



Human Resources Compensation Policy

Preamble

The USSU is committed to fair and professional employment practices.

The USSU recognizes and will abide by the Saskatchewan Labor Standards Act and the Human Rights Code.

This policy shall apply to all employees of the USSU, excepting the Executive Committee and General Manager unless otherwise intended and those employees falling within the Collective Agreement.

The Executive Committee shall interpret this policy.

Classifications of Employees

All USSU positions will have a proper and current job description and will be classified accordingly with one of the following classifications:

Management – people employed on a fulltime, permanent basis without a limit as to the duration of employment, who collect a regular pay cheque based on an annual salaried amount, including benefits, and those who have direct control over spending line items in designated budgets. These positions include General Manager, Facilities Manager, Controller, Communications and Marketing Manager, Business and Services Manager, Food & Beverage Manager, and Louis' Kitchen Manager.

Full-time – people employed on a full-time, permanent basis without a limit as to the duration of employment. Full-time employees normally work a 38-hour work week (some exceptions apply) and collect a regular pay cheque based on an annual salaried amount, including benefits. These include full-time office and operations staff other than those listed as management (above).

Permanent Part-time - people employed on a part-time basis with the terms of hire dictating the number of hours per week that an employee works, but averaging less than 38 hours per week.

Term – people employed on either a full-time or part-time basis but where the terms of hire limits the duration of employment, either seasonally or for a period of less than two years. These positions include the Centre Coordinators where appointments are for a one-year period with the possibility of renewal in consultation with the Vice President

(Student Affairs). These employees will collect a regular pay cheque based on the terms of hiring.

Less-Than-Full-Time – LTFT employees are typically students employed on a casual, per-hour basis for whom no benefits are provided.

Honoraria – Occasionally there is a need for a specific task-oriented employment of short-term duration. Employees hired for these tasks will be put on a contract specifying expected duties, duration of employment, and remuneration.

Confidentiality

The USSU will at all times maintain in the strictest of confidence all employee phone numbers, addresses and personal information. Individuals who request such information will be instructed that the USSU will call the employee and relay a message. Only under extreme circumstances (i.e. in order to comply with any legal proceedings) will the USSU disclose such information. Staff members will never, under any circumstances, divulge any staff lists, phone numbers or addresses to any party, other than that which is required by the University of Saskatchewan in their role as paymaster.

All employees of the USSU are expected to maintain confidentiality of information acquired on the job that could be harmful to other employees, students, or the USSU. Failure to maintain confidentiality is a serious breach of USSU policy and will result in disciplinary action, up to and including termination.

Creating or Amending Positions

By the very nature of our work new positions may become necessary or current positions may need to be amended to reflect additional responsibilities or changes in the workplace. After assessing the feasibility of a new position or providing reasons for amending an existing position, the appropriate manager will develop a complete and concise position profile. The position will be assessed by the Human Resources Team, using Payscale, to determine the appropriate salary scale for the new or revised position. When the appropriate salary scale has been determined, the Executive Committee will review the proposed position profile and either approve or reject it.

Decorum

An employee's personal decorum is an essential element of professionalism and customer service. Whether for customers, for fellow workers and/or for the employee himself/herself, cleanliness and personal hygiene are a sign of respect. Considering the importance of cleanliness and personal hygiene – of professionalism – the USSU requires that employees maintain high standards of personal hygiene and proper dress, in terms of style and taste, and cleanliness.

All staff shall conduct themselves appropriately as representatives of the USSU on all staff outings and related functions. All staff will be subject to the same house rules and policies as any patron when attending USSU functions.

It should be noted that supervisors/managers will approach employees not maintaining sufficiently high standards of hygiene, grooming and behaviour.

Those employees who work directly with customers may be directed by their supervisors/managers to wear USSU-identifiable clothing and/or uniforms.

For employees who work in designated locations, the Occupational Health and Safety Act requires that closed-toe shoes be worn in order to protect feet from broken glass and similar hazards.

Disciplinary Procedure

The USSU has a three-step disciplinary procedure designed to give employees an opportunity to correct and improve on-the-job performance and infractions of minor offences. When on-the-job performance does not improve employment will be terminated. Examples of offences include but are not limited to the following: absence without cause or notice, tardiness, loafing, sleeping on the job, misuse or abuse of company property, poor performance, poor attitude, and harassment of any kind.

Step 1 – Verbal Notification: an employee will be given verbal notification by the appropriate manager that there is a problem. The employee will be made aware of his/her shortcomings and what needs to be undertaken on his/her part to rectify the situation. This notification will be documented in the employee's record, noting the date, time and content of the meeting.

