work with the employer to set up a reasonable accommodation.

An employer isn't required to give a meal break where there is an unexpected, unusual, or emergency circumstance or it is not reasonable for an employee to take a meal break. In these cases, where a meal break isn't required, employees must be allowed to eat while working after they have worked for five consecutive hours. If an employee is directed to work or be at an employer's disposal during a meal break, the employee must be paid for the time. For example, an employee who has been directed to stay in the office over lunch to answer phone calls is at the disposal of the employer and must be paid for the time, even if no one calls

Rest Breaks:

The legislation does not require the employer to provide rest breaks. However, if rest breaks are provided, they are paid breaks.

Employees working an 8-hour day are allowed two paid coffee breaks of 15 minutes each. One break in the morning and one break in the afternoon. Breaks are taken as scheduled by supervisors and as operations and schedules permit. Supervisors will make every attempt to provide employees with breaks during the day. Scheduled breaks may not be available during extremely busy times or when there is a lack of coverage. Coffee break times are not accumulative.

Policy Title: Overtime	Category: HR 27 (Page 1 of 4)
Applies To: Employees	Approved: November 1, 2019 Revised: February 19, 2025
Review Frequency: as needed	

Overtime Policy

1. Purpose

This policy establishes guidelines for calculating, approving, and compensating overtime in compliance with the Saskatchewan Employment Act.

2. Requirements

- Employees are compensated for overtime as per The Saskatchewan Employment Act.
- The CEO and supervisors will develop and monitor annual work plans to ensure manageable workloads.
- Supervisors must schedule work hours effectively to minimize unnecessary overtime. Employees using electronic timecards must be actively working, and overtime must be pre-approved to be valid.
- Scheduled hours determine pay unless a supervisor grants prior approval for overtime.
- Supervisors should allocate sufficient time for employees to complete opening and closing procedures to minimize overtime.

3. Approval & Compensation

- Employees must obtain written approval from their supervisor before working overtime, except in emergencies (e.g., alarm callouts), which automatically qualify for overtime.
- Approved overtime will be compensated as pay.
- The workweek runs from Saturday midnight to the following Saturday midnight.
- Vacation time, banked time, or 5/4 time cannot be used to create an overtime situation.
- Supervisors should schedule employee travel within regular working hours whenever possible. Travel time for work-related activities is considered work time, but overnight stays are not.
- Overtime commitments must be reported to supervisors for approval, which will be granted unless extraordinary circumstances arise.
- Overtime is reviewed regularly. If significant overtime is identified, the CEO will assess the reasons and discuss solutions with the employee and supervisor.

Policy Title: Overtime	Category: HR 27 (Page 2 of 4)
Applies To: Employees	Approved: November 1, 2019 Revised: February 19, 2025
Review Frequency: as needed	

4. Definition of Work Time

Employees must be compensated for each hour or part of an hour worked. Work time includes any period when an employee is:

- Required to work (actively performing job duties).
- Permitted to work (when the employer is aware or reasonably should be aware of work being performed).
- At the disposal of the employer (under the employer’s direction and control, even if not actively working).

5. Overtime Eligibility

Employees are eligible for overtime compensation regardless of their payment structure (e.g., hourly, salary, commission, piece rate, incentive-based pay). An hourly wage must be calculated for employees not paid on an hourly basis.

6. Overtime Rates

Overtime is compensated at 1.5 times the employee’s hourly wage rate.

7. Daily and Weekly Overtime

- Employees working more than eight (8) hours in a 24-hour period are eligible for daily overtime.
- Employees working more than 40 hours in a regular workweek (or 32 hours in a week with a public holiday) are eligible for weekly overtime.
- Employees working in a modified work arrangement or averaging period are subject to different overtime thresholds.

8. Maximum Work Hours

- Employees cannot be scheduled to work more than 16 hours in any 24-hour period unless there is an emergency.
- Employees must receive at least eight (8) consecutive hours of rest in every 24-hour period.

Policy Title: Overtime	Category: HR 27 (Page 3 of 4)
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9. Travel Time Employees must be compensated for travel time when:

- Traveling between work sites at the employer’s direction.
- Performing employer-directed duties while traveling.
- Traveling to a remote work site as required by the employer.

Personal commuting to and from work is not considered work time unless specified by the employer.

10. On-Call Time

Employees on an Alarm Call List will be reimbursed \$10.00 for each alarm phone call answered after hours. Employees required to go to work after hours because of an alarm call are considered at work and entitled to pay for a minimum of 3 hours at 1.5 their regular rate of pay. Pay for alarm calls will be submitted via the Overtime Approval Form and requires supervisor approval.

11. Overtime for Salaried Employees

To determine overtime wage for salaried employees:

- The hourly rate is calculated by dividing the employee’s total earnings (excluding overtime) by the non-overtime hours worked in the period.
- Overtime pay is then calculated at 1.5 times this rate.

12. Overtime Exemptions

Managers are exempt from The Saskatchewan Employment Act’s overtime provisions, except for public holidays. Positions classified as managers include Directors, Operations Managers, and Managers. These roles have supervisory responsibilities, such as directing employees or overseeing functional areas. Managers should avoid working on public holidays unless necessary and are subject to the same overtime approvals outlined in this policy.

13. Modified Work Agreements

Overtime for modified work arrangements is subject to the WDM - Modified Work Arrangement Policy and the provisions in the Saskatchewan Employment Act for the same.

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14. Pay & Submission

- Overtime payouts for salaried staff must be submitted via the Overtime Approval Form with bi-weekly payroll documentation.
- Overtime payouts for hourly staff are submitted with their bi-weekly timecards.

This policy ensures fair and transparent overtime compensation while maintaining compliance with employment regulations. More information can be found at <https://www.saskatchewan.ca/business/employment-standards>.

Policy Title: Vacation/Leaves of Absence/ Sick Time	Category: HR 28 (Page 1 of 11)
Applies To: Employees	Approved: November 1, 2019 Revised: August 30, 2024
Review Frequency: 3 years	

Intent

A range of paid and unpaid leaves of absence are available to staff of the WDM.

Requirements

The Director of Administration is responsible for ensuring that accurate records are kept in employee personnel files and with payroll administration.

Any changes to provincial and federal legislation will be automatically included in the WDM’s Vacations/Leaves of Absence Policy.

Employees taking vacation or a leave of absence for less than 30 days will ensure out of office messages are set on their email and phone.

Employees taking a leave of absence of more than 30 days will have their email and phone forwarded to another WDM employee.

The WDM is not responsible for notifying employees who are on a leave of absence of job postings, organizational changes or other WDM activities.

Vacation

The vacation period for all employees is as follows:

Years of Services	Days/Calendar Month	Days/Year
0 - 9	1.25	15
10 - 19	1.66	20
20 - 29	2.08	25
More than 29	2.5	30

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

Employees working in positions deemed part-time or paid hourly will receive vacation pay on every pay cheque as per the *Saskatchewan Employment Act*.

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 5 consecutive days may be taken as requested given 5 days prior notice to the employee’s supervisor and if workloads permit.

