

Cahoots Human Resources Manual

Introduction

Welcome to Cahoots

Dear Employee,

On behalf of Cahoots Theatre's staff and board, congratulations on your new position. We welcome you with warmth and we look forward to seeing all you'll achieve while working with us.

We are excited to have you on the team and we hope your experience with Cahoots will be filled with learning, while also being enjoyable and rewarding.

Again, welcome aboard! We're happy you're with us.

Cahoots Managing Staff

Lisa Alves
Managing Producer
lisa@cahoots.ca

Tanisha Taitt
Artistic Director
tanisha@cahoots.ca

Cahoots Board of Directors

isi bhakhomen <i>Director</i>	Stephanie Fung <i>Director</i>	Signy Lynch <i>Co-Chair/Secretary</i>	Justin Poirier <i>Treasurer</i>
Alejandra Nunez <i>Director</i>	Isaac Thomas <i>Director</i>	Dale Yim <i>Co-Chair</i>	

Cahoots HR Committee

Signy Lynch
Alejandra Nunez

Cahoots Financial Committee

Dale Yim
Justin Poirier

Cahoots Fundraising Committee

Signy Lynch

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About the HR Manual

The Cahoots Theatre Human Resources Manual is designed to provide some background on the Company, employment practices, policies, and procedures, as well as the responsibilities between Cahoots Theatre and its employees. This is a living document and signals a commitment to evolve as conversations continue and new realities emerge in our communities.

You are responsible for reading and understanding this Human Resources Manual. If anything is unclear, or you would like to provide a recommendation, please discuss the matter with the Managing Producer and/or a board member (contact information on page 13).

Human Resources Manual Guidelines:

- This is a living document and will evolve as conversations continue and new realities emerge in our communities. We welcome communication surrounding any conflict that may arise.
- The policies contained in this HR Manual, which are to be applied in accordance with federal, provincial, and municipal labour laws and standards, are being provided by Cahoots Theatre for informational and referential purposes. Such policies are not intended to replace, nor do they constitute, a contract or enforceable promise of any kind with the company.
- Cahoots Theatre reserves the right to revise, modify, delete, or add to any policies, procedures, work rules or benefits stated in this Human Resources Manual or in any other document so long as the revised policies continue to comply with federal, provincial, and municipal labour law and standards. Policy changes are approved primarily by the Artistic Director and Managing Producer, with approval from the Board of Directors where necessary.
- Cahoots Theatre, at its discretion, may change, delete, suspend, or discontinue any part or parts of the policies in this Human Resources Manual. Cahoots Theatre will try to provide advance notice of any changes to all staff and contractors, and they will be posted as an update on our website to the public. Cahoots reserves the right to make changes at any time without prior notice as business, employment legislation, and/or economic conditions dictate so long as the company continues to comply with federal, provincial, and municipal labour law and standards.
- Any such action stated above will apply to existing and future employees, contractors, and all individuals engaged with Cahoots, including volunteers.
- Nothing in this manual or any other Human Resources document creates or is intended to create a promise or representation of continued employment for any employee.
- No one other than the Artistic Director and Managing Producer of Cahoots Theatre may formally alter or modify any of the policies in this Human Resources Manual without approval from the Board of Directors. Any alteration or modification of the policies in this Human Resources Manual must be in writing.

- No oral statements or representation can in any way change or alter the provisions in this Human Resources Manual. This manual contains the current policies and procedures of the Company; there are no oral or collateral agreements of any kind.
- No unratified statement or promise by any such leader past or present may be interpreted as a change in policy, nor will it constitute an agreement with an employee.
- We value a collaborative atmosphere and strive to maintain safe(r) space(s) within the company. The policies contained within the Human Resources Manual establish basic rules, duties, and obligations between employees and Cahoots Theatre. Everyone here relies on Cahoots Theatre as a source of income and therefore it is crucial for everyone's well-being that we all work together within clear and known parameters.

These policies are effective immediately.

Your signature on the "Receipt and Acknowledgement of Cahoots Theatre Human Resources Manual" confirms that you have been provided with a copy of the Cahoots Theatre Human Resources Manual on the date noted, and that you are responsible for reading, understanding, and complying with its contents.

No Human Resources Manual can cover every situation; therefore, when a question does arise, please consult with the managing staff and/or the Board of Directors for clarification.

Cahoots is committed to listening and considering updates, changes, and revisions to any and all policies and procedures if any board member, managing staff, employee, and/or community member brings this to the attention of the Managing Producer, HR Committee, and/or Board of Directors.

Policy changes will be communicated via email. Should any provision made in this Human Resources Manual be unenforceable and invalid, such finding does not invalidate the entire Cahoots Theatre Human Resources Manual, but only that particular provision.

We are committed to working above these baseline expectations listed in this manual. We recognize that one size does not fit all and will work towards providing individuals with what they need to ensure they are working safely, efficiently, and productively.

These policies supersede any/all previous policies.

This Human Resources Manual replaces and supersedes any and all prior editions of the Cahoots Theatre Human Resources Manual, memoranda, or other Cahoots Theatre policies, whether written, oral, or part of Cahoots Theatre's previous practice(s) or tradition. If you have any questions about the content in this Human Resources Manual, please contact the managing staff, HR Committee and/or a Board Member, who will be happy to assist you.

These policies do not supersede CTA, IATSE, ADC, and other labour relation policies under which we may engage contractors.

Terminology used in the manual

The/Our Company: Cahoots Theatre

Core Company Policies: Instructions, policies, and procedures included in the Signed Statements and Core Company Policies.

Conditions of employment: Refers to any condition of “employment” or “contract for work.”

Managing Staff: Artistic Director and Managing Producer

“Everyone” or “All Individuals”: Refers to the aggregate of all individuals defined below:

Employee: Any person working for the Company who is paid directly through our payroll system and receives a T4 at the end of the year. See descriptions on the different types of employees on page 18.

Contractors: Under certain circumstances it may be necessary to hire temporary personnel on a contract basis for a specific period of time for a specific project. Contract workers are not employees of Cahoots Theatre. The HR manual still applies to Contractors. Contractors are paid strictly for time worked and are not entitled to any other benefits of employment. If the employment of a contract worker is anticipated to last beyond one year, the managing staff and/or board should review whether the contract status is appropriate.

Volunteers: Volunteers are people who freely enter into an agreement to perform tasks and work without pay. The objective of volunteers is to aid in the betterment of the community at Cahoots. Cahoots will never ask volunteers to work more than 20 hours per week or more than 3 months of work. (Volunteers should not be working on the same volunteer project for more than three consecutive months.)

About Cahoots Theatre

WHAT WE ARE

Cahoots Theatre: A home for artists from the edge.

WHAT WE DO

We seek, develop, produce, and present works that refocus the spotlight. We empower artists. We engage diverse communities.

HOW WE DO IT

We put the art at the centre. We take risks, challenge the status quo, and break down barriers. We make decisions through dialogue.

OUR FOCUS

2019-2022

OUR HOME: To Be a Model of Accessibility

Measurable outcome: Several artists/communities have a meaningful engagement with Cahoots (e.g. take roles as volunteers, staff or board members).

Key activities: Make decisions and implement our preferred solutions regarding our physical space; Begin dialogues with under-served, marginalized communities for future development; Establish continuous funding for non-core programming (i.e. Crossing Gibraltar/ DATT/ BATT).

OUR ALLIANCES: To Achieve Our Organizational Growth Potential

Measurable outcome: Larger national profile; Sustainable and renewable funding; Healthier work and office environment/ ecology.

Key activities: Engage meaningfully with community and theatrical partners (existing and new); Secure new private funding partnerships; Purposefully participate in broader advocacy conversations that affect our stakeholders.

OUR PEOPLE: To Ensure Our Capacity for Artist Development

Measurable outcome: Artist development fund available; Productive board, stable staffing and financial structures

Key activities: Create an adaptable staffing framework; Develop and implement board objectives; Increase the number of individuals committed to Cahoots.

History

Cahoots Theatre (formerly Cahoots Theatre Projects) was founded in 1986 by Beverly Yhap and registered as a charitable organization in 1987. Cahoots has the distinction of being the first professional company in Canada with a mandate to present culturally inclusive work, with a reputation for producing theatre of the highest

artistic calibre at local, regional, and national levels. Since 1986, Cahoots has programmed work that reflects the diversity of our country, and has enriched the artistic field by nurturing the skills and experiences of emerging and established theatre practitioners.

The current co-leadership positions of Cahoots Theatre Company are held by Tanisha Taitt, Artistic Director, and Lisa Alves, Managing Producer. Cahoots is a collaborative environment. All of the decisions we make are through dialogue.

Tanisha Taitt was appointed as Artistic Director of Cahoots in 2019. A notable theatre and anti-oppression educator, Tanisha's deep and uncompromising commitment to racial justice and the empowerment of people of colour will guide Cahoots' programming for years to come. Building on the foundation of her predecessors, artist development, mentorship, and community engagement remain at the forefront as essential components for the company's success.

Lisa Alves was appointed as Managing Producer in 2020. They are an artist, producer, HR practitioner, and theatre educator. Lisa is committed to compassionate leadership by investing in conflict transformation practices to create brave and safe(r) spaces through their artwork, producing, and life.

View more of our company history here: <https://archive.cahoots.ca/about/company-history/>

Core Hours & Address

Business hours are from 10AM - 6PM Monday - Friday. These are our core hours when Cahoots team members are available for meetings, collaboration, brainstorming, and face-to-face creativity, either in the office or digitally. Managing Staff members work in between these times. Full-time staff will also be available at these times and part-time staff members will work out a schedule with their managing staff member before the signing of their agreement and will check in on schedule as needed throughout their employment.

Work outside these hours can be adjusted with communication with the Managing Staff. Work outside these hours may also be unavoidable due to performance and programming schedules, in which case individual staff hours will be adjusted accordingly.

Programming staff and artists will agree upon the scheduling of their program with Managing Staff which will be confirmed in their agreements.