Step 2 – Formal Reprimand: If Step 1 fails to result in improved performance, formal notice, in writing, will be given to an employee with the manager setting out the nature of the deficiency in performance, what is expected in terms of improvement and stating that dismissal will follow if the deficiency is not corrected within a specified time. Copies will be signed by the employee, thereby acknowledging receipt of the reprimand, with one copy put into the employee's file and one copy retained by the employee.

Step 3 – Termination: When the USSU finds it necessary to dismiss employees terminations can be either "with cause" or "without cause." All terminations must be discussed with the General Manager. The Executive will be informed of all terminations.

Termination with Cause – The USSU reserves the right to terminate any employee's employment for cause and this will apply to employees not improving their work performance after the first two steps of the disciplinary procedure.

Cause may be the final step in a progressive discipline model, or for serious employee misconduct. Serious employee misconduct will be deemed to include, but is not limited

to: gross insubordination, violent conduct (either physical or verbal) towards other employees or management, sexual harassment, major violations of safety policies and rules, breach of confidentiality provisions of this policy, theft, falsification of records, gross incompetence, impairment due to alcohol or narcotics during working hours, defamation of any employee of the USSU or its management, products, or the method of operating the business, or conduct away from the workplace which detrimentally affects the operations or good name of the USSU.

Where a major violation of the rules as described above, has been reported, the employer will suspend the employee pending the completion of an investigation. At the end of the investigation, if it is found that no serious form of employee misconduct occurred, the suspension will be with pay. If it is found that a violation of a major rule has occurred, termination will be effective the date of the suspension.

Termination without Cause – At times, it may become necessary to terminate employment without cause. When this is necessary the employee will be provided with actual notice or pay in lieu of notice or a combination of the two. Notice or pay in lieu of notice will adhere to that which is specified by Saskatchewan Labour Standards.

Employee Assistance Program

Employee assistance is offered to all full-time USSU staff to a maximum of 6 sessions per year or \$350 per year whichever is less, and to all permanent part-time staff on a prorated basis. In order to qualify the employee must seek approval from a member of the Human Resources Team.

Gifts, Acceptance of

Receipt of any gift valued at over \$200 and for the benefit of a particular staff member, must be approved in writing by the General Manager prior to being accepted.

Harassment

Every employee is entitled to work in an environment free of sexual or personal harassment. The USSU will make every reasonable effort to ensure that this is the case and appropriate disciplinary action will be taken by the USSU against any employee (staff, management, elected official or volunteer) whose conduct constitutes a breach of this policy. Each employee also has the responsibility to foster and support a harassment-free environment. Under no circumstances will

the USSU tolerate instances of retaliation against any employee bringing forward a complaint or participating in the investigation process.

Definition of Sexual Harassment:

Sexual harassment is defined as conduct of a sexual nature that either is likely to cause offence or humiliation to an employee, or that might reasonably be perceived by that employee as placing a condition of a sexual nature on employment or on any opportunity for advancement, or which otherwise results in adverse job-related consequences for the employee.

Definition of Personal Harassment:

Personal harassment is defined as any objectionable conduct, comment or display which would reasonably constitute a clear pattern of mistreatment that is severe enough to create a hostile and intimidating environment or be perceived as discriminatory in nature. This could include discrimination based on race, creed, religion, color, gender, marital status, disability, ancestry, nationality, place of origin, family status, physical size or weight, age, or sexual orientation.

Process:

Employees who feel they are being victimized have the responsibility to tell the harasser how they feel and that they do not want the behavior to continue. A record of relevant incidents should be kept. Should employees feel unable to communicate directly with the offending individual, the incident(s) should be reported to their manager or the General Manager. It is the department manager's responsibility to inform the General Manager immediately of all complaints. In cases involving the General Manager, the President is to be notified.

The USSU will inquire into complaints in a timely manner and to ensure fairness, the investigation will be conducted in a completely unbiased manner. Upon conclusion, the USSU will notify the complainant and any other party directly concerned with its conclusions.

Each case where harassment is confirmed will be handled on its own merits and the USSU will undertake appropriate disciplinary action.

Complaints of sexual or personal harassment against an individual can have an impact on that person's reputation and ability to maintain employment. As a result, if a malicious complaint is made against anyone under this policy, and the investigation discloses that the complaint is malicious and without merit, disciplinary action will be taken against the person making such a complaint.