Policy Title: Vacation/Leaves of Absence/ Sick Time	Category: HR 28 (Page 2 of 11)
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Requests for more than 5 consecutive days shall be made to the employee’s immediate supervisor, at least two weeks prior to the requested leave. Permission will not normally be withheld unless the WDM has prior commitments which require the employee. Employees are expected to plan accordingly and to leave information respecting ongoing projects.

The WDM will strive to minimize vacation carryover from one fiscal year to the next. A maximum of five days’ vacation may be carried over to the next fiscal year without prior approval. Requests for carryovers of more than five days must be submitted to employee’s supervisor, in writing with a detailed explanation, and will be approved or denied at the discretion of the employee’s manager in consultation with the Chief Executive Officer. A plan to use excess vacation must be established at the end of the fiscal year. Failure to do so may result in the WDM assigning vacation time.

It is the responsibility of the WDM to ensure that annual vacation is taken within the year, and annual workplans will be designed to accommodate the amount of annual vacation.

Employees may use up to five days of unaccrued vacation time in advance with their supervisor’s approval. Requests for more must be submitted to the employee’s supervisor in writing with a detailed explanation. Approval is at the discretion of the employee’s manager in consultation with the Chief Executive Officer.

Vacation pay will not be paid on the period for which pay-in-lieu of notice is being provided.

Public (Statutory) Holidays

Paid public holidays for the Province of Saskatchewan are:

New Year’s Day	January 1
Family Day	February (Third Monday in February)
Good Friday	April (Friday before Easter)
Victoria Day	May (First Monday Preceding May 25)
Canada Day	July 1
Saskatchewan Day	First Monday in August
Labour Day	First Monday in September
Thanksgiving Day	October
Remembrance Day	November 11
Christmas Day	December 25

In addition, the WDM will recognize September 30 (National Day for Truth and Reconciliation) and December 26 (Boxing Day) as paid holidays although they are not paid

holidays in Saskatchewan. Employees that are required to work on those days will receive regular pay for hours worked or time off in lieu as in the case with hourly employees.

Policy Title: Vacation/Leaves of Absence/Sick Time	Category: HR 28 (Page 3 of 11)
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All hourly staff will receive vacation pay based on the number of hours worked in the last 2 pay periods at their regular hourly rate. Salaried employees will be entitled to one day off in lieu to be taken as soon as possible after the holiday.

If any of these days fall on an employee's regularly scheduled day off, the following day will be designated as the statutory holiday.

Sick Leave

Sick leave is defined as the period of time an employee is absent from work because of disability due to sickness within the usual meaning of the term (including mental health), preventative medical and health treatments, pressing necessity (Ex. caring for a sick family member) and illness or injury not covered by *The Workers' Compensation Act*. Sick time may also be used during the qualifying period for long term disability. The WDM does not have short term disability benefits.

Sick leave is a form of insurance and 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 will accumulate sick leave credits at the rate of 3/52 or 5.77% of hours worked. All unused portions of sick leave will be cumulative to a maximum of 260 days from fiscal year to fiscal year. Employees working part-time will accumulate sick leave on a pro-rated basis based on the number of hours worked and will be paid sick pay based on the same pro-rated basis. Sick time will not accrue on sick leaves of more than five days, during a leave of absence or during a return-to-work arrangement as part of a rehabilitation program.

An employee who will be absent from work because of sickness or disability will notify their supervisor or designate as soon as possible prior to the commencement of their scheduled shift. The employee must also 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.

The WDM reserves the right to request a medical certificate or doctor's note if the employee has been absent due to illness or care of a dependent for more than five consecutive working days or has been absent twice for two or more consecutive days in the preceding 12 months.

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The employee does not have to disclose the reason for being sick but is responsible for the cost of obtaining a doctor's note.

The WDM reserves the right to decline paid sick leave to employees where there is a pattern and or frequent use or abuse of sick time privileges.

When possible, every attempt will be made by the employee to schedule leave due to illness or care of a dependent in advance of the absence.

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

In cases where an employee becomes sick while on vacation, sick time rather than vacation time will be accounted for if supported by a doctor's note.

Sick leave may be used for:

- Personal illness.
- Medical appointments and professional services (i.e. massage treatment, chiropractor, etc.).
- Counselling and mental health services.
- Sickness or medical appointments in the immediate family.
- Other pressing necessities.

For purposes of calculation, the employee's anniversary date will be used to determine when sick time calculations begin.

In the case of resignation, dismissal or layoff, sick leave **will not** be paid out in cash or time off. Employees on layoff for less than 6 months will be granted back their sick time accrual balances as of the last day of employment.

Bereavement Leave

An employee is entitled to an unpaid bereavement leave of five days within six months of a death of a person the employee considers to be 'like' family and for the loss of a pregnancy of an employee or their immediate family. Employees who have completed their probation, will receive five days with regular pay within six months of a death under the same circumstances. Bereavement pay will be calculated based on the last 4 weeks of work. Employees will seek approval from supervisors for the leave and supervisors will accommodate any reasonable request within the provision for bereavement leave.

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Leave during a Declared Public Emergency or Pandemic

Employees legislated off work during a public emergency may use accrued sick time until they are able to return to work or until they receive a layoff notice in accordance with the *Saskatchewan Employment Act*.

During a pandemic, the following applies:

Doctor’s Note: Employees are not required to provide a doctor’s note to support absences from work for health-related reasons during a pandemic.

Self-Isolation: Employees needing to self-isolate for health reasons during a pandemic are permitted to use available sick time, vacation time or other form of banked time to do so. If an employee runs out of sick time, vacation time or other form of banked time while in self-isolation, and the conditions requiring them to self-isolate have not been removed, the employee may request an unpaid leave of absence.

Employees who are self-isolating are not allowed to return to the workplace until the conditions that required them to self-isolate have been removed. The conditions required for self-isolation will be determined by the Saskatchewan Health Authority.

Employees who continue to work, whether on-site or remotely, are not considered to be self-isolating and cannot use sick time to reduce the number of hours they are working or extend their period of employment if work becomes unavailable. Employees can use any other form of accrued time (i.e. vacation, 5/4 time, over time). If work becomes unavailable for an employee, they will be laid off in accordance with The *Saskatchewan Employment Act*.

At-Risk Employees: During a pandemic, an employee who falls within an at-risk category as defined by the Saskatchewan Health Authority, may request a temporary leave of absence from the workplace. If the employee’s position allows work from home arrangements may be possible. This will be determined between the employee and their supervisor. If work from home arrangements are not possible, the employee will be allowed to use available sick time, vacation time or other form of banked time during this leave of absence.

Once an employee runs out of sick time, vacation time, or other form of banked time they will be required to return to the workplace or request a leave of absence without pay.

If an employee does not return to the workplace or request a leave of absence it will be viewed as a failure to return to work and the employee will be terminated with cause in accordance with The *Saskatchewan Employment Act*.

Policy Title: Vacation/Leaves of Absence/Sick Time	Category: HR 28 (Page 6 of 11)
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Lay-Offs: Any employee may experience a layoff at any time during a declared public emergency or pandemic if work becomes unavailable (i.e. the WDM is forced to suspend all operations). Lay-Offs will be issued in accordance with *The Saskatchewan Employment Act*.

