

MAWA PERSONNEL POLICY and STAFF MANUAL

1. Purpose

- 1.1 The purpose of this document is to set out the policies and procedures of Mentoring Artists for Women's Art (MAWA) that apply to employees of MAWA. This policy is intended to be interpreted in a manner consistent with all applicable laws, including *Manitoba's Human Rights Code* and *Manitoba's Employment Standards Code*.
- 1.2 Each employee is expected to be familiar with this policy.

2. Review of Policy

- 2.1 This policy may be reviewed and amended from time to time by the Board of Directors to reflect the policy decisions of the Board. Employees are encouraged to suggest ways in which the policy may be improved and the Board is committed to giving these suggestions serious consideration.

3. Job Positions, Descriptions and Employee Categories

- 3.1 Subject to the approval of the Board, the Executive Director may establish new or eliminate existing job positions for MAWA.
- 3.2 When amending a job description for an existing employee, the Executive Director shall consult with the employee in the process of drafting the job description.
- 3.3 An employee is an individual person hired and receiving a wage directly from MAWA.
- 3.4 Employee Categories:

Permanent – full-time, part-time

Term – full-time, part-time

Casual – hours to be determined as necessary

The following definitions take precedence over any other “employee definitions” which may exist in other MAWA documents.

Permanent employees are full-time or part-time employees who are continuously employed for three consecutive months or more. Permanent employees are entitled to all employee benefits unless otherwise stated in her Employment Agreement or in the eligibility provisions of any MAWA benefit plan. Full-time employees work not less than 30 hours per week, and not more than 40 hours per week.

Term employees are hired for a specific period of time related to a specific project. Term employees are not eligible for Group Benefit privileges.

Casual employees are hired for work as needed and paid an hourly wage. Casual employees are not eligible for Group Benefit privileges.

Independent contractors or consultants are engaged to carry out special projects for a specified period of time at a specific fee for service as specified by contract. The independent contractor or consultant is not an employee and an employer-employee relationship shall not exist.

- 3.5 A MAWA employee may, under special Board approved circumstances, be a long-term contract position.

4. Non-Discrimination

- 4.1 It is MAWA's policy to hire employees solely on the basis of the ability of the applicant to do the job and without discrimination on the basis of age, race, gender, religion, sexual orientation or mental or physical disability.
- 4.2 Because MAWA "encourages and supports the intellectual and creative development of women in the visual arts by providing an ongoing forum for education and critical dialogue", hiring preference will be given to women.

5. Hiring Procedures

- 5.1 The Executive Director will normally initiate the hiring process for a position other than that of the Executive Director. One or more members of the Personnel Committee and one or more employees will participate in this process.
- 5.2 A committee established by the Board will normally make the selection of the Executive Director after interviews of qualified applicants.

6. Orientation and Training

- 6.1 MAWA will provide an orientation program for all new employees that will include information regarding the mandate, goals, policies, workplace culture and objectives of MAWA, the role of the employee and any other matter that may assist the employee in performing her responsibilities.
- 6.2 MAWA believes that employees who are well trained in the areas of their job responsibilities will be able to more fully help MAWA achieve its objectives. Therefore, MAWA is committed to providing appropriate training for its employees, to the extent possible given the financial resources of MAWA.
- 6.3 A copy of this policy will be provided to all new employees.

7. Probation

- 7.1 A three-month probation period applies to all new employees and to employees in a new position at MAWA. For the Executive Director, this probationary period will be 6 months.
- 7.2 Before the end of the probation period, the Executive Director, in concert with a member of the Personnel Committee, must complete a written performance appraisal of the

employee, provide the employee with a copy of the appraisal, and meet with the employee to discuss the appraisal and the employee's prospects for continued employment at MAWA.

- 7.3 If the Executive Director determines that the performance of the probationary employee is fully satisfactory, the employee will no longer be classified as a probationary employee.
- 7.4 If at any time during the probation period it becomes evident to the Executive Director that the employee's performance is not fully satisfactory, the probation period may be extended for an additional three months or employment may be terminated. Similarly, if at any time during the probation period it becomes evident to the Personnel Committee that the Executive Director's performance is not fully satisfactory, the probation period may be extended for an additional six months or employment may be terminated.