Studio and Office Address

388 Queen Street East, Unit #3
Toronto, ON M5A 1T3

Mailing Address

351 Queen Street East
P.O. Box 82574
Toronto, ON M5A 1T8

Company Directory

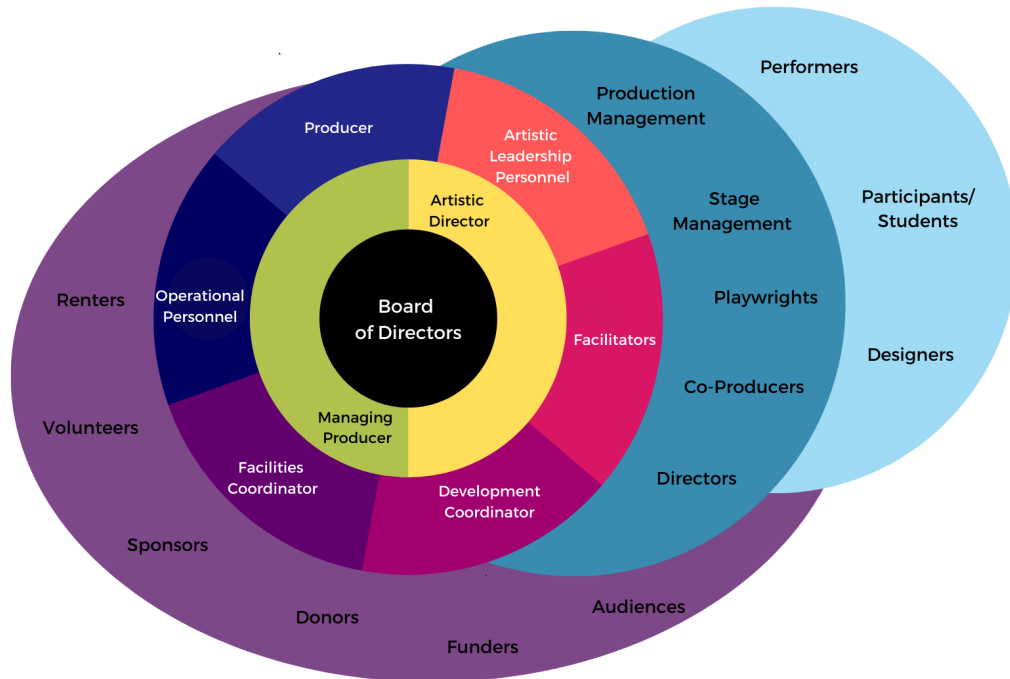
CORE STAFF			
Name	Position	Email	Phone Number
Lisa Alves	Managing Producer	lisa@cahoots.ca	647 239 3237
Tiffany Ledesma	Technical Consultant	tiffany@cahoots.ca	416-203-9000
Tanisha Taitt	Artistic Director	tanisha@cahoots.ca	647-525-6796
Samantha Vu	Producer	samantha@cahoots.ca	416-203-9000
BOARD OF DIRECTORS - General Inquiries email: board@cahoots.ca			
Name	Position	Email	Phone Number
isi bhakomen	Director	isi@cahoots.ca	416-203-9000
Stephanie Fung	Director	steph@cahoots.ca	416-203-9000
Signy Lynch*	Co-Chair/Secretary	signylynch@gmail.com	613-929-2792
Alejandra Nunez*	Director	alejandra@cahoots.ca	416-203-9000
Justin Poirier	Treasurer	Juspoir@hotmail.com	416-203-9000
Isaac Thomas	Director	isaac@cahoots.ca	416-203-9000
Dale Yim	Co-Chair	dale@cahoots.ca	416-203-9000

* HR Committee Members. Please call/email to arrange a meeting if required.

Organizational Chart

At Cahoots, we work in highly collaborative, team-based ways. We encourage coming together from different positions and programs to ask for support, collaborate, discuss current events, etc. We encourage all staff to balance active, creative, passionate lives with their work here as we know this benefits Cahoots in the long term.

Everyone we engage with is accountable to themselves and the rest of the organization, even if they technically only report to one person. This creates opportunities for people to connect with and learn from other members of the team while also offering different avenues for conflict transformation and future leadership opportunities. For more on our accountability process, please refer to the conflict transformation and anti-discrimination sections of this manual.



Graphic: A visual map of the organizational structure of Cahoots Theatre. In the middle, is the board of directors circle. The second circle from the middle is divided with one side labelled Managing Producer and the other labelled Artistic Director. The third circle is divided into six sections with labels including Producer, Artistic Leadership Personnel, Facilitators, Development Coordinator, Facilities Coordinator, and Operational Personnel. Fourth circle is placed underneath the third to the right with Production Management, Stage Management, Playwrights, Co-Producers, and Directors listed. Fifth circle is placed underneath the fourth to the right with performers, participants/students, and designers listed. The sixth circle is underneath the all the other circles placed to the left with renters, volunteers, sponsors, donors, funders and audiences listed.

Conflict Transformation

Conflict Transformation is rooted in the knowledge and acceptance of the reality that conflict between human beings is inevitable, but not inherently negative. Conflict can be the catalyst to transformative change which — through courageous, open and honest communication — increases understanding of accountability, deepens empathy, promotes mutual understanding, and restores respect.

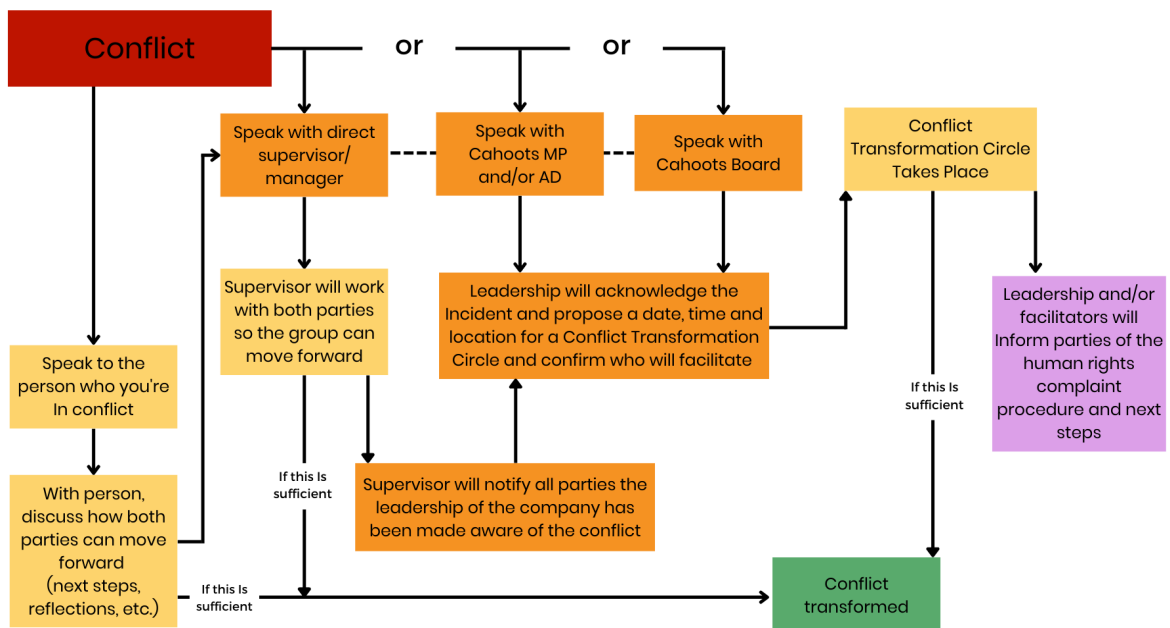
What is Conflict Transformation

Instances of harm at Cahoots, including acts of discrimination, will be handled through the use of a mediated Conflict Transformation process. CT is not conflict resolution, which aims to “fix” a problem. Instead, the focus is on transforming conflict into a possibility for growth for the parties involved. While some conflicts are unfortunately intentional, harm can often unwittingly result from ignorance, ill-considered wording, unconscious bias, or a history of trauma. Our Conflict Transformation Circles are guided by experienced facilitators — who are also from equity-seeking groups — with respected backgrounds in anti-oppression, anti-racism, education, and mediation.

The Process

The process provides for a truthful, compassionate, and moderated space for accountability, learning, reconciliation, and individual & organizational evolution.

Steps to Engaging Conflict Transformation



Graphic: A visual map of what to do when conflict arises. Beginning at when conflict has happened, the following options can take course:

1) speak to the person who you're in conflict with → with the person, discuss how both parties can move forward (next steps, reflection, etc.) → if sufficient, the conflict is transformed, if not sufficient move on to speak with direct supervisor/manager, Cahoots leadership and/or Cahoots board.

2) If speaking with the person you have conflict is not an option for you speak with direct supervisor/manager → supervisor will work with both parties so the group can move forward → if sufficient, the conflict is transformed, if not sufficient, supervisor will inform Cahoots Leadership of the conflict and begin conflict transformation process. → if sufficient conflict is transformed → if not sufficient leadership and/pr facilitators will inform parties of the human rights complaint procedure and provide next steps from there.

3) If speaking your supervisor is not an option speak with Cahoots leadership and/or Cahoots board → Leadership will acknowledge conflict and propose a date, time, and location for conflict transformation circle along with who will facilitate → Conflict transformation circle takes place → if sufficient conflict is transformed → if not sufficient leadership and/pr facilitators will inform parties of the human rights complaint procedure and provide next steps from there.

If a person contracted, employed, or engaged through volunteer opportunities and other community initiatives (patrons, donors, etc.) experiences any circumstance in which they need assistance resolving or addressing conflict, they may contact their direct supervisor/manager — e.g., stage managers, facilitators, producer; or they may contact Cahoots Theatre's Managing Producer and/or Artistic Director and/or Board of Directors directly. In the event that a harmful incident transpires in our space or at a Cahoots event off-site, it will immediately be addressed by the individual leading the process in progress (e.g. the director, program facilitator, etc.).

If a situation is too injurious to be handled at the moment, the work session will be adjourned and the Conflict Transformation process will begin. Should the incident occur immediately prior to or during a performance, the stage manager or assistant stage manager will notify Cahoots' Artistic Director and Managing Producer immediately. The stage manager or assistant stage manager will inform the parties involved that company leadership is aware of the matter and will contact them as soon as possible.

In all instances, the incident will be acknowledged by the Artistic Director and the Managing Producer within 24 hours. Relevant parties will be contacted by either the A.D. or the M.P. with a proposed date and location for a mediated Conflict Transformation Circle (CTC). If Cahoots' studio was the site of the conflict, circles will take place in a private, neutral setting. It is the goal of the CTC to inspire clear, respectful communication and potential for a new relationship. A circle in progress will be stopped by facilitators, however, if the injured party asserts that to continue will inflict further injury.

There may be instances where the harm is so severe that a Conflict Transformation Circle reaches an impasse. If Cahoots Theatre deems the conflict irreconcilable and the situation unsalvageable, and/or if continued conflict transformation will cause undue harm to the person bringing forth the complaint (i.e.; in cases of racism, sexual harassment, assault, etc.), the Conflict Transformation process will conclude. The situation may then be addressed through further measures, including the Human Rights Complaint Procedure (Page 31) progressive

discipline (page 23), performance improvement plans, leaves of absences, or termination if the situation requires.

Who to Talk To?

Here's who you can talk to in the cases of conflict:

- Where to report conflict or harm:
 - Board of Directors
 - In particular, the HR committee currently composed of:
 - Signy Lynch – signy.lynch@gmail.com
 - Alejandra Nunez – alejandra@cahoots.ca
 - Managing Producer
 - Artistic Director
 - Director of a production (*included in rider/contract*)
 - Stage Manager of a production (*included in rider/contract*)
 - Production Manager of a production (*included in rider/contract*)
 - Facilitator of a program (*included in rider/contract*)
- Who will lead the conflict transformation process:
 - mediation via Cahoots Theatre's HR Committee (contact information is on page 7 of this document)
 - a mutually agreed upon third-party facilitator
 - Nikki Shaffeeullah - nikki.shaffeeullah@gmail.com
 - Syrus Marcus Ware - syrusmarcusware@protonmail.com
 - Outside suggestions are welcome

We are aware of other ways of handling conflict. If required, we are open to other approaches as recommended by the person bringing forth the concern. Some examples include talking circles, treaty agreements and/or amendments, etc.