Symptoms: Any employee with symptoms related to a pandemic are required to stay home. If symptoms occur while the employee is in the workplace, they are required to leave the workplace immediately and seek proper medical attention.

Care Giver Responsibilities: Employees required to remain home to care for immediate family members as a result of a pandemic are allowed to use available sick time, vacation time or other form of banked time to do so. Once an employee runs out of sick time, vacation time, or other form of banked time they will be required to return to the workplace, request a leave of absence without pay, or request a reduction in hours worked.

Termination: Employees will not be terminated for being away from work for extended periods of time due to a pandemic provided leave has been approved in writing in consultation with their supervisor and work is available when they return.

Disability

The WDM provides long term disability benefits to their employees through the Public Employee Disability Income Program (DIP). Coverage under the Plan begins after you complete a Probationary Period equal to three months continuous service. You must be actively at work on the date following completion of the Probationary Period to be eligible for coverage. If you are not actively at work at that time, your coverage will commence on the date you are first actively at work. To qualify for benefits, you must be disabled from performing the duties of your own occupation for 119 consecutive calendar days from the date of disability. This is called the Qualifying Period during which you may be on sick leave, vacation leave, Employment Insurance (EI) Sickness Benefits or leave of absence without pay. The Qualifying Period may also be served on a non-consecutive basis if 85 working days are missed due to the same condition, but you are able to work intermittently. The qualifying period begins on the day the disability or diagnosis occurs. The employee is responsible for tracking intermittent absences due to the disability. Employees have 45 days from the last day of their qualifying period to apply to apply for benefits. Anything later will be deemed a late application. Late applications will not be accepted by the Disability Income Program. Employees are responsible for reporting disabilities as soon as they occur to initiate the application for disability and for providing the required documentation such as physician statements and attendance reports.

Policy Title: Vacation/Leaves of Absence/Sick Time	Category: HR 28 (Page 7 of 11)
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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.

Determinations are made by the insurance carrier and are outside of the scope of the WDM authority. You will be contacted in writing by the insurance carrier following the adjudication of your claim.

Other Benefits While Disabled and Public Employees Dental Plan

Public Employees Group Life Insurance

If you are insured under the Public Employees Group Life Insurance Plan on your date of disability, your Group Life Insurance premiums will be waived, and your coverage will continue while you are in receipt of Disability Income Plan benefits.

Extended Health Care Plan

If you insured under the Public Employees Dental Plan or the Extended Health Care Plan on the date of disability, your coverage will continue while you are in receipt of Disability Income Benefits. Continuation of benefits are at the employee's expense. Arrangements and payment plan must be made with the Director of Administration as soon as possible after the disability occurs.

Employer Pension Plan

Pension contributions are deducted from your monthly Disability Income Plan benefit and forwarded to your pension plan administrator on your behalf. Pension contributions will cease should you terminate employment while in receipt of Disability Income Plan benefits. Public Employee Pension Plan contributions are based on 100% of pre-disability yearly salary and are deducted from your disability benefit.

Administering Long Term Disability (LTD)

Long term disability benefits are taxable. The employee's pay discontinues on the first day of Long term disability is approved. No vacation or sick time is earned, and years of service will not be accumulated during the LTD leave. Other details of disability benefits are as per the terms of the Public Employees Disability Booklet.

Policy Title: Vacation/Leaves of Absence/Sick Time	Category: HR 28 (Page 8 of 11)
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Employees considering applying for LTD leave can contact the Payroll and HR Coordinator for information on required payments to maintain health benefits during the LTD leave. Employees have one month from the date of disability to confirm their intentions and arrange payment for extended health benefits. After 30 days extended health benefits may be suspended.

Public Employee Pension Plan contributions are based on 100% of pre-disability yearly salary and are deducted from your disability benefit.

Leaves of Absence Covered Under the Saskatchewan Employment Act

The WDM recognizes and supports various leaves of absence for employees.

An employee is entitled to return to the same job if the employment leave is for 60 days or less. If the leave is longer than 60 days, the employee can be reinstated to a comparable job. The employee will receive the same wage and benefits as before the leave. The anniversary date used to calculate years of service for vacation leave provisions remain unchanged pursuant to *The Saskatchewan Employment Act*.

The following leaves will be administered in accordance with the *Saskatchewan Employment Act*¹.

Family Leave including:

- Maternity leave.
- Adoption leave.
- Parental leave.
- Crime-related child death or disappearance.

Medical Leave including:

- Organ donation.
- Critically ill childcare leave.
- Critically ill adult leave.
- Compassionate care.

Service Leave including:

- Nomination/Election and Candidate/Public Office leave.
- Reserve force leave.
- Citizenship Ceremony leave.

Interpersonal Violence Leave

¹ <https://www.saskatchewan.ca/business/employment-standards/vacations-holidays-leaves-and-absences/leaves-family-medical-and-service>

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Other Leaves of Absence

Jury Duty

Any employee who is called for jury duty or who is subpoenaed by anybody 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 less any jury duty supplement received will be paid by the WDM with the remainder for the time without pay.

The employee will inform their supervisor as soon as possible after receiving notification of being required to appear.

General Leave of Absence

Any employee may request, in writing, a leave of absence without pay. At the discretion of the employee’s supervisor and manager, in consultation with the CEO, such leave may be granted. Employees will not be granted leaves during their probationary period. Employees may request a leave of absence greater than 6 pay periods once every five years.

In granting such leave, consideration will be given to the needs of the WDM regarding program commitments, workloads of other staff, and the ability of the WDM to provide coverage for the position. Generally, a leave of absence will not be for longer than 26 pay periods.

The request for a leave of absence must include a start and end date for the proposed leave. The official start and end date for the proposed leave will be determined by the WDM and align with payroll pay periods if the leave is approved.

While on a general leave of absence employees will be entitled to continue participating in the group benefits package at their own expense. The employee must decide their intention and make arrangements with the HR and Payroll Coordinator for benefit payments prior to the last day of their leave. Employees who have not done so will have their benefits suspended until they return to work. Benefits can be continued in whole or in part. They are:

- Health Benefits
- Dental Benefits
- Life Insurance
- Long Term Disability
- Pension

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Pension contributions missed during any leave of absence can be paid back via payroll when the employee returns to work. It is the employee’s responsibility to initiate PEPP repayment by contacting the HR and Payroll Coordinator.

Employees will not be entitled to sick leave or annual vacation leave accruals while they are on leave.

Upon returning, an employee is entitled to return to the same job if the employment leave is for 6 pay periods or less. If the leave is longer than 6 pay periods, the employee can be reinstated to a comparable job. The employee will receive at least the same wage and benefits as before the leave.

The employee on 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 during the year.

Reduction in Hours Worked

Employees may request, in writing, a temporary reduction in hours. Approvals are at the discretion of the employee supervisor in consultation with the CEO and in consideration of operations.

All requests must be submitted in writing to the employee’s supervisor and be for a minimum of 6 pay periods. A start and end date for the temporary reduction in hours must be included as part of the request.