Nothing in this policy compels anyone to make a complaint nor does it replace any other legal rights an employee may have, including those protected under Human Rights legislation.

Hiring Procedures

Management, Full-time, Permanent Part-time:

When a vacancy occurs in a department, the relevant manager (as appropriate to the Department) and the General Manager are to be notified immediately.

All staff are normally hired through a posting and interview process as detailed below. The General Manager must approve exceptions to this.

The dates for advertising, media for advertising, budget for advertising, deadline for applications, published salary range, and interview dates will be arranged by the General Manager in conjunction with the appropriate department manager.

Employees may apply for vacant positions within the organization; however, all positions that become available will be open to external candidates, with the exception of those positions falling within the Collective Agreement. Hiring decisions will be based on best qualified and as determined by a Hiring Committee, appointed by the General Manager on an ad hoc basis.

Full-time department staff members are to be hired by a committee consisting of the department manager(s) and/or the department supervisor and senior manager. Management and full-time administrative staff are to be hired by a committee consisting of the General Manager, senior manager (if subordinate to) and the Vice-President, Operations & Finance or designate. The Executive Committee must approve final hiring decisions for Management positions.

Holidays

Each employee is entitled to all national and provincial statutory holidays. These include:

New Year's Day Family Day

Good Friday Victoria Day Canada Day Saskatchewan Day Labour Day Thanksgiving Day Remembrance Day Christmas Day Boxing Day

Additional days may be granted at the discretion of the Executive Committee.

In recognition of the need for employees to occasionally work in excess of the work plan guidelines, the USSU will provide three (3) additional days off which will normally be taken between December 25th and January 1st when the University is closed. Alternate days will be provided if the employee is required to work during the Christmas and New Year's season.

Hours of Work

Core business hours of the USSU administrative offices are Monday to Friday, 8:30 a.m. – 4:30 p.m. Individual employees may work flexible hours with start times between 7 and 9:30 a.m. and end times between 3:30 and 6:00 p.m. upon receiving approval from their manager, these start and finish times to remain consistent. Operations will adhere to

operating hours appropriate to their business and staff hours will be determined accordingly.

Full time employees are scheduled for 38 hours of work per week and permanent part-time employees are prorated accordingly.

Full-time employee can elect to accumulate earned time off by working an extra half hour per day (2.5 hours per week). One day off (typically Fridays) every three weeks will thus be earned. Earned days off are to be taken consistently, however, with approval, up to two earned days off may be rescheduled in special cases and providing they are not carried over at fiscal year-end.

Employees may be required to work weekends and evening hours as needs of the organization dictate. Following approval from the requisite manager, employees may work overtime. Such overtime will be compensated by time in lieu at the rate of time and one-half and to be taken at such time as work allows and agreed to by the manager.

It is understood that managers, by virtue of their positions, may from time to time be required to put in extra hours.

Human Resources Team

The USSU has a Human Resources Team consisting of the General Manager, Controller, Facilities Manager, Communications and Marketing Manager, and Business and Services Manager (the Senior Management Team). While each individual has specific Human Resources duties, each is also available to staff members who are in need of assistance or advice. This allows for greater flexibility for staff members to interact with an individual with whom they are most comfortable.

Immediate Family

For the purposes of all Human Resources Policies and in keeping with Saskatchewan Human Rights Legislation, immediate family denotes a group of people affiliated by consanguinity, affinity, and co-residence: for instance, an employee's spouse, child, parent, sibling, grandparent, grandchild, former guardian, ward, fiancé', nephew, niece, aunt, or uncle as related by marriage, adoption, or through a common-law relationship.

Leaves of Absence

Management, full-time, permanent part-time and term employees shall be entitled to a leave of absence without pay when requested for good and sufficient cause. Such requests shall be made in writing at least six weeks in advance (unless as a result of an emergency) and approved by the General Manager provided the employee can be spared, having due regard for the operation of the USSU.

During periods of leaves of absence without pay, employees are not eligible to accrue vacation time or employer-paid benefits.

An employee who commences maternity/parental/adoption leave may continue benefit coverage upon full payment of all premiums.

Maternity/Parental/Adoption: will be granted as per the current Labour Standards Act.

Wellness leave may be taken for illness, for mental health reasons, or care of a family member. It may not be taken as a substitute for vacation time. If a staff member's use of wellness leave warrants examination, the USSU may require the staff member to provide satisfactory medical evidence. Examinations shall be at the USSU's expense.

Paid sick leave will be determined by the benefit plan in which the employee is enrolled.

Sick leave cannot be used as holiday time.

