

1.0 Preamble

SKG is committed to providing a workplace that is supportive to its employees, to help ensure that employees can effectively carry out their roles and responsibilities in support of SKG's mission.

SKG is committed to establish policies and procedures to state its commitments to and expectations of employees.

SKG will treat all employees fairly and equitably.

SKG will meet or exceed all standards and requirements in legislation affecting terms and conditions of employment and workplaces.

2.0 Purpose

This policy sets out SKG's major requirements and commitments concerning human resources.

3.0 Definitions

"Board" means the board of governors of SKG.

"Director of Human Resources" means the senior executive in SKG responsible for human resources policies and oversight of human resources operations, regardless of the title of that position.

"Employee" means a person who performs work for wages in any capacity for SKG, whether a full-time or part-time employee, and whether or not the employee has supervisory duties. Independent contractors and volunteers are excluded from this definition.

"SKG" means Shingwauk KinooMaage Gamig.

"Supervisor" means the SKG officer or employee to whom an employee reports directly.

4.0 Compliance with legislation governing employment

The Director of Human Resources shall ensure that SKG follows human resource practices that meet the requirements of all legislation governing employment and working conditions of SKG's employees.

The Director of Human Resources shall ensure that SKG's practices as an employer meet the intent and requirements of the Ontario Human Rights Code and other employment related legislation (where applicable), including but not limited to:

- Accessibility for Ontarians with Disabilities Act (AODA)
- Employment Standards Act, 2000 (ESA)
- Occupational Health and Safety Act
- Ontario Pay Equity Act
- Workplace Safety and Insurance Act

5.0 Management of human resources

5.1 Approval of new positions

The board shall approve the creation of all positions of employment at SKG.

The board shall approve:

- Every newly created job class, and number of staff to be recruited into it;
- All changes to the complement of employees in existing job classes; and
- The salary range of every job class.

5.2 Changes in compensation of existing employees

The board shall approve changes in compensation of existing employees.

The annual budget brought to the board for approval shall include:

- Aggregate information about projected expenditures on salaries and wages for all employees;
- Where applicable, a proposal for changes to salary or wage levels for the budget year, by each job class where proposals for job classes are differentiated, with estimates of impact on SKG's expenditures; and
- Where applicable, a proposal for changes to benefits for employees, with estimates of impact on SKG's expenditures.

The board shall approve any other change (outside of the annual budget process) to the salary or wage range of a job class.

The board shall approve any other change (outside of the annual budget process) to benefits provided to employees.

5.3 Compensation framework

The Director of Human Resources shall establish a framework for the evaluation and compensation of jobs at SKG, taking into account the skills, responsibility, effort and working

conditions required for each position and category of positions and the relevant external market within which SKG competes for talent.

The framework shall contribute to SKG's ability to attract and retain talent.

The framework shall be used to guide decisions about equitable compensation for positions and categories of positions.

5.4 Standards and processes

The board shall delegate responsibility to the Director of Human Resources to establish and maintain standards and processes to address the appropriate management of SKG's human resources. These standards and processes shall address matters that include, but may not be limited to:

- Position descriptions and job classification (with approval of the board)
- Recruitment and onboarding
- Requirements concerning criminal record checks
- Compensation and employee benefits
- Performance evaluation
- Attendance monitoring and management
- Performance management and progressive discipline
- Conflict resolution
- Nepotism in recruitment and employment
- Health and safety
- Harassment and discrimination
- Accessibility and accommodation

The Director of Human Resources shall propose specific policies to the board concerning human resources standards and processes, where a separate policy is advisable.

The Director of Human Resources may establish procedures concerning human resources standards and processes under this policy or other human resources policies, where formal procedures are appropriate.

Alternatively, the Director of Human Resources may establish other means of documenting these standards and processes (for example, through guidelines and/or information resources for employees).

6.0 Employment Preference for Indigenous Persons

SKG shall give preferential treatment to Indigenous persons in recruitment and selection for employment at SKG, and in particular Anishinaabe persons.

SKG shall have a policy and procedure concerning verification of Indigenous identity where a candidate for employment claims Indigenous identity.

This preferential treatment is consistent with legislated standards:

- The Ontario Human Rights Code recognizes that an educational institution that is “primarily engaged in serving the interests of persons identified by their race, ancestry, place of origin, ...[or] ethnic origin” may “give preference in employment to persons similarly identified if the qualification is a reasonable and bona fide qualification because of the nature of the employment.”¹
- Special programs to treat individuals differentially based on otherwise prohibited grounds of discrimination are recognized by the Ontario Human Rights Commission and the Canadian Human Rights Commission.

The Director of Human Resources shall establish and maintain a procedure for providing preferential treatment to Indigenous persons, and in particular Anishinaabe persons, in recruitment and selection for employment at SKG.

SKG is also committed to employment equity and values diversity. Postings for positions at SKG shall state that SKG welcomes applications from qualified members of the equity-deserving groups (as well as noting that preference will be given to Indigenous applicants, and in particular, Anishinaabe persons).

7.0 Employees’ Code of Conduct

The board shall approve an Employees’ Code of Conduct setting out specific expectations for the conduct of all officers and employees of SKG.

This Code of Conduct shall be set out in a separate policy and made readily available to all employees and the public along with SKG’s other policies.

8.0 Whistleblowing

SKG is committed to the principles of integrity, accountability, responsibility, leadership, respect, and openness and expects that employees and volunteers will act in a way that enhances confidence in SKG.

SKG supports employees who act in good faith in reporting serious misconduct, often known as whistleblowing, and shall provide employees protection from reprisal when they bring forward such reports.

Serious misconduct may include, but is not limited to:

¹ Ontario Human Rights Code (RSO 1990), section 24(1).

- Breach of the law or SKG policy
- Unethical conduct
- Abuse of public trust
- Theft, fraud, or corruption
- Misappropriation of funds
- Gross mismanagement or abuse of authority
- False claims or statements

An employee who has information and/or reasonable grounds to suspect serious misconduct by a director, officer, employee, or volunteer of SKG shall report the suspected misconduct to the Director of Human Resources.

- If the employee suspects that the Director of Human Resources is involved in or complicit with the serious misconduct, the employee shall report the suspected misconduct to the chair of the board.

The Director of Human Resources or the chair of the board, as appropriate, shall initiate an investigation and may, at their discretion, designate an independent third party or other appropriate party to undertake the investigation.

In all but exceptional circumstances, individuals accused of serious misconduct shall be given an opportunity to know and respond to the allegations made.

If an investigation determines that serious misconduct has occurred, the Director of Human Resources or the chair of the board will immediately report the details and any action taken to the board.

Confidentiality extends to all records relating to reports, including but not limited to meetings, interviews, and investigation results. Personal information, including the identity of the person reporting the alleged serious misconduct, will be protected in a way consistent with the *Freedom of Information and Protection of Privacy Act*.

9.0 Related Policies, Procedures & Documents

HR 01 Procedure for Human Resources

HR 02 Employees' Code of Conduct

These and other SKG human resources policies and procedures may be found [here](#).

10.0 Responsible Officer

Director of Human Resources

11.0 Version history

Approved by:	Board
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