This is a living commitment and will evolve as conversations continue and new realities emerge in our communities.

Equal Opportunity Employer

Cahoots Theatre is an equal opportunity employer and selects employees on the basis of ability, experience, training, capacity, potential, knowledge(s), and character.

The policy of Cahoots Theatre is that all persons are entitled to equal employment opportunity without regard to race, creed, colour, gender, age, national origin, religion, marital status, sexual preference, ancestry, physical and mental disability, medical condition (including pregnancy or cancer), and any other consideration made unlawful by federal, provincial or local laws. However, we serve artists and communities who identify as BIPOC, Deaf, disabled, and/or 2SLGBTQIA+. We will strive to hire and prioritize people whose lived experiences align with our mandate.

Any infraction of the Employment Standards Act as administered by the Ministry of Labour or behaviour which contradicts the Ontario Human Rights Code is strictly prohibited. Appropriate disciplinary action, up to and including dismissal, will be taken against any employee who wilfully violates this policy.

Cahoots Theatre is required to notify employees of their rights and to make a copy of the Employment Standards Act available to all employees. Questions or concerns should be directed to the managing staff and/or Board of Directors.

Cahoots works towards being an equal opportunity employer but recognizes that discrimination may arise in different areas such as, but not limited to:

- Benefits
- Compensation
- Hiring or firing
- Job advertisements
- Leaves of absence
- Other terms and conditions of employment
- Recruitment
- Human Resources Manual
- Testing
- Training and apprenticeship programs
- Promotions and layoffs
- Use of company facilities

Cahoots Theatre does not tolerate the following actions. Cahoots Theatre recognizes that this list does not cover all possible scenarios or actions. If there are other actions not listed here you feel the company should add to this list, please inform the Managing Staff and/or Board:

- Employment decisions based on assumptions or stereotypes about the abilities, traits, or performance of individuals of a certain gender, race, age, religion, sexual preference or ethnic group, or individuals with disabilities.
- Harassment on the basis of age, colour, disability, gender, sexual preference, national origin, race, or religion.
- Retaliation against an individual for filing a charge of discrimination, participating in an investigation, or opposing discriminatory practices.

- Denying employment opportunities to a person because of marriage to, or association with, an individual of a particular race, religion, national origin, or disability.
- Discrimination based on participation in schools or places of worship associated with a particular racial, ethnic, or religious group.
- Indirect practices that have the effect of discriminating against individuals because of their age, race, religion, national origin, sexual preference, colour, disability, or gender.

Responsibility

The Managing Staff is primarily responsible for seeing that Cahoots Theatre's equal opportunity policies are implemented, but all members of the staff share in the responsibility of ensuring that by their personal actions the policies are effective and applied uniformly.

Any employee, including managers, involved in discriminatory practices will work through our outlined conflict transformation practice and, if necessary, will be subjected to progressive discipline, performance improvement plans, leaves of absences, or termination.

If you believe that you have been subjected to any form of unlawful discrimination, please follow the Conflict Transformation Practice.

Age Discrimination

Statements or specifications in job notices or advertisements of age preference and limitation are prohibited. An age limit may only be specified when age has been proven to be a bona fide occupational qualification. Cahoots may offer programs that support specific age groups (example, youth 13-29, seniors 65+, etc.) Cahoots will only specify an age for programs when required by funding bodies (e.g. Canada Summer Jobs) or in bona fide situations (including acting positions).

Discrimination Based on Disabilities

Cahoots Theatre prohibits discrimination based on disability in all employment practices. Before making an offer of employment, an employer may not ask job applicants about the existence, nature, or severity of a disability. Certain positions may be subject to bona fide occupational qualifications. Applicants may be asked about their ability to perform job functions. The Artistic Director and/or Managing Producer are responsible for enforcing appropriate employment practices concerning disabilities. Cahoots will always offer applicants the opportunity to articulate the access needs they may require for positions or application processes so Cahoots can accommodate them to the best of our ability.

Accommodating individuals with disabilities and neurodiversity

Cahoots Theatre is committed to providing equal opportunities to individuals with disabilities. The Company will provide reasonable accommodation to enable a qualified applicant to perform the essential functions of the job, and to enable a qualified employee to perform the essential functions of a job currently held. We will not be able to make an accommodation that would impose an undue hardship on the company, as defined by law. Each accommodation request will be handled on a case-by-case basis, and every reasonable effort will be made to

comply with it. Requests for accommodations should be directed to the Artistic Director and/or Managing Producer.

Procedure for requesting an accommodation

Upon receipt of an accommodation request, the Artistic Director and/or Managing Producer will meet with the employee or applicant to discuss and identify the precise limitations resulting from the disability and the potential accommodation that Cahoots Theatre might make to help overcome those limitations. Cahoots Theatre will determine the feasibility of the requested accommodation considering various factors, including, but not limited to: the nature and cost of the accommodation, the company's overall organizational and financial resources, and the accommodation's impact on the operation of Cahoots Theatre, including its impact on the ability of other employees to perform their duties and on Cahoots Theatre's ability to conduct business.

Cahoots Theatre will inform the employee of its decision on the accommodation request. If the accommodation request is denied, employees will be advised of their right to appeal the decision by submitting a written statement explaining the reasons for the request. If the request for appeal is denied, that decision is final. Cahoots Theatre is not required to reallocate essential job functions, nor to provide personal use items; for example, eyeglasses, hearing aids, wheelchairs, etc.

Employees or job applicants who have questions regarding this policy or who believe that they have been discriminated against based on a disability should notify the Artistic Director, Managing Producer, and/or a board member (listed on page 1 of this document). If a complaint is against the Artistic Director or Managing Producer, the person should notify the board of directors and/or contact one of the third-party mediators.

All such inquiries or complaints will be treated as confidential to the extent permissible by law.

Equal Pay Regardless of Gender

Cahoots Theatre prohibits discrimination on the basis of gender in the payment of wages or benefits, where people perform work requiring similar skill, effort, experience, and responsibility.

Hostile Environment Standards

Cahoots Theatre prohibits any and all practices, including direct and indirect sexual harassment, which create a hostile environment for persons of any gender. Harassment based on race, colour, national origin, religion, age, sexual preference, and disability will not be tolerated. Appropriate disciplinary action, up to and including termination, will be taken against any employee who wilfully violates these guidelines.

National Origin Discrimination

Discrimination against an individual because of birthplace, ancestry, culture, or linguistic characteristics common to a specific ethnic group is strictly forbidden. Cahoots Theatre will ensure that employees hired are legally authorized to work in Canada. Employees are prohibited from seeking employment verification with the intent of identifying individuals of a particular national origin.

General Employment

Types of Employees

Full-time: An employee who has successfully completed their probationary period and who works at least thirty-five (35) hours per week is considered a full-time employee. These employees are eligible for all Cahoots Theatre benefits, subject to individual plan requirements. Unless otherwise specified, Cahoots Theatre benefits only apply to full-time employees.

Part-time: Part-time employees are regularly scheduled to work fewer than thirty-five (35) hours per week. Part-time employees who work more than 15+ hours a week are eligible to enrol in Cahoots Theatre's benefit program.

Temporary: Temporary employees are hired for part-time or full-time work for a specific project for a limited period of time, not usually longer than one (1) year. The job assignment, work schedule, and duration of the performance will be determined on an individual basis. Temporary employees are not eligible for company benefits, paid holidays, or paid time off. Interns and seasonal employees are considered temporary employees. A temporary employee does not become a full or part-time employee by virtue of being employed longer than the agreed upon period.

Hiring

Offer Letters

When a decision has been reached to hire a new staff member, they will receive an OFFER LETTER offering the job and outlining the conditions of employment, with job description, salary, and eligibility for benefits attached.

The prospective employee will have three (3) days to consider the offer and accept. Once accepted, an EMPLOYMENT AGREEMENT will be sent to the prospective employee.

The EMPLOYMENT AGREEMENT will reiterate the OFFER LETTER's contents as well as terms of the employment and any other specifics that apply to the job as well as a full job description (available in Schedule A, which refers to individual job descriptions).

The prospective employee will have two (2) weeks to consider the agreement and accept. During that time they are encouraged to seek legal counsel to review the agreement (as stated in the agreement) and will be given an opportunity to negotiate and clarify the agreement before signing. If there is no desire to negotiate or clarify the agreement, the agreement must be signed within the two (2) week period unless requested and agreed upon by both parties for a longer time. If negotiating and clarification are desired, parties will agree to one (1) week's time from negotiation for agreement to be signed.

Probationary Period

Probationary periods are for full-time and part-time permanent staff members.

To ensure that both the employee and the company commit to a mutually beneficial arrangement, each new employee begins their employment with a 3-month probationary period. Longer probationary periods may be established for managing staff.

During this period, the managing staff and/or board members will give the new employee performance feedback as to how the employee is meeting job requirements. A 75-day check-in is held to ensure the employee, the managing staff member, and board members set aside a time to summarize progress well before the end of the probationary period.

If at any time during the 3-month probationary period (or longer periods for managing staff) the employee or company does not feel that it is appropriate to continue the employment relationship, the employment may be terminated without notice.

Orientation

As part of the company's commitment to developing all employees' performance and providing information on the policies that direct the Company, the following will be discussed with new employees:

Managing Staff	Full Time Employee	Part Time Employee	Contractor (contracted for 3+months)
Job Description	Job Description	Job Description	Job Description
HR Manual	HR Manual	HR Manual	HR Manual
A review of the organizational structure of the Company	A review of the organizational structure of the Company	A review of the organizational structure of the Company	A review of the organizational structure of the Company
Introduction to other employees (in person or via video conferencing)	Introduction to other employees (in person or via video conferencing)	Introduction to other employees (in person or via video conferencing)	Introduction to other employees (in person or via video conferencing)
Tour of the workplace	Tour of the workplace (not applicable for remote workers)	Tour of the workplace (not applicable for remote workers)	Tour of the workplace (not applicable for remote workers)
A copy of the Group Benefits Manual	A copy of the Group Benefits Manual	A copy of the Group Benefits Manual (if contract exceeds 15 hours per week)	

A copy of the performance appraisal package	A copy of the performance appraisal package	A copy of the performance appraisal package	
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Compensation

Pay Periods

The work week lasts Monday to Friday from 10am-6pm, unless otherwise contracted for specific programming. Direct deposits are issued on every second Thursday for the 14 days up to the Wednesday before pay day for full-time and part-time employees.

For contractors employed by Cahoots for less than three months, payments will be issued via a third-party platform called Plooto. Contractors will receive the payment via e-transfer from the Plooto platform. Payments are processed on the upcoming Friday as soon as the contractor issues an invoice or will be processed based on the schedule in the employment agreement.

Payments via cheque will be avoided unless an employee requests otherwise.

Vacation and Vacation Pay

It is the policy of the company to grant annual paid vacation, based on time worked and wages earned during the vacation year, to all salaried employees (full-time employees). Vacation time is taken in the year in which it is earned and the amount of vacation time is determined in the letter of agreement with the employee. Vacation time must be approved by managing staff. When executive staff plan their vacation, they must do so in consultation with each other and with the approval of the Board.