Bereavement: in the event of a death or serious illness in an employee's immediate family as defined above, a leave of absence without loss of pay or benefits is granted for a period of five working days plus two additional days if travel outside Saskatoon is required. If warranted the employer may grant additional time.

Convocation: a one-day leave of absence without loss of pay shall be granted for the purpose of attending one's convocation or graduation from university or other post-secondary institution. Leave of absence shall also be granted in the event of a convocation or graduation occurring in an employee's immediate family.

Court Witness or Jury Duty: employees summoned to appear as witnesses during court proceedings or to serve jury duty are allowed leave with pay less any fee received for that participation. Proof of service and amount paid will be required.

Leave for the birth of a child: In the event of an employee's partner giving birth, they will be entitled to a paid leave of absence of two days.

Occupational Health and Safety

The USSU strives to ensure high standards of health and safety in the workplace. Where the nature of the work requires, employees will be supplied, at the USSU's expense, with all protective clothing, safety equipment and other protective devices. In addition to the USSU's responsibility to ensure healthy and safe working conditions, it is the employee's responsibility to do the same. Unsafe working conditions of any sort must be reported immediately to a supervisor/manager.

In the event of any injury, employees must immediately seek appropriate medical attention and inform a supervisor.

Outside Employment/Conflict of Interest

Employees may undertake outside employment providing such employment does not interfere with the proper performance of the employee's day-to-day duties and provided that the employment is not in conflict with the employee's position at the USSU. Duties arising from outside employment shall not be undertaken during regular working hours.

Employees may not engage in academic teaching at the University of Saskatchewan.

Employees may not engage in any business enterprise that could be perceived to be a conflict of interest. Where the potential of a conflict of interest exists, the onus is on the employee to gain the written approval of the General Manager prior to any involvement. Once written approval from the General Manager is given, the employee must not have any involvement with the business enterprise during regularly scheduled hours at the USSU. The employee may not under any circumstance use their affiliation with the USSU to the benefit of their personal business, examples of which would include suppliers, industry representatives and staff/customer solicitation.

Payroll Administration

The University of Saskatchewan serves as the Paymaster for the USSU. Accordingly, all payroll timelines, payment schedules and arrangements will follow the procedures and recommendations of the University of Saskatchewan, Payroll Services.

Performance Appraisals

It is the USSU's goal to foster and reward high quality work and motivate the desired behaviour of USSU staff members. To do this a comprehensive performance evaluation process is crucial to employee compensation and training and career development, in addition to providing a mechanism to objectively review the performance of each employee in relation to job requirements.

Political Office

No employee of the USSU, excepting honoraria and less-than-full-time, may seek office within the USSU without resigning his/her position prior to announcement of his/her candidacy.

No employee of the USSU, excepting honoraria and less-than-full-time may sit as a regular voting member on the USC or a board of the USC.

A past USSU executive member may attain an employee position within the USSU. The recommendation to hire the past executive member will be brought to the Executive Committee. The decision to hire will be contingent on Executive Committee approval providing the executive member currently holding the applicant's past position votes in favour of the hire. This is in effect for one year

after the past executive member has left the USSU. After this time period, Executive Committee approval is all that is required.

Probationary Period

Senior managers will serve a six-month probationary period. For all other new employees, the probationary period is three months. At the end of the probationary period employees will be evaluated via the performance appraisal system to determine future status. Employees not meeting expectations during the probationary period will be terminated. An employee can be terminated at any time throughout the probationary period or at the end of the probationary period without cause, reason, notice or payment in lieu thereof.

The probationary period can be extended beyond the first three or six consecutive months by an additional three consecutive months at the discretion of the manager. At the end of the extended probationary period another performance

evaluation will be conducted and a final decision to end the probationary period or to release the employee will be made.

Reference Checks

Providing verbal references for Current/Past Employees: Only USSU managers can provide references for employees. The USSU is under no obligation to provide a reference of any kind if it so chooses. It is our responsibility to avoid any and all misrepresentations with regard to an employee's employment situation, performance and abilities and skills, either direct or implied. Questions of a personal nature about an employee shall never be addressed in any form.

If the manager prefers not to answer direct questions, one of the following may simply be stated:

- You would be comfortable hiring this person again;
- You would not be comfortable hiring this person again; or - It is my policy as a manager not to give references.

Providing Written Letters of Reference: Only USSU managers are authorized to provide professional references, while executive members are authorized to provide personal letters of reference. All such letters must appear on USSU letterhead with a copy retained in the employee's file. It is our responsibility to avoid any and all misrepresentations with regard to an individual's employment situation, performance, abilities and skills, either direct or implied. Managers may opt to provide confirmation of employment only.