If approved, the employees’ salary will be reduced to reflect the number of hours being worked each pay period. The official start and end date for the reduction in hours will align with payroll pay periods and be determined by the WDM as part of the approval.

Reducing the number of hours an employee works will also impact the employee’s vacation, sick time, health and dental benefits.

- Vacation and sick time will be prorated based on the number of hours the employee works each pay period.
- If the employee continues to work more than 75% of full-time hours, there will be no change to health and dental benefits.
- If the employee is working less than 75% of full-time hours, dental benefits will be reduced to 80% coverage and health benefits will remain the same.
- If the employee is working less than 70% of full-time hours, dental benefits will be reduced to 80% coverage and health benefits will be reduced to 70% coverage.

Policy Title: Vacation/Leaves of Absence/Sick Time	Category: HR 28 (Page 11 of 11)
Applies To: Employees	Approved: November 1, 2019 Revised: August 30, 2024
Review Frequency: 3 years	

The number of hours a salaried employee works will not normally be reduced by more than 50%.

Salaried employees can reduce their work schedule for a period of up to one year in length. This does not need to be consecutive, but the total cumulative time cannot exceed one year during an employee's employment with the WDM. Exceptions may be made during a declared state of emergency or pandemic at the discretion of the CEO.

While on probation, an employee cannot request a reduction in hours. This will be waived during a declared state of emergency or pandemic; however, the employee's probationary period will be extended the equivalent amount of time that their hours were reduced.

Policy Title: Religious Observance	Category: HR 29 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 3rd Quarter 2021

Intent

The WDM recognizes the pluralistic patterns of religious belief and observance. In keeping with the WDM’s commitment to diversity, inclusion and individual freedom, it will make every reasonable effort to accommodate the religious observances of an employee.

Requirements

The WDM will accommodate the religious observances of any employee upon the approval of the Chief Executive Officer or location Manager, in consultation with the employee’s immediate supervisor, having received written notification from the employee at least 4 weeks in advance. 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.

Policy Title: Employment or Volunteer Assignments External to the WDM	Category: HR 30 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 1 st Quarter, 2022

Intent

The WDM recognizes that employees may wish to pursue paid employment or a volunteer position in addition to their job with the WDM. However, some employment or volunteer positions may be a conflict of interest for the WDM. Consequently, all outside employment should meet the criteria outlined below to avoid conflicts of interest. Refer to the Conflict of Interest Policy for additional information.

Requirements

Employees accepting outside employment or volunteer assignments must ensure that such assignments:

- Do not interfere with job performance and are not done during regular work hours.
- Do not conflict with the Ends Policy and public image of the WDM.
- Do not create any real or perceived conflict of interest.
- Do not create any expectations of the WDM.

Should an employee be found to be engaging in activities that do not meet the above guidelines, the CEO may request in writing that the employee discontinue the activities within a specific time frame to avoid dismissal. Written documentation will be included in the employee’s personnel file. This policy is directly related to the WDM’s Conflict of Interest Policy and is subject to the requirements outlined under that policy.

Employees may not accept remuneration from individuals or organizations for work of any type performed as part of their regular or assigned duties or involving Museum equipment or materials. Any such payments received, including cash from tips, will be transferred to the WDM.

Employees may apply to their immediate supervisor to use resources / assets of the WDM (including such items as internet / email access, computer equipment, meeting space, etc. but excluding human resources) to complete external assignments. The supervisor will consult with the Chief Executive Officer and / or manager regarding such requests. The employee will be required to pay a fee, agreed to in writing in advance, prior to utilizing these resources.

Policy Title: Volunteer Work at the WDM	Category: HR 31 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 1 st Quarter, 2022

Intent

The WDM encourages employees to participate in volunteer activity outside of the employee’s professional interest area.

Requirements

The WDM accepts the services of its own employees as volunteers only if the voluntary tasks are offered,

- Freely and without persuasion, threats or undue influence from any WDM supervisor, manager or the CEO.
- involve assignments entirely outside the scope of the normal employment duties of the staff concerned and are provided outside their usual working hours unless paid leave is used such as vacation leave or 5/4 leave.

Employees who volunteer for the WDM must recognize that problems with performance and any resulting disciplinary actions could impact both paid and volunteer work regardless of whether the issue arose as a paid employee or as a volunteer.

Managers may not volunteer for activities taking place at the location where they have management responsibilities.

The Chief Executive Officer, in consultation with an employees’ supervisor, may grant paid or unpaid leaves of absence for the employee to participate in a volunteer activity, depending on the nature of the work. Employees must obtain this approval in writing prior to commencing the volunteer activity.

Policy Title: Duty to Accommodate for Disability	Category: HR 32 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 1 st Quarter, 2022

Intent

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

Requirements

An employee who has been diagnosed with a disability that requires accommodation must inform their supervisor of the need for accommodation. The employee does not need to disclose the details of the disability.

The WDM 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.

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

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

Policy Title: Resignation and Retirement	Category: HR 33 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 1 st Quarter, 2022

Intent

A formal resignation process can provide benefits to both the employee and the WDM by providing the employee with the opportunity to draw attention to any on-going reasons for the resignation and for the WDM 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 letter of employment. Ideally management-level positions should provide 4 weeks of notice and all other positions 2 weeks of notice. However, the WDM recognizes that employees may choose to provide more or less notice.

Following receipt of a letter of resignation, the employee’s immediate supervisor will acknowledge the letter in writing. The Director of Administration will provide appropriate information about benefit entitlement and payment of accumulated vacation leave.

All permanent employees who resign from their positions will be offered an exit interview to be conducted by their immediate supervisor and / or Chief Executive Officer. Employees have the option to refuse an exit interview or request an exit interview with another supervisor. The exit interview will focus on reasons for the resignation, and how the WDM could have retained the employee. This information will be forwarded to the CEO.

The Chief Executive Officer will honor the notice period defined in the contract letter for that position and notice must be given, in writing, to the Board of Directors.

Retirement

There is no mandatory age at which an employee must retire. An employee may retire and begin to receive retirement income as early as age 50.

Employees must use their PEPP account to provide retirement income beginning no later than the end of the calendar year in which they reach age 71.

Policy Title: Lay Off	Category: HR 34 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 1 st Quarter, 2022

Intent

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

Requirements

The WDM will attempt to provide as much notice of lay off as possible. However, the minimum notice period for any permanent or contract employee is defined in *The Saskatchewan Employment Act* according to the number of years of service:

Length of Service Minimum Notice

Amount of Time with Company	Weeks' Notice Before Lay Off
Less than 13 weeks	Notice not required
More than 13 weeks but less than 1 year	1 week
More than 1 year but less than 3 years	2 weeks
More than 3 years but less than 5 years	4 weeks
More than 5 years but less than 10 years	6 weeks
More than 10 years	8 weeks

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

Vacation leave and 5/4 days do not form any part of the notice period.

Upon termination, the employee is entitled to payment for accumulated vacation leave and unused 5/4 days. Vacation and 5/4 days will be prorated based on actual days worked.