Employees must provide at least four (4) weeks' notice to managing staff or board when requesting to use more than five (5) days of consecutive vacation time. Individual days of vacation can be taken without the four (4) weeks' notice, but the information must be passed on to senior staff or to the board when applicable.

A salaried employee who terminates their service with the company will receive vacation pay in lieu of their vacation entitlement. Vacation taken or paid in excess of what was earned at the time of termination of employment will be deducted from the employee's final pay cheque.

Vacation entitlement should take into consideration the individual's length of continuous service with the company.

Health Benefits

Full-time staff and part-time staff who work more than fifteen (15) hours per week are eligible for company health benefits via GroupSource. Those eligible employees will have access to health benefits after three months of employment. If probationary periods exceed three months, health benefits will still be provided after three months.

Health benefits will be deactivated on the last day of employment if an employee resigns or is terminated.

Payroll Advances

Advances on payroll (other than vacation) will be authorized if the company's financial status allows and only for a compelling reason and under the following provisions for full-time and part-time employees:

- a) The recipient must be currently on the company's payroll.
- b) All advances must be repaid within a 12-week period. A bi-weekly repayment schedule must be acknowledged in writing at the time of the advance. The repayments will be made in the form of deductions from the regular pay cheque of the employee.
- c) Advances are intended for emergencies and special situations only. Cahoots can only grant one request per employee per fiscal year.

All requests for payroll advances must be requested and authorized by the Managing Producer or Treasurer. Two weeks' worth of pay is the maximum an employee can ask, but requests will be reviewed on a case-by-case basis.

Lieu Time Provisions

Lieu time is accumulated hours of work over the contracted amount of time, and it is to be taken as time off. 1 hour of excess time worked is equivalent to 1 hour of lieu time taken. Note that lieu time starts when you start working in excess of contract hours in a particular period. (i.e. an employee may be contracted to work 20 hours a week. Lieu time would begin to accumulate after the 20 hours in the week).

Employment Agreements state that employees (full-time, part-time, or contractors) may work more or less than their established/contracted hours, in which case their hours going forward must be adjusted in the following weeks. Any adjustments to schedule due to overtime will need to be discussed with the Managing Producer and Artistic Director.

Executive staff who accumulate lieu time will delegate between themselves as a team when they will take their lieu time and how work will be continued during said lieu time. Full-time and part-time staff and contractors with contracts longer than three months will submit their request for lieu time to the Managing Producer.

Executive staff cannot take more than 30 hours of lieu time in one week as it will affect the efficiency and effectiveness of the company. This means managing staff cannot exceed 30 hours of lieu time. Full-time and part-time staff and contractors with contracts longer than three months cannot exceed overtime by 50% of their contracted hours.

Work Outside of Cahoots

All Cahoots employees may engage in work outside of Cahoots as long as it does not interfere with employee hours and contracted work schedules.

Pre-approvals from managing staff or the board are not needed if the employee is a contractor or part-time employee. Employees that are full-time or managing staff are strongly encouraged to disclose outside commitments via email to the Board of Directors. We recognize that employees holding external contracts and commitments may be seen to represent Cahoots. The Board's role is to manage risk and potential conflicts of interest.

If work outside of Cahoots interferes with the employee's contract at any level of employment, a discussion will be had between the employee, managing staff, and/or the board to adjust the contract the employee has with Cahoots. Either party can initiate the conversation and it will be documented in the employee file on GSuite. The employee will be sent a copy of the documentation. Goals should be made around how the employee can work towards not having outside work interfere with Cahoots work, which should be stated in the documentation. Weekly check-ins will be made with the managing staff and/or board to ensure Cahoots is supporting their employment. These conversations are not disciplinary.

We encourage our employees and contractors to be aware of the impact and implications of their other employment which may espouse values contrary to Cahoots. In cases that generate conflict with the larger Cahoots community, Conflict Transformation Processes may be initiated.

Cahoots recognizes that employees at all levels of the organization working outside of the company are beneficial to Cahoots in the long term.

Performance Appraisals

Performance appraisals are for full-time and part-time permanent employees. When an employee approaches the end of their anniversary of employment, their managing/supervisory staff member and/or a board member will schedule a time for a performance appraisal. The performance appraisal process is not a disciplinary review, but rather a chance to reflect on employment with Cahoots Theatre thus far.

Cahoots Theatre's objective when approaching performance appraisals is to link organizational objectives, such as company mission, vision, and values, to measurable outcomes, which are then related back to individual performance.

The purpose of performance appraisals is to strengthen feedback, provide encouragement and pathways for improvement, discuss career planning and development, and determine any training opportunities, as well as potential job redesign and support.

Performance appraisals are also an opportunity for employees to review the company. Employees are encouraged to provide feedback for the company.

Cahoots Theatre may request performance appraisals for temporary staff and/or contractors whose contracts will be extended into another contracted period or hired on as an employee, either full- or part-time.

Progressive Discipline

Despite ongoing feedback and training, an employee may demonstrate performance problems that require immediate and continued attention and/or improvement.

The progressive discipline process allows a constructive approach to performance problems. The Company philosophy is that all employees who are experiencing performance problems, whether or not they have completed their 3-month probationary period, must be provided the opportunity to improve, through the corrective review process, before employment is terminated for performance reasons.

Note: In cases of dishonesty, theft, fraud, wilful misconduct, or violation of company policy, termination of employment does not require a prior corrective review.

The progressive discipline process documents require performance standards, performance concerns and unacceptable behaviours and a plan to improve performance. This process provides the employee with specific information regarding how to improve and maintain job performance in order to continue employment.

The progression will be:

- Verbal warning
- First written warning
- Second written warning
- Dismissal

Punctuality and Leaves of Absence

Time and Attendance Provisions

All employees must arrive on time every day at the times they have been contracted to work. For remote work, employees must be online at the start of every day as outlined in their agreement.

If an employee is running late, they must contact the managing staff to let them know their estimated time of arrival (ETA). If managing staff is running late, they must let their team know their ETA. Excessive and consistent lateness will result in progressive disciplinary action that may lead to dismissal.

Personal Excuse Time

It is recognized that members of the staff are capable of organizing their own work schedule according to the amount of work to be accomplished. However, in cases where the schedule affects others on staff, the membership, or the public, a discussion must be had with the team the employee is on and/or with the managing staff and board of directors.

In order to minimize time lost from work, employees are encouraged to schedule personal appointments outside of business hours or at the beginning or near the end of the business day, though we recognize that may not always be possible.

Cahoots encourages employees to use lieu time that has been previously accumulated when needing to take part of the weekday or other scheduled work time off.

For absences longer than 8 hours cumulatively, please refer to the additional absences below along with their links. We also encourage employees to talk with their Managing Staff and/or a Board member to determine the best type of time off to take and if the company can provide any additional support.

Sick Leave

Managing staff and full-time employees have ten (10) paid sick days to use after two weeks of consecutive employment in the event they become ill. Sick leave cannot carry over to the next calendar year if not used. The ten (10) days of paid sick leave will renew at the start of every calendar year. If additional sick leave is required, a

discussion can be had with the managing staff and the board to provide additional sick leave on a case-by-case basis.

Cahoots trusts that employees only take sick days if they are actually sick. No doctors' notes are required to prove an employee was sick.

Part-time and contract employees will not have paid sick leave. If needed, they are able to make up hours missed due to sickness as per mutual agreement with the managing staff.

CAEA contract artists for productions and workshops will be referred to the Canadian Theatre Agreement articles regarding sick leave.

If an employee becomes ill or is unable to come to work for any reason, they must ensure that the managing staff is advised as early as possible on the first day the employee is away and kept informed, should the absence continue. If an employee knows they must be away from work due to hospitalization or other medical reasons, the employee should give the managing staff as much advance notice as possible so that arrangements can be made to cover the workload.

Other leaves of absences include the following:

- Pregnancy and Parental Leave
- Bereavement Leave
- Family Caregiver Leave
- Family Medical Leave
- Critical Illness Leave
- Child Death Leave
- Crime-Related Child Death or Disappearance Leave
- Domestic or Sexual Violence Leave
- Declared Emergency Leave
- Infectious Disease Emergency Leave
- Organ Donor Leave
- Reservists Leave
- Jury Duty

For more information on each of these leaves of absences, please refer to Appendix A.

Statutory Holidays

Employees of Cahoots Theatre are not required to work on statutory holidays. However, full-time employees will be paid for these days. Statutory holidays include:

- New Year's Day - January 1
- Family Day - Second Monday of February
- Good Friday - Two days before Easter Sunday
- Easter Monday - The Monday following Good Friday
- Victoria Day - Third Monday of May
- Canada Day - July 1
- Civic Holiday - First Monday of August

- Labour Day - First Monday of September
- Thanksgiving Day - Second Monday of October
- Christmas Day - December 25
- Boxing Day - December 26

Cahoots recognizes that the holidays listed above are rooted in a white, Eurocentric, Christian ideology and tradition. Employees who do not observe these holidays may still take those days off. If there are holidays observed by employees that are not included in the statutory holiday list, they may take those days off following discussion with their managing staff via email or phone (notes will be made and stored in employee file in GSuite). The managing staff will do their best to keep track of all religious holidays to plan for absences. We encourage all employees to let the managing staff know which holidays they observe so that we can make accommodations ahead of time.

Termination of Employment

Resignation

An employee wishing to resign from the company must submit their resignation in writing to the managing staff and/or the board. A minimum of two weeks' notice is expected from any employee who resigns in order for the company to adjust their staffing needs; this includes managing staff, full-time staff, part-time staff, and contractors.

For managing staff and full-time staff, Cahoots encourages resignation notices of at least six (6) weeks in order to help the company transition into new leadership. We hope to lead smooth transitions from changes in staff and encourage outgoing staff to provide initial training to incoming staff when possible.

Exit Interviews

Exit interviews happen when an employee is leaving the company, whether by resignation, end of contract, or termination. Exit interviews present a time to listen as the professional relationship is coming to an end, highlight where the employee excelled, provide critical feedback, and listen to the outgoing employee as to how the company could be doing better.

Cahoots wants to make a reasonable effort to understand why employees are leaving the company when a resignation does happen in order to strengthen employee retention in the future. In the case of an ending contract, Cahoots would also like to connect with the employee to highlight the accomplishments and chat with career and development support such as planning referrals. In the case of a termination, the company will focus on constructive feedback during the exit interview.

Involuntary Termination

If an employee's job performance is unsatisfactory, normally the corrective review process will apply. No employee who has completed the three-month probationary period will usually be dismissed without first receiving a progressive discipline review (page 23). If unsatisfactory job performance persists after the corrective review process, termination of employment may happen.

Immediate termination without further notice may also arise from cases of employee dishonesty, theft, fraud, or wilful misconduct.