Responsibility of Staff

The General Manager is ultimately responsible for all staff of the USSU. Upon the direction of the General Manager, management and/or supervisory personnel are responsible for and may assign duties to subordinate employees. Responsibilities and duties shall be consistent with those outlined in the position profiles. Copies of position profiles will be filed in the compensation manual and can be accessed by contacting the General Manager and/or relevant manager.

If an employee has a concern related to his/her working conditions, the relevant manager should first be approached for resolution. Appeals can be made to the Human Resources Team.

Restrictions On Employment

Age: the minimum age for employment with the USSU is 16 years and 19 years when employed anywhere that serves alcohol.

Hiring immediate Family: the USSU permits employment of members of employees' immediate families provided they possess the necessary skills and abilities to do the job, are considered to be the best candidate in the opinion of those hiring, and will not be a direct manager of, nor will be directly managed by, immediate relatives. This is allowed for term, contract, or less than full time positions only.

Whenever possible, the USSU will give first opportunity to undergraduate students for employment in less-than-full-time and term positions.

Salary Increments

Yearly salary increments are based on any cost-of-living increases and, providing employees are not at the top of their salary scale, the steps established for each respective position. Each increment is a function of both tenure and yearly performance assessment whereby the increment will be determined by anniversary and performance, prorated for service of less than a full year.

Service Recognition

The USSU will honour the all employees, including those under the Collective Agreement, when they attain five year and five-year increments of service (five, ten, fifteen and so on years) and acknowledge their contribution to the organization at a ceremony to will be held in the spring of the year.

Gift certificates in the amount of \$25 per year of service will be purchased based on a recommendation from the employee's manager.

This policy applies to management, full-time and permanent part-time only, and is not intended to apply to less-than-full-time. A database will be kept of anniversary dates.

The USSU also recognizes and honours births, marriages and deaths.

Departures: \$25 per year of service

Retirement: Discretion of General Manager and/or HR Manager

Special Events Recognition:

Births \$40 flowers (plus delivery and taxes) & \$75 gift

Condolences \$40 flowers (plus delivery and taxes) or \$50 donation to charity

Weddings \$100 gift

Miscellaneous Discretion of Manager

Training and Development

a. Training

Employee training and development programs contribute to quality service through ensuring that employees are appropriately knowledgeable in performing designated duties and in contributing to the overall success of the USSU. Training programs will be available to all employees, either on a voluntary or mandatory basis. In addition to job orientations, all front-line staff will receive customer service training.

b. Professional Development and Wellness

Additional funds will be budgeted for all management, full-time and permanent part-time employees to access job related seminars, training and skill enhancement opportunities, and/or personal wellness initiatives upon approval by their manager.

Where academic credit is available, reimbursement will depend upon successful completion.

Vacation

Employees earn annual vacation according to the following years of service:

Vacation Accumulation (15 working days) – During the first three (3) years of service, employees will earn vacation at the rate of one and one-quarter days per calendar month [fifteen working days per year] with the first month pro-rated, if necessary.

Vacation Accumulation (20 working days) – After three (3) years of service until six (6) years of service, employees will earn vacation at the rate of one and two-third days per calendar month [twenty working days per year].

Vacation Accumulation (25 working days) – After six (6) years of service until sixteen (16) years of service, employees will earn vacation at the rate of two and one-twelfth days per calendar month [twenty-five working days per year].

Vacation Accumulation (30 working days) – After sixteen (16) years of service, employees will earn vacation at the rate of two and one-half days per calendar month [thirty working days per year].

Under special circumstances, an employee may request permission from the General Manager to carry over up to one half of their annual vacation entitlement from one year to the next. The employee, upon written approval of this carry over request, which will not be unreasonably denied, must use all annual entitlement in the year into which the vacation is carried forward.

Vacations are to be scheduled as far in advance as possible with a minimum of two weeks notice and with approval from the appropriate manager to the mutual convenience of the employee and USSU.

Employees are not entitled to a cash payout for unused vacation time unless they are terminating their employment.

Contact Information:

General Manager – 966-6969

Policy Authority: Executive Committee

<u>Approvals</u>	<u>Board/Committee</u>	<u>Date</u>	<u>Motion</u>
Created/Adopted	Executive Committee	03/10/11	EXEC060
Amended	Executive Committee	07/31/14	EXEC09
Amended	Executive Committee	09/25/17	EXEC015