Employees who return to work within one year of lay off at the WDM will retain their accumulated sick leave and seniority. Sick leave is not earned during the lay off period.

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

Policy Title: Personal Relationships in the Workplace	Category: HR 35 (Page 1 of 2)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 1 st Quarter, 2022

Intent

The employment of relatives or individuals involved in a dating relationship in the same work area may cause conflicts and problems with favoritism and employee morale. In addition to claims of partiality in treatment at work, personal conflicts from outside the work environment can be carried over into day-to-day working relationships.

A *relative* is any immediate family member as well as nieces and nephews or any person whose relationship with the employee is similar to that of a relative. A *dating relationship* is defined as a relationship that may be reasonably expected to lead to the formation of a consensual “romantic” or sexual relationship.

Requirement

This policy applies to all employees without regard to the gender or sexual orientation of the individuals involved.

No relatives may be employed in the same WDM location where:

- An immediate supervisory relationship would exist such that the supervisor has influence, input or decision-making power over an employee's performance evaluation, salary, premiums, special permissions, potential for promotion, conditions of work or similar matters.
- The working relationship affords an opportunity for collusion which could have a detrimental effect on the employer.

Further, employees are not to participate in personnel decisions when their objectivity may be compromised or perceived to be compromised because their relative is the subject of the decision. i.e. employees will not participate in staffing actions involving relatives.

Exceptions

To ensure that program interests are not compromised by the constraints of this policy, each Manager, in consultation with the Chief Executive Officer, may make exceptions provided the reasons for the exceptions are valid and in writing. Such explanations will be placed in the personnel file of the employees affected.

Policy Title: Personal Relationships in the Workplace	Category: HR 35 (Page 2 of 2)
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Examples of situations which may be deemed to be valid grounds for exceptions are:

- Critical recruiting problems.
- Union of two permanent employees, when it is not possible or practical to transfer one to a different work unit.
- Probationary appointment of a person, a relative of whom is employed in the same work unit but where the termination date of the relative is known and imminent.

In case of actual or potential problems:

- The WDM will take prompt action, and this can include reassignment.
- Employees in a close personal relationship should refrain from public workplace displays of affection or excessive personal conversation.

Policy Title: Conflict and Complaint Resolution	Category: HR 36 (Page 1 of 3)
Applies To: Employees and Volunteers	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 3 rd Quarter, 2022

Intent

The WDM is committed to creating and maintaining a work environment characterized by constructive, productive and supportive relationships. Such relationships are often subject to contrasting styles of understanding and acting, and to different points of view. It is essential that we all recognize that human interactions are complex, often difficult, and that we all can contribute to their success.

This policy covers conflicts and complaints that fall outside of the definition of harassment and the Harassment Policy.

Requirements

All persons involved with the WDM have an obligation to communicate openly and respectfully with one another and to provide reasons for particular decisions or actions. This is core to every employee’s responsibility to build and maintain productive working relationships in the workplace with both employees and volunteers.

When disagreements arise, greater understanding and pro-activity by all are needed and encouraged. The presence of conflict, when dealt with effectively, offers an opportunity for individual and organizational learning. It is therefore expected that conflicts will be addressed at the earliest possible opportunity, as unresolved conflict can lead to a stressful, and in the worst cases, a poisoned work environment.

Complaints and conflicts will be dealt with in a confidential and respectful manner. Individuals involved in a conflict or complaint will refrain from drawing others not directly involved into the situation.

The CEO is ultimately responsible for ensuring that conflicts involving staff and volunteers are resolved in a satisfactory manner.

The CEO has a duty to inform the Board of Directors of any conflicts that impinge significantly on the WDM’s ability to function or may damage its reputation.

The CEO will act immediately in addressing a complaint if the physical and mental health and safety of any of the parties is perceived to be at risk. For example, one of the parties may be granted a temporary leave of absence with pay until the issue has been satisfactorily resolved.

Policy Title: Conflict and Complaint Resolution	Category: HR 36 (Page 2 of 3)
Applies To: Employees and Volunteers	Approved: November 1, 2019 Revised:
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If threats to persons are made, or the CEO perceives a possible danger to a party or to other employees, including the possibility of one party being a danger to themselves, external professional assistance will be sought immediately. If the CEO deems the complaint to fall within the definition of harassment, the Harassment Policy will take precedence.

In circumstances where it is the action of the CEO that is reason for the conflict, the matter is referred to the Chair of the Board.

Procedure for Conflict Resolution

Workplace Conflict Situations

In the event that any person or group is experiencing a work-related conflict or has a complaint about the actions of another person, direct communication with the person or persons whose actions are the cause of the complaint is encouraged.

The intent of this step is to provide an informal forum for identifying and resolving minor workplace differences and complaints.

Individuals and groups should be open to knowing if their behaviour or their decision is a problem for another person or group and to working through differences in a positive and productive manner.

If the circumstances are such that the person or group with a complaint is unable or unwilling to communicate directly with the person or persons whose actions are the cause of their complaint, either for fear of it doing badly, or of reprisal, the help of another trusted person in the organization acceptable to both parties should be sought.

Significant or Persistent Workplace Conflict Situations

The CEO and / or Manager will resolve complaints and conflicts that cannot be resolved by those directly involved or by their supervisor. This is a formal resolution process that includes:

1. Communication of the complaint or conflict will have first been made verbally to the respondent or supervisor. Where this approach does not lead to a resolution that is satisfactory to the complainant and supervisor, the complaint will be communicated in writing including a description of efforts to resolve the complaint and other relevant information. The written complaint will be sent to the respondent, supervisor, manager and CEO.

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2. The CEO may, in some instances, make a final determination of the appropriate solution to the conflict or complaint. This will occur following consultation with the complainant, respondent, and manager or supervisor. The CEO’s reasoning for this determination will be provided in writing.
3. Third parties, acceptable to all those involved, may in some instances be of assistance in helping resolve a conflict through:
 - a. facilitation or mediation role where the goal is to help the parties restore a positive working relationship in the future.
 - b. a decision-making /arbitration role where they investigate what happened and make a determination of who is responsible for the situation and what the consequences for the parties should be.

The choice of these two approaches will be discussed with the parties in an attempt to reach consensus. Where consensus cannot be reached, the CEO, in consultation with the manager, will determine the course of action to be taken.

If a mediated approach fails to resolve the matter, an arbitrated approach can be undertaken.

4. The parties involved in a mediation or arbitration will refrain from drawing others not directly involved into the process as a way of garnering support or gaining attention. Such actions include “copying” the written complaint by email to others.
5. Complaints and conflicts will be dealt with in a confidential manner. Meetings to resolve a complaint will be open only to the parties and those attempting to resolve the complaint. The parties may have an advocate or supporter present.
6. Meetings may occur with the different parties individually, together or both. In the interests of openness, no minutes or written record of what is said will be taken although, if the parties agree, the outcome of the meeting (s) or a resulting agreement may be documented.
7. The parties, and those helping to resolve the conflict, will avoid communicating the details of a complaint, making or responding to allegations or giving advice by email. Face-to-face communication, as difficult as it is, will be relied upon. Email messages can be used for arranging meetings or communicating details of the resolution process.