The following violations are considered to be of a very serious nature and, based upon the circumstances, may result in termination of employment:

- Violence or harassment in the workplace (see Violence and Harassment Policies)
- Misrepresenting, falsifying, or omitting facts on any company document, weekly payroll record, or report, including facts used to obtain employment.
- Misrepresenting, falsifying, or omitting facts in verbal discussion with supervisors, co-workers, management, or outside contacts.
- Repeated absence from work without notifying the appropriate staff member or board.
- Carelessness or neglect in the handling of cash, supplies, materials, property, or equipment.
- Theft or fraud of any nature.
- Borrowing money from petty cash or tills without permission or documentation.
- Misuse of company equipment or personal use of company equipment without permission.
- Disrespectful treatment or use of abusive language toward a supervisor, manager, co-worker, employee, volunteer, supplier, or customer.
- Disclosing confidential information to unauthorized individuals.

This list is not intended to be all-inclusive. Employees are always encouraged to conduct themselves in a professional manner in all business situations.

Anti-Racism And Harassment Policy

Cahoots Theatre affirms the innate dignity, individuality, experience, and EQUAL inalienable worth of every human being. We view our differences in colour, culture, sex, gender identity, sexual orientation, age, ability, and community not as obstacles, but as strengths, and as our greatest collective asset.

We welcome people to reach out to our HR Committee if questions and suggestions arise regarding this policy. This HR Manual is ever-changing, and the policy will grow and look different over time as we continue to learn and expand.

HR Committee

Signy Lynch	Alejandra Nunez	Lisa Alves	Tanisha Taitt
Board Co-Chair/ Secretary	Board Director	Managing Producer	Artistic Director
signy.lynch@gmail.com	alejandranunezmano@gmail.com	lisa@cahoots.ca	tanisha@cahoots.ca

Cahoots Theatre does not tolerate harassment or discrimination in any form, including but not limited to: racism, sexism, transphobia, homophobia, ableism, or sexual misconduct. Because of the centrality of many forms of oppression to the functioning of mainstream Canadian society, we acknowledge that these forms likely find their ways into our organization in various incarnations, and that we must adopt an attitude of humility and continuous learning in order to combat them. Such a commitment requires fostering an open, 'call-in' culture where wrongs can be addressed, and a thorough procedure through which to report and address in a timely manner incidents of harassment, discrimination, and other forms of violence. You can find such information detailed in our conflict transformation processes (page 15). We rely on our staff, board, and larger community to hold us accountable to these processes, which we hereby commit to, and to help us continuously adapt them in order to be as inclusive as possible and to ensure justice for all those we work with and represent.

Anti-Racism

As the overwhelming number of staff and artists employed or contracted by our company are people of colour, Cahoots has developed a robust anti-racism platform to address the myriad ways in which racial discrimination and injustice can present. We acknowledge the historical foundations that have birthed present-day manifestations of racism in our society, and we commit to addressing it whenever necessary. We know that, despite our mandate, we are not immune to inflicting racial harm at Cahoots. In fact, it is because of how closely we interact with racialized communities that our philosophy has been translated into such comprehensive policy in this area.

The experiences of artists of colour are not the stories that we “need to make room for.” Theirs are the stories our room was built for. It is for this reason that Cahoots aims to be a safer space. We say ‘safer’ and not ‘safe’ because no place in which human beings congregate is inherently safe. Each of us brings to every space our pasts, presents, beliefs, and identities. As long as these realities are capable of colliding, there exists the possibility of emotional injury. The first necessity in making people feel safer is acknowledging their existence

and humanity in all its facets.

Diversity vs. Equity

Cahoots believes that the terms diversity and inclusion must never be conflated with equity, as the act of diversifying or including people in a space does not mean that equity in that space has been sought or achieved. The presence of people with differing skin tones in a room is not interchangeable with the equitable standing and treatment of those people within that room. Cahoots rejects the practice of tokenization, in which artists of colour are used in minimal numbers to create the appearance of equitable racial representation while being relegated in the space and not afforded the same consideration or depth of participation as the dominant group.

Shadeism

Intra-race bigotry, known as shadeism (also referred to as colourism), is the discrimination against the darker members of a race based on stratification by degree of skin pigmentation, and the treatment of lighter-skinned members as more valuable/attractive/intelligent, etc. This inflicts enormous pain and segregates within racial groups. There is no hierarchy of skin tone. We reject this notion outright and fervently. Let it be clear that shadeism has **no** place at Cahoots. The treatment of darker-skinned artists or staff as inferior in any way will not be tolerated.

Racism by Staff or Contracted Artists in non-Cahoots Situations

Cahoots respects the personal lives of our staff and affiliated artists, and in no way wishes to infringe upon personal freedoms. That said, given our mandate and the values we espouse, racist speech or actions by those working for us — even outside their role at Cahoots — reflects on the company and the values we hold. We will act in the manner appropriate to the situation and use the conflict transformation procedure(s).

Anti-Harassment

When conflict takes the more severe form of harassment, we will move beyond our current conflict transformation procedures.

At Cahoots Theatre, we aim to create safe(r) and brave(r) spaces to work, play, and create. This means we build a supportive, non-threatening environment that encourages open-mindedness, respect, a willingness to learn from others, and physical and mental safety. The term “safe(r)” espouses an intersectional approach to the term “safe,” acknowledging that what is “safe” shifts depending on one’s various identities and positionalities. It is a space that is critical of the power structures that affect our everyday lives, and where power dynamics, backgrounds, and the effects of our behaviour on others are prioritized.

Cahoots Theatre is committed to providing everyone we engage with, the ability to operate in these safe(r) workspaces. Workspace discrimination, violence, harassment, bullying, and other unwelcome behaviour are not tolerated. We will take whatever steps are reasonable in the circumstances to protect those in Cahoots’ workspaces. Everyone is expected to uphold this policy and to work together to create and maintain safe(r) workspaces.

Some factors that create unsafe spaces include violence, harassment, sexual harassment, discrimination, lack of consent, and unconscious bias. In addition to this policy, the Occupational Health and Safety Act, the Ontario Human Rights Code, and/or the Criminal Code may apply in respect to some of this conduct.

Violence is the exercise of physical force by one person against another that causes or could cause physical injury. It also includes:

- the exercise of (or attempts to exercise) physical force that could cause physical injury; and
- statements or behaviours that could reasonably be interpreted as threats to exercise physical force that could cause physical injury.

Examples include:

- verbally threatening attacks;
- leaving threatening notes at, or sending threatening emails to, a workspace;
- shaking a fist in someone's face;
- wielding a weapon;
- hitting or trying to hit someone;
- throwing an object at someone;
- sexual violence against someone; and
- aggressive physical actions a person may display that are not limited to the examples above.

Harassment is engaging in a course of vexatious comment or conduct against a person that is known or ought reasonably to be known to be unwelcome.

This may include:

- making remarks, jokes or innuendos that demean, ridicule, intimidate, or offend;
- displaying or circulating offensive pictures or materials in print or electronic form;
- bullying, which may include verbal aggression or insults, calling someone derogatory names, harmful hazing or initiation practices, vandalizing personal belongings, or spreading malicious rumours;
- repeated offensive or intimidating communications such as phone calls, texts, emails, etc.; or
- sexual harassment.

Sexual harassment is engaging in a course of vexatious comment or conduct against a person because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome; or making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the subject, and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

This may include:

- rough or vulgar humour or language related to sexuality, sexual orientation or gender;
- displaying or circulating pornography, sexual images, or offensive sexual jokes in print or electronic form;
- leering or inappropriate staring;

- invading personal space;
- unnecessary physical contact, including inappropriate touching;
- demanding hugs, dates, or sexual favours;
- making gender-related comments about someone's physical characteristics, mannerisms, or conformity to sex-role stereotypes;
- verbally abusing, threatening or taunting someone based on gender or sexual orientation; or
- threatening to penalize or otherwise punish a worker if they refuse a sexual advance.

Human Rights Complaint Procedure

At the interpersonal level, discrimination (for example racism) often takes the form of conflict, which may be able to be worked out. All of us are capable of causing harm, even if unintentional, due to how structural oppression permeates all facets of our society. However, repeated or intentional acts of racism become a form of harassment, which is not tolerated and will be dealt with according to our human rights complaint procedure. In an event where racism and harassment has been displayed, Cahoots Theatre recommends all parties to begin the Conflict Transformation Process (page 15). If the Conflict Transformation Process has not made the person who experienced the harm feel safe, they will be able to formally submit a human rights complaint through the avenue listed below:

Avenue of Complaint

- The Managing Producer will deal with complaints. Where appropriate, the Managing Producer will consult with the Co-Chairs of the Board of Directors.
- All situations in which the Managing Producer or the Artistic Director has been named in a complaint will be dealt with directly by the Co-chairs of the Board of Directors.

Right to Complain

- Individuals have the right to complain about situations they believe to be discriminatory or harassing in nature.
- This policy prohibits reprisals against employees because they have complained or have provided information regarding a complaint. Alleged reprisals are subject to the same complaints procedures and penalties as complaints of discrimination.

Reporting a Complaint

- Although individuals may first choose to make a verbal complaint, a written summary of the incident will be required.
- Complaints should be reported as soon as possible and go through the Conflict Transformation Process (page 15). If the Conflict Transformation Process does not fulfil the person's needs a letter of complaint should be sent to the Board which should contain a brief account of the offensive incident(s), when it occurred, the person(s) involved and the names of witnesses, if any, and what aspects of the conflict transformation process were unsatisfactory. The letter should be signed and dated by the complainant.

Investigation

- Within five working days of receiving a complaint, the Managing Producer and/or the Co-Chairs of the Board of Directors must initiate the investigation process.
- As soon as possible after receiving the complaint, the MP will notify the individual(s) being named in the complaint. All individuals named in the complaint have the right to reply to the allegations against them.
- Individuals named in the complaint as witnesses will be interviewed.

Settlement and Mediation

- With the consent of the complainant and the respondent, the investigator may attempt to mediate a settlement of a complaint at any point prior to or during an investigation.
- Every effort will be made to reach a settlement satisfactory to the complainant to ensure their safety.

Confidentiality

- All individuals involved with a complaint must ensure the matter remains confidential.
- The investigator will release information only on a need-to-know basis. Whenever possible, investigation reports are presented in a summary format without the names of witnesses.

Findings and Recommendations

- Once the investigation is complete, the investigator will prepare a written report summarizing investigation findings.

Final Decision

- The individual(s) who filed the complaint and those named in the complaint have the right to review and comment on the investigation findings with the MP and/or Co-Chairs of the Board.

Remedy

- A response to a founded complaint could include remedial action ranging from:
 - Requiring the respondent to provide a verbal or written apology;
 - Giving a verbal or written reprimand with a copy to the respondent's personnel file;
 - Dismissal of the respondent.
- If the findings do not support the complaint, the company might:
 - Make a recommendation for training or better communications; or
 - Recommend that no further action is necessary.
- It may be that no action is taken against the respondent, but there might be a need for some management or systemic activity.
- A person who is found to have made a frivolous or vexatious complaint they may be subject to disciplinary action.

Records

- When remedial action requires discipline of an employee, a record of the disciplinary action will be placed in an individual's personnel file.

- All other records of the investigation will be kept separate and apart from the personnel file.

