

5.1 Human Resources Policy (approved: April 29, 2021)

The Fort Sackville Foundation (FSF) is committed to a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a safe, professional atmosphere that promotes cooperation, collaboration, and learning. Therefore, the Fort Sackville Foundation expects that all relationships among all employees at Scott Manor House, and between employees and Fort Sackville Foundation volunteers will be respectful and professional. The Foundation will ensure that employees have knowledge of the policies.

The FSF is committed to developing, administering and aligning this policy with the Nova Scotia Labour Standards Act and Nova Scotia Human Rights Act. If any contradiction exists, the applicable Labour Code and/or Human Rights laws will supersede the FSF policy. Adherence to this policy at the FSF is a shared responsibility of the Board of Directors and employees.

5.1.1 Anti-Discrimination Policy

The Fort Sackville Foundation will not discriminate against a job applicant or employee on the basis of race, creed, colour, national origin, sex or any other characteristic protected by the Nova Scotia Human Rights Act. The FSF will take measures to ensure there is no discrimination in advertisements for employment and recruitment. All employee opportunities will be posted on the Scott Manor House website, on Scott Manor Facebook, on the Bedford Highway Reader Board and other medium as appropriate.

Positions of employment at Scott Manor House are reliant on Nova Scotia and Government of Canada employment grants, for example to hire summer student staff. Therefore, the FSF must employ individuals who meet the eligibility criteria to be hired through the grant program(s).

5.1.2 Benefits Program

The FSF makes mandatory employer contributions to CPP and EI but does not provide any additional benefits to employees.

5.1.3 Conflict of Interest

The FSF expects its employees to conduct themselves according to the highest ethical standards of conduct and devote their best efforts to the interests of the FSF and Scott Manor House.

An employee shall not solicit or accept any gift, gratuity or any other remuneration for their personal gain from any individual or organization in connection with any aspect of the employee's employment or the FSF business or affairs.

An employee may engage in outside employment only to the extent that such outside employment does not interfere with their employment at Scott Manor House. Such employment shall not interfere, compete or conflict with the FSF interests.

5.1.4 Dress Code

Employees shall wear the shirt uniforms provided by the FSF with either knee length shorts/skirts or pants. Shoes could be flats or sturdy sandals, but closed toes are preferable. Footwear should be appropriate to permit climbing stairs, walking on uneven ground, and performing routine custodial duties.

All employees will dress in the designated costume at the assigned times.

5.1.5 Fair Hiring

The FSF is committed to fair hiring practices. Fair hiring is an accessible, consistent and transparent process that is impartial based on principles of merit and equity.

- (a) **MERIT** – The factors considered when assessing merit will include: education, experience, skills, knowledge, and personal attributes. Relative merit among applicants is determined by screening to ensure applicants meet the requirements advertised for the position, and based on the factors of merit and equity, by conducting selection assessments to identify a ranked order of candidates.
- (b) **PERSONAL ATTRIBUTES** – Job-related qualities required for the position include flexibility, initiative, honesty, reliability and a welcoming personality.
- (c) **JOB DESCRIPTION** – Job descriptions will fully describe the duties and responsibilities of the job. The job description can be found on the Scott Manor House website at www.scottmanor.ca .
- (d) **APPLICATION PROCESS** – Applicants will submit a cover letter and a curriculum vitae to scott.manor@ns.sympatico.ca by the deadline posted.

Interviews will usually be conducted at Scott Manor House, 15 Fort Sackville Road, Bedford. Videoconferencing or teleconferencing may be used at the discretion of the Fort Sackville Foundation.

References will be requested. Successful applicants must submit a Criminal Records Check if requested by the FSF. The FSF will cover the cost of a Criminal Records Check for students being hired through the grant programs.

All candidates will be advised of the outcome of their interview within three days.

5.1.6 Grievances

The FSF defines grievance as any complaint, problem or concern of an employee regarding their workplace, job or interpersonal relationships.

5.1.7 Workplace and Employment Conditions

Employee grievances regarding workplace health and safety or employment conditions should be discussed immediately with their supervisor. The supervisor will try to resolve the issue but if this is not possible, then the employee should move to the formal grievance process as indicated in steps 5-11 below or as outlined in the NS Health and Safety Act.

5.1.8 Workplace Interpersonal Relationships

The FSF is committed to creating and maintaining a work environment characterized by constructive, productive and supportive relationships. All persons involved with the FSF have an obligation to communicate openly and respectfully with one another and to provide reasons for particular decisions or actions. If conflicts arise, they should be addressed at the earliest possible opportunity as unresolved conflict can lead to a stressful, and in the worst cases, a poisoned work environment.