8. Hours of Work and Overtime

- 8.1 Overtime occurs after an employee has worked in excess of her regularly scheduled hours. Employees other than the Executive Director must receive the approval of the Executive Director prior to working overtime. The Executive Director must receive the approval of the Chair or Vice-Chair of the Board before working hours that would entitle her to overtime compensation.
- 8.2 In lieu of pay, employees will be compensated for approved overtime hours by taking time off. Overtime hours will be compensated at 100%. Employees other than the Executive Director must obtain the authorization of the Executive Director prior to taking the time off. The Executive Director will make all reasonable efforts to accommodate employee compensation requests. Where the Executive Director is entitled to time off as overtime compensation, she shall obtain the authorization of the Chair or Vice-Chair of the Board prior to taking the time off.
- 8.3 Overtime hours may be banked up to a maximum of 40 hours at any one time and must be used within 3 months of the pay period in which the overtime occurs.

9. Dedication to Duties

- 9.1 Employees are expected to devote the necessary time, attention and skill to their duties. This will include, where appropriate, time for planning and preparation, providing direct service and other time necessary to assist MAWA in meeting its objectives. Because of the nature of the services provided by MAWA, employees may be required from time to time to attend evening, lunch and weekend meetings, and events reasonably necessary for the efficient operation of MAWA and optimal service to the clients. With the Executive Director's approval, employees will be allowed flexibility in their work schedules to attend evening, lunch and weekend meetings without incurring overtime.
- 9.2 Employees are expected to comply with all policies established by the Board, including policies regarding client confidentiality and financial information.

- 9.3 Employees are expected to work cooperatively and attempt to resolve issues and conflicts with colleagues directly. In the event of a serious unresolved conflict, the matter may be brought to an Ombudsperson designated by the Board.

10. Outside Employment

- 10.1 Employees are entitled to hold employment outside of MAWA provided the employment does not unduly affect the performance of the employee's duties and does not constitute a conflict of interest.

11. Gifts

- 11.1 Employees shall not accept gifts, including money or artwork, from any clients of MAWA as compensation. This prohibition is intended to prevent conflicts of interest, and does not apply to the trading of work by practicing artists, including employees.

12. Dress and Conduct

- 12.1 Employees are expected to dress and conduct themselves in a manner appropriate to their responsibilities recognising that they act as role models and as representatives of MAWA to the public.

13. Pay Periods

- 13.1 Pay periods shall be every two weeks. Employees will be paid for the immediately preceding pay period on an identified payday, which will ordinarily be within five days of the end of the preceding pay period

14. Deductions

- 14.1 MAWA will make all deductions and remittances required by law, including Canada Pension Plan, Employment Insurance and Federal and Provincial Income Tax from the pay of employees. Employees are required to complete all required forms associated with the deductions and remittances.

15. Vacation

- 15.1 Full-time employees will earn 15 days of vacation per calendar year. However, beginning in the year that an employee has her third anniversary of employment, the employee will earn 20 days of vacation per calendar year. Part-time employees will accrue a proportionate amount of vacation days per vacation year. This applies to all employees unless otherwise negotiated in her contract.
- 15.2 Full-time employees in their first year of employment with MAWA will accrue vacation days proportionate to their entitlement above, based on the length of their employment in that year.
- 15.3 Term employees will receive vacation pay in accordance with *The Employment Standards Code*.

15.4 The Executive Director will schedule employees' vacations in consultation with employees. Every effort will be made to accommodate requests for employee vacations. In the event of an irresolvable scheduling conflict between two or more employees, scheduling shall be at the discretion of the Executive Director.

16. Holidays

16.1 Statutory holidays will be observed by MAWA:

- New Year's Day
- Louis Riel Day
- Good Friday
- Victoria Day
- Canada Day
- August Civic Holiday
- Labour Day
- Thanksgiving Day
- Remembrance Day
- Christmas Day
- Boxing Day

16.2 When one of the holidays listed above falls on a weekend, the holiday will be observed on the following Monday.

16.3 MAWA is closed Christmas Day to New Year's Day inclusive. Employees are not required to work, and this will be considered time off with pay.