Ontario Human Rights Commission

- This internal procedure is available to individuals to resolve complaints of discrimination.
- Parties also have recourse to the Ontario Human Rights Commission; however, once a grievance is filed with OHRC, the internal procedure is not an option.

Employee Conduct

In keeping with the company's commitment to make the workplace an enjoyable place to work, the Company tries to maintain a collaborative working environment and nurtures creativity and self-driven initiatives. Still, it is important to have collective standards and let all individuals know in advance what is expected of them. Every employee's co-operation in observing reasonable, compassionate, and safe standards of conduct is expected and will be appreciated.

Specific policies have been designed for the protection of all employees. Conduct on the job should be governed by good judgement, consideration of others, and respect for the safety, efficiency, and reputation of the company. This HR Manual is a living document and we welcome discussions.

"No Surprises" Philosophy

All individuals will need to be informed of how they are doing in relation to their job requirements on an ongoing basis. Cahoots believes in a "no surprises" philosophy, which means that employees know what their jobs are and how to be successful. The "no surprises" philosophy also means that performance reviews, and if necessary, corrective reviews, are based on history and specifics which allow the employee to continue to progress. The employer commits to maintaining an environment that's transparent, compassionate, communicative, informative, and productive.

Communication

Cahoots is committed to keeping its employees informed of policies, events, and information that are of interest. Information may be sent directly to employees via email.

All individuals are encouraged to communicate with managing staff and/or board members at any time about questions, concerns, requests, or recommendations. Contact information for managing staff and board can be found at the top of this document page 3. Other managing or supervisory individuals' contacts will be shared on point of employment/contract/engagement. In some cases, an employee may feel uncomfortable speaking with anyone on the managing staff or board. The employee or contractor may then ask a staff person or another team member to help facilitate a process. If there is a conflict, please follow the procedures listed under Conflict Transformation on page 15.

Confidential Concerns

An employee may feel, for various reasons, that they wish to communicate directly with the Managing Producer or Artistic Director about an issue of concern. An employee should do this whenever they feel policies, personnel practices, (dis)honesty, or whatever else needs to be reported. An employee may contact a managing staff member by telephone, in person, or, if preferred, in writing via a confidential envelope or email. All communication will be held in confidence.

Cahoots will ensure confidentiality to the limit of the law and Conflict Transformation processes, but will protect individuals' privacy by ensuring where possible that lines of communication are restricted to only the employee, managing staff member and board of directors. For example, if situations arise where a formal investigation is

required, communication may need to be shared with individuals in the company or third-party mediators. Cahoots strives for complete confidentiality where possible, such as in administrative work, program communication, etc.

We can't always guarantee confidentiality as for legal reasons stated in the Ontario Human Rights Code. For example, if someone wants to 'confidentially' talk about another employee's behaviour with a managing staff member, but it turns out that they may have violated the Ontario Human Rights Code, then we are legally obligated to launch a formal investigation, which in some ways would require a breaking of confidentiality because the other employee would have a right to know who made the complaint.

Honorariums/Conflict of Interest

From time to time, employees of the Company will be asked to sit on juries, give speeches or presentations, or participate in associations as a result of their knowledge or experience outside of Cahoots. As a result of these activities, employees may be given an honorarium from an outside agency. These activities promote the Company and this policy recognizes that neither participating in these activities, nor receiving an honorarium, is a conflict of interest, provided the employee is not expected to confer or grant any special consideration to an outside agency or individual as a result of these activities. Employees can choose to have donations made to the company where they deem appropriate.

Transparency Regarding Other Appointments

Cahoots has no objection to employees sitting on other boards. However, Cahoots would appreciate being advised of an employee's appointment at least two (2) weeks before it is publicly announced. Related organizations can include other theatre organizations, dance companies, visual arts organizations, music companies, not-for-profit organizations, etc.

Dress Guidelines

At Cahoots, employees will find themselves in various types of work environments not limited to the role, which include, rehearsals, remote work, construction, professional meetings, and others. Each environment requires employees to be dressed in accordance with safety, context, and comfort to meet the situations at hand. If an employee has questions regarding the best attire to wear for specific occasions or different work environments than they are used to, Cahoots encourages employees to speak with their managing staff and/or board.

Childcare/Dependant Care

Cahoots aims to support those that work and engage with us regarding child care or dependent care. In emergency situations, children and dependents are allowed to be in the workplace. Employees need to inform their managers as soon as they know they will be needing to bring their child(ren) to work. If an emergency comes up, employees should communicate to Cahoots if they need assistance with child or dependent care going forward.

Cahoots will strive to support those who need childcare by providing them monetary support so that a portion of child and dependent care costs are covered. Decisions of this nature will be made through communication via email which will determine the allowance provided.

Animals in the Workplace

Other animals, including dogs and cats, are allowed in the office provided that their presence does not interfere with the normal running of the company and provided no other staff member has an allergy or objection to the animal's presence. We encourage people to ask if they can bring the animal to the workplace. Service animals are an exception to the above.

Refer to service animals in appendix D.

Ticket Purchase and Discounts

Cahoots employees frequently have the opportunity to attend theatre/dance/opera performances from other organizations in the Canadian theatre sector. Keep in mind employees may be perceived that they are representing Cahoots.

Cahoots employees will have two complimentary tickets to a show Cahoots produces, co-produces, or presents for opening nights. Additional complimentary tickets may be reserved as requested to the Managing Producer. Not all requests for additional complimentary tickets may be provided.

To grant complimentary tickets and discounts on tickets for audience members, employees must obtain the permission of the Managing Producer and/or the lead producer of the production.

Standard discounts and complimentary tickets given include when Cahoots is solely producing:

- Complimentary tickets for personal support workers accompanying a ticket holder
- Certain 50% discount for Indigenous people with provided discount codes
- Certain 50% for youth with provided discount codes

Use of Company Property/Unauthorized Work

Company property (photocopier, printer, and computers) is available for personal use at the discretion of the managing staff. If it interferes with Cahoots work or other staff members' work, the employee may be asked to cease their personal work on company property or work to find an alternative that is not disruptive.

If an employee wishes to do non-company work within the company, they must first obtain the consent of the managing staff and/or board. Employees must be aware of the history of whatever they do on the company property, especially electronically (computers, copiers, etc.). This history can be reviewed by other staff members at any time.

Internet

The Internet is an excellent research tool and should only be used as such while on duty. Using the Internet for personal surfing may be unavoidable for tasks such as social media coordination and community outreach. The

employee must be aware that information regarding websites visited is not erasable and can be viewed at a later time if need be by the company.

Cahoots Theatre advises employees to not download anything directly from the Internet onto Cahoots' computers unless directly from the Google Play store or App store. The downloadable content should be for business purposes.

Cahoots is not responsible for anything downloaded onto personal computers used during work hours and/or while using the company's internet.

Personal Telephone/Cell Phone Use and Texting

Cahoots Theatre stresses that all employees should be considerate of the amount of time used for personal calls and texting. The company also advises all employees should not be on their phone when working for public events for Cahoots.

Email

Cahoots' email addresses are to be used for company business only. Confidential company information must not be shared outside of the company, without authorization, at any time.

All emails will be set up with an email signature that contains the employee's name, position, company phone number, and website, as well as the mailing address for the company. It is up to the discretion of employees to add their pronouns and any other information in their email signature they see fit.

Keep in mind that the company owns any communication sent via email or that is stored on company equipment. Managing staff, the board of directors, and other authorized staff have the right to access any material in your email at any time. All email addresses with @cahoots.ca are the organization's property.

Appropriate Use of Email

Cahoots Theatre encourages employees to use appropriate email tone and form to represent the company in a positive manner.

If a personal email has been sent to an employee's company email address, Cahoots advises the employee to respond to the email with their personal email.

Viewing pornography or sending pornographic jokes or stories via email is considered sexual harassment and will be addressed according to our sexual harassment policy above and may result in termination.

Any email content that discriminates against any of the previously mentioned protected classifications is prohibited. Any employee who sends an email that violates this policy will be dealt with according to the harassment policy. Sending or forwarding discriminatory emails will result in disciplinary action that may lead to employment termination.

Email policy for absences/exiting the company

In the event an employee leaves the position for any reason or is going on an extended leave (more than three weeks), they will be required to set up email forwarding to the person they were reporting to if they have an email address with @cahoots.ca. This ensures that all communication from other persons and organizations are not missed. It is up to the managing staff and board to ensure that passwords and access to email are changed as a result of an employee leaving the company.

Volunteers/Co-op Students/Interns

Cahoots is committed to nurturing the next generation of cultural contributors and as such has a number of placement opportunities. These include, but are not limited to, co-op students, apprentices, interns, and special project volunteers. It is the responsibility of all staff members to make the individuals feel welcome in the Cahoots environment and assist wherever possible in their mentorship.

Drugs and Alcohol in the Workplace

Cahoots is committed to providing a safe, drug and alcohol-free workplace for its employees. Cahoots is aware that drug and alcohol dependencies are protected and recognized as grounds of mental, psychological, and physical disability under the provincial and federal human rights regulations, and therefore considered to be prohibited grounds of discrimination.

Cahoots prides itself on providing a safe working environment for all of its employees. Employees under the influence of drugs or alcohol on the job can pose serious safety and health risks both to themselves and their co-workers.

To help ensure a safe and healthy workplace, the organization reserves the right to prohibit certain items and substances from being brought onto or being present on company premises. The following items are prohibited from being present or consumed on company premises (including rehearsal venues, Cahoots Office and Creation Studio and other spaces Cahoots rents out to work in): non-prescription drugs and alcohol. The organization also strictly prohibits the use of non-prescribed drugs or alcohol during work hours, and employees are further prohibited from reporting to work while under the influence of drugs or alcohol.

Employees who fail to adhere to the above expectations or who engage in illegal activities such as selling drugs and/or alcohol while on company premises will be subject to disciplinary action up to and including termination of employment and referral to legal authorities.

Drug and/or alcohol dependency is defined as a mental, physical or psychological dependence on drugs and/or alcohol that is considered as a mental, physical, and psychological disability and under Human Rights Law.

With recreational use of drugs and/or alcohol, there is no mental, physical or psychological dependence, therefore, this is not considered a mental, physical or psychological disability under Human Rights Law.

Cahoots understands that employees may develop a chemical dependency to certain substances and that this is defined as a mental, physical, and psychological disability. Cahoots promotes the early diagnosis of this disability and encourages employees with a dependency on alcohol or drugs to pursue medical and/or psychological

treatment. Any employee who suspects that they might have an emerging drug or alcohol problem is expected to seek appropriate treatment promptly from one of the many resources in the community. Cahoots defines a rehabilitated drug user, alcoholic, or any individual engaged in a supervised drug or alcoholism rehabilitation program that is no longer using drugs or alcohol as an employee with a disability. All medical information shall be kept confidential by Cahoots.

Managing staff should identify any situations that may cause concern regarding an employee's ability to safely perform their job functions. If it is known or ought to have been known that an employee has a substance dependency, the employer shall accommodate the employee to the point of undue hardship. Managing staff will also ensure any employee who asks for help due to a drug or alcohol dependence will not be disciplined for doing so.