Accepting Resolution Outcomes

Outcomes that result from the implementation of due process will be final. Continued resistance to the outcomes or attempts to resume the conflict will be subject to appropriate discipline.

Policy Title: Harassment	Category: HR 37 (Page 1 of 12)
Applies To: Employees and Volunteers	Approved¹: November 1, 2019 Revised:
Review Frequency: 2 years	When: 3rd Quarter, 2022

Intent

The WDM is committed to ensuring a productive work environment where the dignity and worth of every person is respected. Achieving this environment requires that all employees and volunteers behave in a manner that reflects mutual respect, co-operation and understanding. Attitudes and behaviors that undermine this goal are detrimental to all.

Staff and volunteers are entitled to, and expected to contribute to, a respectful workplace. Workplace harassment will not be tolerated and the WDM will take all reasonable steps to prevent harassment and stop it if it occurs.

Definition of Harassment

This policy covers the following:

Harassment Based on Prohibited Grounds

This includes any inappropriate conduct, comment, display, action or gesture by a person that:

- Is made on the basis of race, creed, religion, colour, sex, sexual orientation, marital status, family status, disability, physical size or weight, age, nationality, ancestry or place of origin.
- Constitutes a threat to the health or safety of the worker.

This type of harassment is prohibited in *The Saskatchewan Employment Act* (The Act) and *The Saskatchewan Human Rights Code*.

It also extends to sexual harassment, which is conduct, comment, gesture or contact of a sexual nature that is offensive, unsolicited or unwelcome.

Sexual harassment may include:

- A direct or implied threat of reprisal for refusing to comply with a sexually oriented request.
- Unwelcome remarks, jokes, innuendos, propositions or taunting about a person's body, attire, sex or sexual orientation.
- Displaying pornographic or sexually explicit pictures or materials.

¹ Replaces WDM Respectful Workplace Policy

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- Unwelcome physical contact.
- Unwelcome invitations or requests, direct or indirect, to engage in behavior of a sexual nature.
- Refusing to work with or have contact with workers because of their sex, gender or sexual orientation.

Personal Harassment

This includes any inappropriate conduct, comment, display, action or gesture by a person that:

- Adversely affects a worker’s psychological or physical well-being.
- The perpetrator knows or ought to reasonably know would cause the worker to be humiliated or intimidated.

Personal harassment must involve repeated conduct or a single, serious incident that causes a lasting harmful effect on the worker. All incidents of inappropriate conduct should be appropriately addressed to ensure that the workplace remains respectful and free of harassment.

Personal harassment may include:

- Verbal or written abuse or threats.
- Insulting, derogatory or degrading comments, jokes or gestures.
- Personal ridicule or malicious gossip.
- Unjustifiable interference with another’s work or work sabotage.
- Refusing to work or co-operate with others.
- Interference with or vandalizing personal property.

What is Not Harassment

Supervision

This Harassment Policy does not extend or apply to day-to-day management or supervisory decisions involving work assignments, job assessment and evaluation, workplace inspections, implementation of appropriate dress codes and disciplinary action. These actions are not harassment, even if they sometimes involve unpleasant consequences.

Managerial actions must be carried out in a manner that is reasonable and not abusive. This policy may apply only in instances where managerial actions are demonstrably unreasonable and / or abusive.

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Circumstances Unrelated to Employment

This policy also does not extend to harassment that arises out of circumstances unrelated to the worker's employment. For example, harassment is not covered if it occurs during a social gathering of co-workers that is not sponsored by the employer. However, harassment that occurs while attending a conference or training session at the request of the employer is covered.

Situational Circumstances

Other situations that do not constitute harassment include:

- Physical contact necessary for the performance of the work using accepted industry standards.
- Conduct which all parties agree is inoffensive or welcome.
- Conflict or disagreements in the workplace, where the conflict or disagreement is not based on one of the prohibited grounds.

Harassment can exist even where there is no intention to harass or offend another. Every person must take care to ensure their conduct is not offensive to another.

WDM's Commitment

The WDM and its managers and supervisors will take all complaints of harassment seriously. We are committed to implementing this policy and to ensuring it is effective in preventing and stopping harassment, as well as creating a productive and respectful workplace.

This commitment includes:

Informing all persons in the workplace of their rights and obligations

- A copy of the Harassment Policy will be provided to all employees and volunteers.
- A copy of the Harassment Policy will be posted on staff and volunteer bulletin boards.
- The WDM's Harassment Policy will be posted in each work area in a location that is visible to all staff and the public.

Training all persons in implementing the Harassment Policy

- Supervisors will review the Harassment Policy with their direct reports annually.
- Supervisors will review the policy with new workers as part of their orientation.
- People designated to receive, investigate or resolve complaints will be trained in their roles and responsibilities.
- All WDM managers, directors, officers, and supervisors are expected to set a good example and help foster a respectful workplace.

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- A list of people designated to receive complaints will be posted on staff and volunteer bulletin boards.

Assigning responsibility for implementing this policy

- The CEO will designate six (6) people who may receive harassment complaints and assist in facilitating their resolution.
- The CEO will designate two (2) people who will investigate harassment complaints. Additionally, the CEO may choose to hire an outside consultant to investigate the complaint.
- The CEO will designate all managers authorized to take corrective action in accordance with this policy.

Protecting workers trying to prevent or stop harassment

- Harassment complaints and investigations will be held in the strictest of confidence except where disclosure is necessary to investigate the complaint, take corrective action or required by law.
- Action will be taken to prevent reprisal against people who make a harassment complaint in good faith, which may mean informing complainants and respondents of this commitment.

Promptly taking action necessary to stop and prevent harassment

- Appropriate action, sufficient to ensure the harassment stops and does not happen again, will be taken against people who are or were engaged in, or participated, in harassment.
- When necessary, customers, contractors or other visitors will be informed certain conduct will not be tolerated.

Ensuring the policy remains current

- The effectiveness of this policy will be reviewed in consultation with the WDM Employee Committee every two years.

Complaint Procedure

This policy sets out three types of complaint procedures that may be used following instances of harassment.

1. No Respondent Named and Informal Resolution Sought

Step 1: An individual reports an incident or concern.

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Step 2: The person receiving the complaint reviews the procedures with the complainant and informs the CEO.

Step 3: The supervisor and / or CEO takes action to address the complaint.

Such action may include:

- Having staff meetings to discuss and review the Harassment Policy.
- Providing workshops or resource materials on the prevention of harassment such as videos, brochures and guides.

The supervisor and / or CEO informs the complainant of the action that will be taken to address the concern.

Confidentiality: The WDM, or anyone acting on behalf of the WDM will not disclose the complainant's name or other identifying information to any person. However, in certain circumstances, the complainant may agree to release identifying information to implement the Harassment Policy, the resolution process or the resolution itself.

2. Respondent Named – Informal Resolution or Mediation Sought

In this case, the complainant is not seeking an admission of guilt or discipline. Rather, the complainant is looking for an agreement with the respondent that the offensive behavior will not continue.