16.4 Employees who are required to work on a holiday will receive time off in lieu of holiday pay at the rate of 150% of the hours worked on the holiday.

16.5 MAWA respects diversity. Employee requests for accommodation of religious holidays and observances will be negotiated with the Executive Director. All reasonable efforts will be made to accommodate such requests.

17. Staff Benefits

17.1 MAWA will provide *Blue Cross Health and Dental Benefits* to all permanent employees that work a minimum of 20 hours per week. Exceptions to this policy will be determined by the Board.

18. Sick Leave and Sick Pay

18.1 Full-time employees are entitled to accrue one and one-half working days per month as sick leave with pay. Part-time employees are entitled to sick leave with pay proportionate to full-time employees, based on the number of hours worked in any month. Sick leave may be accumulated up to a maximum of 18 days at any one time for any employee.

18.2 Sick leave with pay may only be used by an employee when the employee is unable to attend a regularly scheduled workday due to illness. Where an employee is absent from work for three or more consecutive days due to illness, she may be required to provide a doctor's certificate stating the medical reasons for the absence from work.

19. Bereavement Leave

- 19.1** An employee is entitled to take up to three days with pay in the event of the death of a family member. An additional two days with pay is available for an employee who must travel for funeral purposes. Bereavement leave shall be at the discretion of the Executive Director. All reasonable efforts will be made to accommodate an employee in their time of loss.
- 19.2** MAWA will attempt to accommodate reasonable requests from an employee for leave without pay for bereavement or other legitimate reasons, such as family leave and compassionate care leave, as per *Manitoba's Employment Standards Code*.

20. Expense Reimbursement

- 20.1** MAWA employees are eligible for reimbursement in accordance with expense procedures. With prior approval, expenses incurred in the course of employment, such as the use of personal vehicles for work purposes, will be reimbursed.

21. Performance Appraisal

- 21.1** Employees are entitled to a performance appraisal once a year, which will normally include:
- An identification of the goals and objectives of MAWA;
 - An identification of the responsibilities of the employee in her job description;
 - An evaluation of how well the employee is meeting her responsibilities and helping MAWA to meet its goals and objectives;
 - An evaluation of the cooperative and collaborative skills demonstrated by the employee and strategies that were used for conflict resolution and problem-solving;
 - An opportunity for the employee to identify personal and career goals for the following step or career objectives;
 - An opportunity for the employee to discuss the operation of MAWA and to make recommendations about MAWA;
 - A recommendation from the Executive Director (or the Personnel Committee and Board Chair in the case of a performance appraisal of the Executive Director) about adjustments in the rate of pay of the employee for merit;
 - In the case of an appraisal of a probationary employee, a determination by the Executive Director and a representative of the Personnel Committee whether the performance of the employee is satisfactory and whether her employment will be continued; and
 - Any other relevant matter.
- 21.2** The Personnel Committee and Board Chair will conduct the Executive Director's performance appraisal. The Executive Director and one or more members of the Personnel Committee will conduct the performance appraisal of all other employees.
- 21.3** The performance appraisal must be placed on the employee's personnel file. The employee is entitled to place comments on the personnel file in response to the appraisal.

22. Resignation

- 22.1 Permanent employees will normally provide to MAWA a minimum of 2 weeks written notice of resignation from employment, as per *Manitoba's Employment Standards Code*. MAWA will attempt to accommodate those employees who, because of extenuating circumstances, wish to resign with less than 2 weeks notice.

23. Layoff

- 23.1 MAWA has the right to lay off employees by reason of reorganization, reduction of funding, a shortage of work or other reason. A layoff is a temporary break in employment. However, a layoff that is longer than 8 weeks in a 16 week period becomes a termination and notice is required.
- 23.2 While no notice is required for a layoff, MAWA will endeavour to provide 2 weeks written notice to the affected employee or employees advising of the layoff and the reasons for the layoff.