All employees are expected to abide by the provisions of this policy and are encouraged to communicate to their employer that they have a dependency or have had a dependency so that their rights are protected and they can be accommodated appropriately.

Should an employee be consuming alcohol or non-prescribed drugs or be found to be intoxicated or under the influence of non-prescribed drugs during work hours, the managing staff and/or board will have the employee leave work since they are compromising the health and safety of the work environment. If the employee drives to work, it is expected that they will leave their car where it was parked and the managing staff and/or board member will move the car to avoid being towed or ticketed. The managing staff and/or board member will order an Uber or a taxi to drive the employee to their place of residence which will be covered under the compassionate care budgeted account. The situation will be recorded in the employee's file.

In the event of the consumption of alcohol or non-prescribed drugs, or if the employee is found to be intoxicated or under the influence of non-prescribed drugs during work hours a second time, a progressive disciplinary plan will be implemented to ensure the health and safety of Cahoots is understood. The managing staff and/or board will have the employee leave work, but all expenses accumulated from this second incident will have to be paid by the employee.

For employees working from home, Cahoots trusts that employees do not consume alcohol or start work intoxicated, as corresponding to staff and interacting with the community via email, video conferencing, phone calls, and completing operational, administrative, and artistic tasks under the influence of alcohol can put the individual in danger during working hours, as well as hurt Cahoots Theatre's reputation.

During the accommodation process, Cahoots Theatre will respect the dignity and privacy of the individual requesting accommodation. During this time, the following actions may occur:

- The employee may take a leave of absence to seek assessment and treatment for a drug and/or alcohol dependency;
- The employee will be allowed to return to work upon rehabilitation; and
- Cahoots will accommodate relapses prior to, during, and post treatment, given the accommodation does not create undue hardship for Cahoots.

During the accommodation process, the employee should Inform Cahoots if they are currently experiencing a drug and/or alcohol dependency. They should also disclose previous problems with a drug and/or alcohol dependency only if it is relevant to their current job duties. The employee should also provide medical documentation to confirm they have a drug and/or alcohol dependency and fully cooperate with the recommendations of professional assessments.

Violation of any part of this policy may result in disciplinary action, up to and including termination of employment with cause.

During events, conferences, celebrations, gatherings, etc., with or without the external community where employees will be invited to attend or run the gathering, there may be the presence of alcohol on the premises. It is up to the discretion of the employee whether or not they want to consume alcohol. At no time will a member of Cahoots' managing staff and/or board pressure employees to consume alcoholic beverages. If the employee chooses to consume alcohol, the company encourages employees to enjoy themselves, but it is the responsibility of the individual to keep themselves safe and maintain the awareness that they are still representing the company.

Smoking in the Workplace

As part of the company's commitment to a safe and healthy workplace, Cahoots strives for a clean environment, and in order to comply with existing agreements and legislation, Cahoots' administrative office is a smoke-free and vape-free environment. Cahoots urges those employees who do smoke cigarettes on company time (off the premises) to please be mindful as to how they dispose of cigarette butts and any other waste related to smoking.

If at any time an employee needs help in the case of an addiction, the managing staff and board will work with the employee to provide accommodations and resources to seek help.

Accounting and Administration

Medical Information and Next of Kin

Employees must notify the managing staff and/or board of directors in confidence if they have a medical condition or allergies that may have an impact on their work. In case of an emergency, all staff is required to fill in the Employee Sheet, which contains emergency contact and/or next of kin contact information.

Emergency contacts will not be called if an employee is late or absent.

Verification of Employment

From time to time, employees will find it necessary to provide confirmation of employment to outside agencies for financial or other considerations. Cahoots will confirm dates of employment, current position held, and current salary. Upon request of one (1) week notice, the Managing Producer will issue a written confirmation of employment.

In order to protect the confidentiality of employment information, confirmation of employment to an outside agency on a verbal basis will only be done if the employee has notified the managing staff in writing of the agency that will be requesting the data and the information required. When a verbal request is received, the managing staff will ask for the name of the person calling, the name of the agency and the main number. The managing staff will call back to verify the request.

Keys and Codes

The Managing Producer issues appropriate keys and codes at the beginning of employment. Keys are to be returned when employment is terminated.

Employees must complete a “key sign-out” form and return to the Managing Producer.

Expense Claims

The company will reimburse employees for all business-related expenses, provided the expenses are incurred within the scope of the individual’s role and are pre-approved by the Managing Producer. The employee pays for all personal expenses incurred while on company business. For reimbursement, employees will provide an invoice along with the copy of the original receipts and submit it to the Managing Producer.

Maintenance Of Premises At 388 Queen Street East

For employees working onsite:

Garbage

Take responsibility for your space and help keep all the company spaces tidy. Please recycle. It is essential that the space remains clean and tidy at all times. Garbage and recycling pick-up is every Wednesday. All garbage must be put into garbage bags and affixed with a garbage label. All recycling must be put into the appropriate plastic bags. Garbage and recycling are to be left on the corner after 5pm on Tuesday.

Kitchen

There is a kitchen in the administrative office. This kitchen is for everyone's use and consequently everyone must take responsibility for keeping it clean. Please do your own dishes. Please do not leave food in the fridge for an extended period of time, as it will be thrown out at the end of each week.

Washroom

The washroom is in the back of the studio behind the administrative office. The washroom is for everyone's use and consequently everyone must take responsibility for keeping it clean. Supplies such as toilet paper and Kleenex are stored under the sink. If supplies are running low, please restock or let the Managing Producer know so an order can be placed.

Fire Procedures

There are two exits to the Cahoots administrative offices: one onto Trefann Street and the other opening into the hallway at the back of the building. In case of emergency, staff should exit in an orderly fashion from the building and notify the appropriate people immediately.

The primary exit to leave the studio or office from is the door facing Trefann Street. The secondary exit to leave in the case the primary exit is blocked is through the door which opens to the hallway at the back of the unit.

Whether leaving the unit from the primary or secondary exit, staff should meet across Queen Street in front of St. Paul's Basilica's statue on the corner of Queen and Power Street.

Health and Safety

Workplace Hazardous Materials Information System (WHMIS)

As prescribed by the WHMIS Regulations, all Cahoots Theatre employees are required to receive mandatory generic WHMIS training. This training will provide information on the identification, care, handling, use, and storage of hazardous materials in the workplace. If an employee has any questions in regard to any hazardous materials used in the workplace, they should speak to their supervisor immediately.

It is the policy of Cahoots not to accept any hazardous materials into the workplace unless current MSDS sheets are made available and a proper supplier label is on the container. All containers shipped that are damaged or have non-legible Supplier Labels will either be refused at the receiving area or stored securely, with the material not being used, until the appropriate labels are obtained from the supplier. Bulk shipments will only be accepted if the labels for the material are shipped with the product, and arrangements have been made prior to shipment in writing stating that the labels will accompany the shipment, and the employer will arrange for the supplier labels to be affixed to the individual when containers when received, and before distribution of the material into the workplace.

All employees are responsible to report all known missing or defective labels to their manager immediately. All employees will receive specific training from their manager on the proper care, use, and handling of hazardous materials in the workplace.

Cahoots Theatre is committed to protecting its employees, visitors, outside contractors, and the community from the risks associated with working with hazardous materials on the job.

For more information, please review Appendix C.

Personal Protective Equipment (PPE)

PPE is any device worn by a worker to protect against hazards. It is the last line of protection employees have when mitigating risk of workplace hazards. Some examples are masks, gloves, ear plugs, hard hats, safety goggles, and safety shoes or boots.

Employees may be required to wear PPE at any time when working at Cahoots. It is expected employees to supply their own PPE, though Cahoots can support anyone who needs access to items through company purchases or monetary resources. Decisions of this nature will be made through dialogue via email to determine what route to take.

Hygiene and Grooming

All employees are expected to practice appropriate hygiene in the workplace to maintain the health and safety of the workplace. While we cannot mandate individual personal behaviours, we expect all employees and contractors to be considerate and aware of their surroundings. We ask that you exercise your best judgment with regards to the maintenance of personal hygiene and grooming, particularly as you will often be working in close quarters with others.

- Avoid heavily scented perfumes, colognes, and lotions. These can cause allergic reactions, migraines, and respiratory difficulty for some employees.
- Wash your hands regularly, especially in flu season or during a pandemic. Employees may be asked to adjust their hair or clothing for safety issues (for example, they may be asked to tie their hair back or remove jewellery in situations where it might caught caught).
- Employees cannot wear or display discriminatory phrases or symbols.

General cleanliness guidelines

- employees must clean up after themselves after using the restroom.
- employees must maintain their workstations and desk clean and uncluttered.
- employees must maintain cleanliness in the kitchen.
- Employees must clean up after themselves when working in other organizations' spaces

Cahoots will have toiletries on hand in the office such as extra toothbrushes, toothpaste, deodorant, feminine hygiene products, and other tools and resources for employees to use. The Cahoots space also has a shower which can be utilized by staff. The shower will be equipped with towels, soap, and shampoo.

Appendix A

Leaves

Pregnancy and Parental Leave

At Cahoots, we support employees who become pregnant and/or require parental leave. Pregnancy leave and parental leave are two different types of leave, which are explained below.

More information can be found here:

<https://www.ontario.ca/document/your-guide-employment-standards-act-0/pregnancy-and-parental-leave>

Please talk to the Managing Staff and/or Board if you have any questions as we will work with you to provide as much compassion and resources as possible for this type of leave.

Bereavement Leave

Cahoots understands the time an employee may need in the event of a death of someone in their lives. Cahoots provides five (5) days of paid leave for those who require bereavement leave after two weeks of employment. Employees are required to give as much notice as possible with a minimum of one (1) day notice to managing staff and/or board. We trust employees will only use this leave for actual deaths. This leave is not restricted to certain family members as listed in the Employment Standards Act; it includes but is not limited to:

- spouse (includes both married and unmarried couples, of the same or different genders)
- parent, step-parent, foster parent, child, step-child, foster child, grandparent, step-grandparent, grandchild or step-grandchild of the employee or the employee's spouse
- spouse of the employee's child
- brother or sister of the employee
- relative of the employee who is dependent on the employee for care or assistance
- aunts, uncles, great-aunts, great-uncles, and cousins
- friends and community members
- pets

For more information on this leave, please visit this link:

<https://www.ontario.ca/document/your-guide-employment-standards-act-0/bereavement-leave>

Please talk to the Managing Staff and/or Board if you have any questions, as we will work with you to provide as much compassion and resources as possible for this type of leave.

Family Caregiver Leave

Family caregiver leave is unpaid, job-protected leave of up to eight (8) weeks per calendar year per specified family member. All employees are eligible for family caregiver leave at the start of their employment, who may be taken to provide care or support to certain family members for whom a qualified health practitioner has issued a certificate stating that they have a serious medical condition.

Care or support includes but is not limited to: providing psychological or emotional support; arranging for care by a third-party provider; or directly providing or participating in the care of the family member.

For more information on this leave, please visit this link:

<https://www.ontario.ca/document/your-guide-employment-standards-act-0/family-caregiver-leave>

Please talk to the Managing Staff and/or Board if you have any questions as we will work with you to provide as much compassion and as many resources as possible for this type of leave.