In the event that any person or group is experiencing a work-related conflict or has a complaint about the actions of another person, the following guidelines will apply:

- (a) Communicate directly with the person or persons whose action(s) is the cause of the complaint. People should reasonably expect to know if their behaviour or their decision is a problem for another person or group.
- (b) If the circumstances are such that the person with a complaint is unable or unwilling to communicate directly with the persons or persons whose actions are the cause of their complaint, either for fear of it going badly, or of reprisal, the help of one other trusted person in the organization should be sought.
- (c) The supervisor of staff will resolve complaints and conflicts that cannot be resolved by those directly involved.
- (d) In circumstances where it is the action of the supervisor that is reason for the conflict, the Chair of the Board, or designate, will address the complaint.
- (e) Communication of the complaint or conflict shall first be made verbally to the respondent or supervisor. If this does not lead to a resolution that is satisfactory to the complainant, the nature of the complaint should then be communicated

in writing. If this fails to result in a resolution the written complaint should be sent to the Chair of the Board or designate.

- (f) Third parties, acceptable to all those involved, may be of assistance in helping resolve the conflict in a (1) facilitation or mediation role where the goal is to help the parties restore a positive working relationship in the future, or (2) 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 should be offered to involved parties. If a mediated approach fails to resolve the matter, an arbitrated approach can be undertaken.
- (g) The parties 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.
- (h) Complaints and conflicts shall be dealt with in a confidential manner. Meetings to resolve a complaint shall be open only to the parties and those attempting to resolve the complaint. The parties may have an advocate or supporter present. Meetings may be with the different parties individually, together or both. In the interest of openness, no minutes or written record of what is said in these meetings shall be recorded although, if the parties agree, the outcome of the meetings or a resulting agreement may be documented.
- (i) Where the Board is involved in a conflict resolution role, communication should be directly with the Chair, not with the whole Board. It is the Chair’s duty to inform the entire Board of the existence of the conflict, but the Board may appoint one of their number or an impartial party to help resolve the matter.
- (j) The parties, and those helping to resolve the conflict, should 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, should be relied upon. Email messages can be used for arranging meetings or communicating details of the resolution process.
- (k) The Chair of the Board, or designate, have an obligation to 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.
- (l) If threats to persons are made, or the Chair of the Board, or designate, 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 must be sought immediately.

5.1.9 Harassment (adapted from HRM Workplace Rights Harassment Prevention Policy (2017))

Harassment is conduct in the workplace, in which an employee exhibits offensive behaviour to another employee, or group of employees, and where that individual knew, or ought reasonably to have known, the behaviour would cause offence or harm.

This Policy includes harassment based on a prohibited ground of discrimination specified under the Nova Scotia Human Rights Act. These grounds consist of age; race; colour; religion; creed; sex; sexual orientation; gender identity; gender expression; physical or mental disability; irrational fear of contracting an illness or disease; ethnic, national or aboriginal origin; family status; marital status; source of income; political belief, affiliation or activity; and an individual's association with another individual or class of individuals having the characteristics of any of the prohibited grounds.

The following are types of harassment that the FSF will not tolerate:

- Exclusion – shunning or ostracism of an individual
- Physical Harassment – any unwelcome physical behaviour including threatening or offensive gestures, physical intimidation, coercion, assault, practical jokes or “horseplay” that would reasonably result in embarrassment or humiliation
- Racial Harassment – offensive behaviour based on the grounds of race, colour, citizenship, place of origin, ancestry, ethnic background or creed
- Sexual Harassment – any offensive or bothersome conduct or course of comment, gesture, or contact of a sexual nature that would reasonably cause offense or humiliation
- Verbal Harassment – an offensive course of demeaning comments directed at an Employee, or used in reference about an Employee, that would reasonably undermine the reputation of that Employee in the workplace
- Written or Graphic Materials – offensive graffiti, printed materials, notes, letters, e-mails and social media messages; displaying or distributing personal or stereotypical derogatory or inappropriate materials, pictures, jokes or cartoons that portray a person's personal or physical attributes in a negative or humiliating manner
- Poisoned Workplace Environment – occurs when inappropriate conduct is so frequent that it results in a hostile or offensive workplace

If the employee feels they have been harassed, they will make their supervisor aware. If the employee believes it is the supervisor who is harassing them, they should notify the President or another Director immediately.

The FSF supervisor or the person in a position of authority will:

- Take complaints of harassment seriously and consider why the employee feels awkward, embarrassed or unsafe.
- Investigate the facts and surrounding circumstances, while showing the employee that this been done thoroughly and sensitively.
- Look actively for a solution that will satisfy the employee, where practical, without causing disproportionate difficulty for the organization or the employee's colleagues.
- Provide feedback to the employee and check to see that the harassment has ended.
- Take necessary follow-up action.

5.1.10 Hours of Work

A full-time employee is guaranteed 30-40 hours of work per week. The employee works 5 out of 7 days per week. Employees work weekends and possibly some evenings.

Summer (seasonal) employees will receive a three-month schedule of days to be worked within the first week of employment.

With agreement of both staff and supervisor, small changes can be made to the schedule.

5.1.11 Leave

The FSF expects an employee who is unable to come to work due to illness to notify their supervisor as soon as possible so coverage can be arranged. Sick leave for seasonal employees is unpaid. Requests for special leave on other matters such as: medical/dental appointments or family emergencies are dealt with on an as needed basis.