24. Termination

- 24.1 Termination is a permanent loss of employment. MAWA conforms to *Manitoba's Employment Standards Code* and will give employees appropriate notice dependent upon period of employment with MAWA as per legislation. MAWA will generally give a minimum of 2 weeks notice of termination to its employees. Cause for termination could include, but is not limited to, the following: general incompetence, failure to fulfill the requirements of the job, acting in a manner that is inconsistent with the standards and goals of MAWA, inability to work effectively with co-workers. The Executive Director, in consultation with the Board Chair and the Personnel Committee, will make the decision whether to discharge an employee other than the Executive Director. A decision to discharge the Executive Director will be made by the Personnel Committee in consultation with the Board Chair.
- 24.2 All MAWA employees are subject to annual performance appraisals. Except where circumstances warrant, MAWA, will attempt to provide a reasonable opportunity for improvement in job performance before terminating any employee.
- 24.3 An employee may be terminated without notice for cause (such as insubordination, harassment including sexual harassment, drunkenness or impairment, wilful neglect of duty, wilful misconduct or theft) with pay in lieu of notice. The Executive Director, in consultation with the Board Chair and the Personnel Committee, will make the decision whether to discharge an employee other than the Executive Director. A decision to discharge the Executive Director will be made by the Personnel Committee in consultation with the Board Chair.

25. Personnel Files

- 25.1 MAWA will maintain a personnel file for each employee containing all written notations respecting the status and performance of the employee. MAWA must notify an employee whenever a written notation is placed in her file, and provide the employee an

opportunity for the employee to comment on the notation. The employee may file a written response within 14 days and MAWA must place that response on the file.

- 25.2 An employee is entitled to review her personnel file upon request with reasonable notice, but is not entitled to remove any notation from the file.
- 25.3 An employee may appeal any notation on her file in accordance with the process set out below.
- 25.4 MAWA will take all reasonable steps to ensure the confidentiality of personnel files.

26. Disciplinary Action

- 26.1 Disciplinary action of any employee other than the Executive Director is the responsibility of the Executive Director, in communication with the Chair of the Personnel Committee. Disciplinary action in respect of the Executive Director is the responsibility of the Personnel Committee in consultation with the Board Chair.
- 26.2 An employee may be subject to disciplinary action for conduct contrary to the professional standards of MAWA, such as insubordination, harassment including sexual harassment, drunkenness or impairment, absence without cause, failure to follow instructions, theft or incompetence.

27. Forms of Disciplinary Action

- 27.1 The forms of possible disciplinary action for an employee include:
- Verbal reprimand;
 - Written reprimand or warning;
 - Suspension without pay for up to 10 working days;
 - Disciplinary probation for a period not to exceed three months; or
 - Discharge from employment.
- 27.2 Where the employee is suspended without pay, conditions may be included as part of the suspension that must be observed or fulfilled before the employee is entitled to return to work.
- 27.3 Disciplinary action is to be proportionate to the reasons for disciplinary action. Unless it is inappropriate because of the seriousness of the reason for the disciplinary action, disciplinary action should afford an opportunity for improved performance by the employee and should therefore be expected to become more severe for second and subsequent cases for disciplinary actions involving any employee.

28. Procedure for Disciplinary Action

- 28.1 In all cases of disciplinary action, the employee is to be advised of the reasons for disciplinary action and, where the disciplinary action takes the form of a written reprimand or warning, suspension or termination, this shall be in writing and shall

provide a space for the signature of the employee acknowledging that she has been advised and providing an opportunity for comments by the employee.

28.2 In all cases where it is reasonable to do so, no decision on disciplinary action involving an employee should be made by or on behalf of MAWA until the employee has an opportunity, within a reasonable time limit, to comment on the alleged reasons for disciplinary action.

29. Appeal Procedure

29.1 An employee may appeal any disciplinary action by submitting a notice in writing requesting an appeal of the disciplinary action to the Executive Director within seven days of the disciplinary action. The Executive Director must forward the notice to the Ombudsperson.

This policy has been approved by the Board of Directors of MAWA at a duly constituted meeting of the Board this 12th day of May, 2009.

I, _____, have read and understood this policy.

Signature

Date