Step 1: An individual reports and incident or concern. The complaint is submitted in writing, and in a form consistent with the Harassment Complaint Form attached to this policy.

Where an informal resolution is sought, the complainant should indicate the type of resolution sought such as an apology, supervisory counselling, a facilitated meeting with the respondent, workshops or training session and mediation.

Step 2: The person receiving the complaint reviews the procedures with the complainant and informs the CEO. Where it is alleged the supervisor is involved in the harassment, the person receiving the complaint refers the matter to another Manager or the CEO. Where the complaint involves the CEO, the matter is referred to the Chair of the Board.

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The person receiving the complaint will also meet privately with the respondent to review the complaint and determine whether there is agreement on a resolution or resolution process.

Step 3: The person receiving the complaint, the supervisor and CEO review the complaint and determine whether conduct falls within the Harassment Policy.

Step 4: Where there is agreement on the resolution or resolution process, the person receiving the complaint informs the CEO of the agreement and facilitates the agreed upon resolution or process.

Step 5: The complainant is informed a formal complaint procedure is possible if the complainant, the respondent or the supervisor and CEO, do not agree or if the process does not resolve the matter to the complainant's satisfaction.

Step 6: Where the complainant and respondent agree to a resolution, the supervisor or CEO follows up with the complainant to ensure the resolution was effective in stopping and preventing further harassment. Where the complainant indicates that the harassment has not ended, the supervisor or CEO counsels the complainant to pursue an alternate resolution process, including a formal investigation.

Confidentiality: The WDM, or anyone acting on behalf of the WDM, will not disclose the complainant's or respondent's name or other identifying information. However, in certain circumstances, the complainant and respondent may agree to release identifying information to implement the harassment policy, the resolution process, or the resolution itself.

3. Respondent Named - Investigation Required

Step 1: An individual reports an incident or concern. The complaint is submitted in writing and contains:

- Name, job title and contact information of the complainant.
- Name of the respondent.
- Description of the conduct considered objectionable, including dates and locations of events.
- Names and contact information of any possible witnesses.
- Description of the basis of the alleged harassment, such as the prohibited grounds.

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- The remedy sought.
- Any other information or material the complainant considered relevant.
- Signature of the complainant and the date.

The Harassment Complaint Form is available on the WDM HR website or by contacting any one of the people designated to receive respectful workplace complaints.

Step 2: The person receiving the complaint reviews the procedures with the complainant and provides a written copy to the supervisor and CEO. Where it is alleged that the supervisor is involved in the harassment, the complaint is referred to the CEO. Where the complaint involves the CEO, the matter is referred to the Chair of the Board.

The CEO also provides a copy of the written complaint to the respondent and reviews the procedures with the respondent.

Step 3: The CEO reviews the complaint and determines whether conduct falls within the Harassment Policy. The CEO will decide whether there are appropriate resolution options, other than an investigation, acceptable to the complainant and the respondent.

Step 4: When an investigation is required, the CEO appoints an investigator or investigation team.

Investigators will be trained in conducting an investigation in accordance with this policy and will have no apparent bias or interest in the outcome.

Where the complainant or the respondent objects to the appointment of an investigator, on the basis of bias or conflict of interest, the CEO will appoint another investigator.

Step 5: Investigators must act in accordance with the following guidelines:

- The investigation commences and concludes as soon as reasonably possible.
- Witnesses are interviewed separately, and written witness statements are prepared.
- Witnesses are asked to review and sign their written statements.

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- Witnesses are advised to keep the investigation and the identity of the complainant and respondent in confidence, unless required by law to disclose them.
- The complainant and respondent are entitled to obtain legal counsel at any time during the investigation at their own expense.
- During the investigation, both the complainant and the respondent are entitled to be informed of all the allegations and allowed to respond.

This does not mean either party is entitled to see or receive copies of the complete statements. However, both are entitled to see or receive an adequate summary of the evidence to make a full response.

Step 6: Once the investigation is complete, investigators will prepare a written report setting out a summary of the evidence, a description of any conflict in the evidence, conclusions and reasons for reaching those conclusions and whether in the investigator’s opinion the complaint was made in good faith.

The report will be delivered to the CEO, the complainant and the respondent.

The report is marked confidential and delivered with the notation that it should be kept in confidence unless disclosure is required by law or is necessary to implement corrective action.

Step 7: The CEO will then:

- Take appropriate corrective action if required.
- Inform the complainant and respondent of the corrective action.
- Inform the complainant of the rights to file a complaint with the Saskatchewan Occupational Health and Safety Division or The Saskatchewan Human Rights Commission.

Step 8: If corrective action is required, the CEO follows up with the complainant to ensure that the action was effective. If the complainant indicates harassment has not ended, or suffers reprisal, the CEO should take additional or alternative action. Further investigation may be necessary.

Confidentiality: The WDM, or anyone acting on behalf of the WDM, will not disclose the name of the complainant or the respondent, nor any information that may identify them. The disclosure of such information may be necessary to conduct the investigation, implement action or pursue other legal remedies.

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All documents and statements obtained during the course of the investigation, including the names and copies of witness statements, will not be disclosed to any person unless required by law.

Investigations

Investigations will be guided by the following principles:

- The burden of proof rests on the complainant. The applicable standard of proof is the balance of probabilities requiring the complainant to prove the events in question are more likely than not to have occurred in the manner alleged by the complainant, i.e. can it be reasonably concluded on a balance of probabilities that the events as alleged occurred?
- The respondent is considered innocent of the allegations until proven otherwise.
- The corroboration of various events, either by witnesses or documentation is pertinent.
- The credibility of the parties must be assessed particularly in instances where there is no corroborative evidence.
- The investigation will be thorough and objective.

Taking Action to Stop and Prevent Harassment

In taking action to stop harassment and prevent its reoccurrence, WDM will be guided by the following:

Individual Awareness and Counselling

People may not be aware of the effects of their behavior. In many cases, speaking to the person in private about the inappropriate behavior will help resolve a situation. In certain instances, it may be more effective for a supervisor to speak with the offending person or to arrange and facilitate a meeting between the complainant and respondent.

Complainants should not be encouraged to confront the respondent if they are reluctant, if the alleged harassment is of a serious nature or if the respondent denies the alleged conduct.

Staff Awareness and Counselling

Standards of behavior change over the years. Some individuals or groups may not be aware that behavior, acceptable in the past, is not acceptable anymore. A staff awareness session may be helpful to correct problems based on lack of awareness. Relevant videos, lectures

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and facilitated group discussions may increase awareness of behaviors that are unacceptable and the reasons for the changes.

Interim Action

If a supervisor has grounds to believe a complainant will be exposed to continued harassment or reprisal while waiting for the investigation or resolution process to occur the supervisor must take immediate action to protect the worker from continued harassment or reprisal. Any interim action should respect the respondent's rights based on the employment contract.

Considering the above-mentioned rights, the supervisor's action may include:

- Informing the respondent about the types of behavior that will not be tolerated.
- Moving the respondent to another work area.
- Moving the complainant to another work unit at the complainant's request.
- Suspending the respondent with pay while waiting for a final determination.