Unless otherwise agreed to, all leaves will be unpaid.

5.1.12 Pandemic Policy

The normal operation of Scott Manor House will not be possible during a time of pandemic or other medical crisis. Protocols set by Nova Scotia's Chief Medical Officer of Health will be followed. Scott Manor House is a municipal property,

owned by HRM; therefore, any restrictions requested by the HRM will be followed.

Given the extreme nature of a pandemic usual HR policies and procedures may need to be modified:

- hours of work
- place of work
- nature of assignment

Employees and volunteers must follow all public health restrictions and guidance and all safety measures in place at Scott Manor House.

All employees are required to self-screen for symptoms of COVID-19 before reporting to work and follow public health directives.

Employees who feel unwell should stay home and notify their supervisor. If they become ill while at Scott Manor, they should notify their supervisor, leave promptly and follow all public health guidance regarding symptoms, testing, and self-isolation.

If an employee is required to self-isolate for any reason, they should stay home and notify their supervisor.

Public health information on symptoms, testing, self-isolation requirements, restrictions and guidance and exposure sites is subject to change. Employees are directed to the Nova Scotia Government Coronavirus website for up-to-date information: <https://novascotia.ca/coronavirus/>

Employees must provide their own non-medical mandatory mask or face covering. In the event of unforeseen circumstances, disposable masks will be available for the employee to use while at work at Scott Manor House.

The Fort Sackville Foundation will provide hand sanitizer and protective gloves as necessary for job duties.

5.1.13 Performance Management

Performance management is based on constructive feedback and open communication between the supervisor and the summer students.

Staff Supervisor will:

- Set clear objectives.
- Give guidance and assistance as appropriate.

- Provide fair, specific useful feedback.
- Keep staff involved in weekly/daily decision making.
- Encourage two-way communication.
- Either approve PSA's and Media Releases or ensure approval by an appropriate volunteer.
- Hold weekly staff meetings.
- Conduct exit interviews during the final week of employment.
- Good performance includes:
 - Performing all aspects of the position as described in the job posting in a timely manner.
 - Completing cleaning tasks as assigned.
 - Meeting research assignment deadlines.
 - Meeting publication deadlines for public service announcements (PSA's) and media releases.
 - Warmly welcoming visitors to Scott Manor House.
 - Collecting data (visitor numbers/tea room statistics) as requested.
 - Accurately recording any monies and ensuring monies are safely secured.
 - Learning the details required to offer a well-informed tour of Scott Manor House.
 - Conducting engaging tours of Scott Manor House and its exhibits.
 - Demonstrating an appropriate use of time.
 - Maintaining a positive attitude and collaborating well with colleagues.
 - Following policies of the Fort Sackville Foundation.

5.1.14 Probation and Dismissal

In accordance with information from NS Government – Labour and Advanced Education – these procedures will be followed:

If deficiencies with a staff member's performance in carrying out their expected duties are noticed, the FSF will use progressive discipline to try to resolve the problem.

- Step 1: Spoken Warning:

- Concise identification of the noted deficiency will be communicated to the employee.
- A plan and a timeline for improvement will be discussed.
- Appropriate support will be offered.
- Timely feedback will be given.
- Step 2: Written Warning:
 - A formal letter will be given to the employee and a copy placed in their employment file explaining that the FSF can no longer allow poor performance to continue and what will happen if performance does not improve.
- Step 3: Dismissal:
 - The FSF will have a fair, valid and well-documented reason for dismissal.
 - A termination letter will be given stating: the reason for dismissal, the terms of dismissal, final payment, vacation pay and the requirement for all property of the FSF to be returned immediately.

Note: These steps will not be followed if immediate dismissal is required due to wilful misconduct, disobedience, theft or neglect of duty.

5.1.15 Training

A FSF volunteer will provide training leadership in the following areas:

- History of Scott Manor House and the Fort Sackville site
- Facility Manual and Fire Safety Plan
- Emergency procedures
- Proper cleaning techniques
- Data collection
- Management skills (e.g. monetary, use of time)
- Research Skills
- Archival Skills
- Communications
- Other topics as deemed necessary (e.g. interpretation of exhibits, etc.)

Staff will be invited to participate in site visits by Association of Nova Scotia Museums (ANSM) staff and in ANSM or the Council of Nova Scotia Archives webinars if applicable to their assigned work.

5.1.16 Vacation

In lieu of vacation summer staff will receive vacation pay according to the Nova Scotia Labour Standards Code.

5.1.17 Workplace Safety and Security

Seasonal employees never work alone at Scott Manor House.

Employees will have access to the Facility Manual and Fire Safety Plan.

5.1.18 Sources for this Document

- Canadian Human Rights Commission
- the Governing Good Conflict and Complaint Resolution Policy (2016)
- Halifax Regional Municipality Workplace Rights Harassment Prevention Policy (2017)
- Nova Scotia Government Fair Hiring Policy 2.5
- Nova Scotia Government Labour and Advanced Education
- Nova Scotia Government Performance Review Policy 5.2