Mediation

Mediation offers both parties the opportunity to develop an understanding of the problem and resolve the complaint before or during the formal investigation process. The mediator facilitates separate discussions or joint meetings between the complainant and the respondent.

Mediation may take place at any point in the resolution process as long as both parties agree to participate. Where the complainant and respondent agree to participate in mediation, the WDM shall arrange for a mediator, who is trained and independent.

Disciplinary Action

An employee who has been determined by investigation to have participated in the harassment of a co-worker will be disciplined. Discipline may include reprimand, relocation, demotion, suspension or termination of employment. This policy should be used as a complement to the Egregious or Disciplinary Performance Measures policy.

The severity of discipline will depend on:

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Seriousness of the Alleged Conduct:

- Whether the conduct is an offence under the criminal code.
- Whether the conduct is an offence under the *Saskatchewan Employment Act* or *The Saskatchewan Human Rights Code*.
- The extent of the mental or physical injury caused to the complainant.
- Whether the harasser persisted in behavior that was known to be offensive to the complainant.
- Whether the harasser abused a position of authority.

Risk of the Harasser Continuing with Similar Harassment of the Complainant or Others:

- Whether the harasser acknowledges that conduct was unacceptable and makes a commitment to refrain from future harassment.
- Whether the harasser has apologized to the complainant or acted to repair any harm.
- Whether the harasser has agreed to participate in awareness sessions, training or other recommended counselling or treatment.

Third-party Harassers

This policy covers harassment connected to any matter or circumstance arising out of the worker’s employment. Customers, clients, contractors or their workers and others invited to the workplace could harass an employee.

The WDM may have limited ability to investigate or control their conduct. However, the WDM will take reasonably practicable action to stop or reduce the risk to its employees and volunteers of being harassed by third parties.

This action may include:

- Posting the Harassment Policy in a location visible to third parties.
- Requiring certain contractors and their workers to accept and meet the terms of the Harassment Policy.
- Removing workers who participate in harassment.

Where a client or customer has been asked to stop abusing or harassing an employee or volunteer and does not, the employee and volunteer are authorized to:

- End telephone conversations.
- Politely decline service.
- Ask the customer or client to leave the workplace.

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In such instances, the employee or volunteer will report the incident to the Manager or supervisor.

Malicious Complaints

Where an investigation finds a complainant has knowingly made a false allegation, the complainant will be subject to appropriate discipline. Discipline may include reprimand, relocation, demotion, suspension or termination of employment. This policy should be used as a complement to the Egregious or Disciplinary Performance Measures policy.

Other Options for Complainants

Nothing in this policy prevents or discourages an employee from referring a harassment complaint to the Saskatchewan Occupational Health and Safety Division under *The Saskatchewan Employment Act and Regulations*.

An employee may also file a complaint with the Saskatchewan Human Rights commission under *The Saskatchewan Human Rights Code*.

An employee also retains the right to exercise any other legal avenues available.

Policy Title: Use of the WDM Resources/Assets	Category: HR 38 (Page 1 of 1)
Applies To: Employees and Volunteers	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 3 rd Quarter, 2022

Intent

The WDM provides a variety of resources, including up-to-date equipment and technology, within available resources, to assist staff in fulfilling their job responsibilities.

Requirements

The WDM resources and assets are used primarily for work associated with the WDM’s goals. Employees and volunteers will not use these resources and assets for personal reasons, unless granted written permission by their direct supervisor or Chief Executive Officer. Any costs associated with the use of WDM resources or equipment will be reimbursed to the WDM by the employee or volunteer.

Employees and volunteers will not store personal property at WDM premises.

Employees and volunteers 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 Director of Administration. Also, programs are not to be updated or installed on the network or on workstations without the permission of the Director of Administration.

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

Employees and volunteers must not send chain letters, viruses or hoaxes; threatening or demeaning messages; racially and / or sexually harassing messages; personal, political or religious campaigns (such as “Save the Whales”); and unauthorized email to large groups and WDM contacts.

Personal social media and game activities are not to be accessed during work hours. Personal games, photos, videos, etc. are not to be stored on WDM computers. Personal material found on WDM computers after an employee is no longer working for the WDM will be deleted.

Employee emails and system documentation are the property of the WDM and can be monitored without prior notification if the WDM deems necessary.

Abuse or misuse of the WDM’s resources or assets may result in disciplinary measures or dismissal.

Policy Title: Credit Cards	Category: HR 39 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised:
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Credit Cards

Credit cards may be provided to employees who incur expenses in conducting the business of the organization and must adhere to the Purchase Order and Spending limits policies.

Personal expenses and / or cash advances will not be charged to the WDM's credit card.

Personal points cards, reward and equity programs (Ex. Airmiles, Costco, etc.) cannot be used with WDM equipment or on WDM credit cards.

Employees must provide copies of all receipts associated with the use of WDM credit cards. Failure to do so may result in the employee having to reimburse the WDM for the incurred expense.

Policy Title: Copyright	Category: HR 40 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 3 rd Quarter, 2022

Intent

The WDM 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 the WDM by employees are the property of the WDM.

When the WDM uses external consultants or instructors to develop material that can be protected by copyright, copyright ownership of the materials produced is articulated in the signed agreement between the WDM and the consultant or instructor 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.

Policy Title: Appeals	Category: HR 41 (Page 1 of 1)
Applies To: Employees	Approved: November 1, 2019 Revised:
Review Frequency: 3 years	When: 3 rd Quarter, 2022

Intent

Fairness to all employees and recognition of the need for orderly personnel administration dictates the need for an appeal process and staff structures of the WDM.

Appeals can be submitted without prejudice and will be based on working conditions, employment situations, or working relationships, but not on salary, performance review, harassment or other policy matters already covered by specific provisions for redress.

Requirements

Appeals or questions may be informally directed to the employee’s direct supervisor, the Branch Manager where the employee works, the Director of Administration, OHS representative, or the Chief Executive Officer. If the appeal or question is not resolved, the staff member may submit a formal appeal.

A formal appeal must be submitted by the affected employee (or group of employees), in writing, and addressed to any one of the following: the employee’s direct supervisor, the Museum Manager where the employee works, the Director of Administration, OHS representative, or the Chief Executive Officer. The submission must state the specific matter being appealed and cite the circumstances leading to the decision to appeal. The appeal must be submitted as soon as the circumstances pertaining to it occur, but not later than two months after the last incident (s) occurs.

Any person receiving a formal appeal will report it immediately to the Chief Executive Officer. The Chief Executive Officer will work with the parties involved to address the appeal and may bring in a third-party professional to assist where appropriate.

The CEO will make the final decision with respect to the appeal no further appeal process will apply beyond that final decision.

The only exception to the CEO’s authority to make a final decision is when the appeal is related to Board policy. If an employee feels that a Board policy has been violated to the employee’s detriment or that the Board policy does not adequately protect the employee’s human rights, an appeal to the Board of Directors can be made. Appeals of this nature are to be submitted to the Chair of the Board only after the internal appeal process has been exhausted.