Family Medical Leave

Family medical leave is unpaid, job-protected leave of up to 28 weeks in a 52-week period. Employees are eligible for this leave after three (3) months of employment. This leave can be taken to provide care or support to certain family members and people who consider the employee to be like a family member. This type of leave is applicable when a qualified health practitioner has issued a certificate indicating that they have a serious medical condition with a significant risk of death occurring within a period of 26 weeks. Employees are encouraged to provide at most six (6) weeks' notice so the company can make appropriate arrangements.

Care or support includes, but is not limited to: providing psychological or emotional support; arranging for care by a third party provider; or directly providing or participating in the care of the family member.

For more information on this leave, please visit this link:

<https://www.ontario.ca/document/your-guide-employment-standards-act-0/family-medical-leave>

Please talk to the Managing Staff and/or Board if you have any questions, as we will work with you to provide as much compassion and as many resources as possible for this type of leave.

Critical Illness Leave

Critical illness leave is unpaid job-protected leave of absence of up to 37 weeks in relation to a critically ill minor child, or 37 weeks in relation to a critically ill adult within a 52-week period.

Critical illness leave may be taken to provide care or support to a critically ill minor child or adult who is a family member of the employee for whom a qualified health practitioner has issued a certificate stating: that the minor child is a critically ill minor child, or the adult is a critically ill adult who requires the care or support of one or more family members, and sets out the period during which the minor child or adult requires the care or support.

For more information on this leave, please visit this link:

<https://www.ontario.ca/document/your-guide-employment-standards-act-0/critical-illness-leave>

Please talk to the Managing Staff and/or Board if you have any questions, as we will work with you to provide as much compassion and as many resources as possible for this type of leave.

Child Death Leave

Child death leave is an unpaid, job-protected leave of absence. It provides up to 104 weeks with respect to the death of a child. Employees who have been employed by their employer for at least six consecutive months are entitled to child death leave if a child of the employee dies.

An employee is not entitled to this leave if the child died as a result of a crime and the employee is charged with the crime. Cahoots Theatre will provide this leave for any cause of death the child succumbed to, even if the death was caused by a crime, not caused by the employee, or if the child died and was party to a crime.

“Child” means a child, step-child, child under the legal guardianship of the employee or foster child who is under 18 years of age.

For more information on this leave, please visit this link:

<https://www.ontario.ca/document/your-guide-employment-standards-act-0/child-death-leave>

Please talk to the Managing Staff and/or Board if you have any questions, as we will work with you to provide as much compassion and as many resources as possible for this type of leave.

Crime-Related Child Death or Disappearance Leave

Crime-related child death or disappearance leave is an unpaid job-protected leave of absence. It provides up to 104 weeks with respect to the crime-related disappearance of a child. Employees who have been employed by their employer for at least six consecutive months are entitled to crime-related child disappearance leave if it is probable that a child of the employee disappeared as a result of a crime.

Cahoots Theatre will still provide the leave if the employee’s child was a party to a crime resulting in their disappearance.

“Child” means a child, step-child, child under the legal guardianship of the employee or foster child who is under 18 years of age.

For more information on this leave, please visit this link:

<https://www.ontario.ca/document/your-guide-employment-standards-act-0/crime-related-child-disappearance-leave>

Please talk to the Managing Staff and/or Board if you have any questions, as we will work with you to provide as much compassion and as many resources as possible for this type of leave.

Domestic or Sexual Violence Leave

Domestic or sexual violence leave is a job-protected leave of absence. It provides 10 days to 15 weeks in a calendar year of time off to be taken for specific purposes when an employee or an employee’s child has experienced or been threatened with domestic or sexual violence. The first five days of leave taken in a calendar year are paid, and the rest are unpaid. Employees are eligible for this leave from the beginning of the employment. An employee who requires this leave must give notice to their managing staff and/or board at least one (1) day to take the leave.

For more information on this leave, please visit this link:

<https://www.ontario.ca/document/your-guide-employment-standards-act-0/domestic-or-sexual-violence-leave>

Please talk to the Managing Staff and/or Board if you have any questions, as we will work with you to provide as much compassion and as many resources as possible for this type of leave.

Declared Emergency Leave

In the case of a declared emergency, employees will not be required to work from the Cahoots office or any other designated place of work. Cahoots will require the employee to work from home and be available remotely for the duration of the declared emergency.

If the employee is physically affected due to the declared emergency, they will be eligible to consult the ESA article _____ found _____ here:

<https://www.ontario.ca/document/your-guide-employment-standards-act-0/declared-emergency-leave>

Please talk to the Managing Staff and/or Board if you have any questions, as we will work with you to provide as much compassion and as many resources as possible for this type of leave.

Infectious Disease Emergency Leave - *To be reviewed on March 31, 2023*

Employees have the right to take unpaid, job-protected infectious disease emergency leave if they are not performing the duties of their position because of specified reasons related to a designated infectious disease. This leave is available to all employees who are employed by Cahoots Theatre

Although the ESA states the only disease for which infectious disease emergency leave may be taken at this time is COVID-19, Cahoots Theatre recognizes there are other infectious illnesses such as the flu, chicken pox, shingles, etc. In the event an employee becomes ill with the infected disease, they are to begin using their three (3) days of paid sick leave. If the employee is still contagious and can not continue their work, they are eligible to receive an additional eleven (11) days paid sick leave.

Employees who take infectious disease emergency leave are generally entitled to the same rights as employees who take pregnancy or parental leave.

For more information on this leave, please visit this link:

<https://www.ontario.ca/document/your-guide-employment-standards-act-0/infectious-disease-emergency-leave>

Please talk to the Managing Staff and/or Board if you have any questions, as we will work with you to provide as much compassion and as many resources as possible for this type of leave.

Organ Donor Leave

Organ donor leave is unpaid, job-protected leave of up to 16 weeks, for the purpose of undergoing surgery to donate all or part of certain organs to a person. An organ donor leave can be extended for up to an additional 14 weeks for a total of 30 weeks.

An employee is entitled to organ donor leave whether they are a full-time, part-time, permanent, or term contract employee.

Organ donor leave begins on the date of the surgery. It may begin on an earlier date, as specified in a certificate issued by a legally qualified medical practitioner.

For more information on this leave, please visit this link:

<https://www.ontario.ca/document/your-guide-employment-standards-act-0/organ-donor-leave>

Please talk to the Managing Staff and/or Board if you have any questions, as we will work with you to provide as much compassion and as many resources as possible for this type of leave.

Reservists' Leave

In order to be eligible for reservists' leave, you must have worked for Cahoots for at least six consecutive months. Reservists must provide their Cahoots with six (6) weeks written notice of the day on which they will begin and end the leave.

For more information on this leave, please visit this link:

<https://www.ontario.ca/document/your-guide-employment-standards-act-0/reservist-leave>

Please talk to the Managing Staff and/or Board if you have any questions, as we will work with you to provide as much compassion and as many resources as possible for this type of leave.

Jury Duty

If an employee is selected as a juror, they must, by law, attend. An employee who receives a summons should inform the managing staff or board immediately by providing a copy of the summoning letter. An employee's normal salary will continue to be paid by the company during jury duty. If an employee is granted remuneration by the court, they will not need to reimburse the company.

For more information on this leave, please visit this link:

<https://www.ontario.ca/laws/statute/90j03?search=jury+duty+leave#BK50>

Please talk to the Managing Staff and/or Board if you have any questions, as we will work with you to provide as much compassion and as many resources as possible for this type of leave.

Appendix B

Reviews

Performance Appraisals

The performance appraisal accomplishes two main objectives; formalizes a time for the employee and managing staff/board to step back and review the progress made by the employee over a period of time, and; provides a written record of an employee's progress, for reference and for use as a tool when planning the employee's professional growth and development.

It is the policy at Cahoots that a performance appraisal is done at regular intervals, consistent with the requirement of the job. The recommended guidelines are as follows:

- New Hire/Promotion - 75 days after date of hire or promotion to a new position
- Salaried/Permanent - annually as of when the employee was hired
- Performance appraisals are for full-time and part-time permanent employees. When an employee approaches their anniversary of employment, their managing staff member and/or board member will schedule a time for a performance appraisal. The performance appraisal process is not a disciplinary review, but rather a chance to reflect on employment with Cahoots Theatre thus far. Employees will have access to the formal documents to review before their performance appraisal. Contractors will be asked for an exit interview or to fill out a form once their contract has ended to receive feedback.

Cahoots Theatre's objective when approaching performance appraisals is linking organizational objectives, such as company mission, vision, and values, into measurable outcomes related to performance back as well as the overall development of staff and project to reflect the current trends and changes within the sector and community.

Definition of Terms

Review/Appraisal: Two-way process, the goal is not to evaluate productivity but to reflect on work experience and track changes for the purpose of personal and company growth and development.

Accomplishments: Work and career achievements, not solely just about productivity.

Goals: Desired accomplishments that can be open-ended based on work, career, and personal objectives.

Purpose and Guidelines

The purpose for performance appraisals is to strengthen feedback, provide encouragement and improvement, discuss career planning and development, and determine any training opportunities as well as potential job redesign. Cahoots Theatre aims to provide immediate development tasks and feedback on specific areas of improvement and accomplishments, provide specific action to improve, and to discuss support.

General Notes

Performance appraisals are conversation tools and provide an opportunity for employees to review the company. Employees are encouraged to provide feedback for the company.

Cahoots Theatre may request performance appraisals for temporary staff and/or contractors whose contracts will be extended into another contracted period or hired on as an employee, either full or part time.

Notes to Appraisers/Reviewers

The board and managing staff who are initiating review/appraisals need to be aware of errors made by the reviewers and the staff being reviewed such as:

Halo Effects

Strictness

Contrast Errors

Central Tendency

Personal Prejudices

Leniency

Recency Effect

Halo Effect: The use of limited info to make evaluation, usually positive. Example; Alex has been slacking for the last year of his employment, but signed a major client a few months ago. His reviewers may only focus on the really good thing he did and not completely think about the rest of his performance.

Central Tendency: The reluctance to give very poor or excellent ratings. Example; Sage doesn't want to come across as a strict manager and she is worried about coming across as having favourites, so she gives all of her employees an average review.

Leniency: When the ratings are too easy. Example; Rob and Thalia give everyone 5/5 on their monthly check-ins. A rater can demonstrate Leniency in a number of ways including, laziness or conducting the rating without having all the information.

Strictness: When raters are too harsh. Example; Sarah and Ceri do not give any of their employees their annual bonuses. A rater can demonstrate strictness in a number of ways, including being afraid of having favourites or personal judgements.

Personal Prejudice: Rater's dislike for a person or group. This can branch out into racism, ableism, homophobia, ageism, xenophobia, etc. This can also derive from not liking cliques/friend groups that have formed in the workplace. This type of error can manifest into bullying and harassment. Example; John doesn't like Beth because she likes the Boston Bruins, so he gives her a poor performance review.

Recency effect: Ratings are strongly affected by an employee's most recent actions. This can be similar to Halo Effect. Example; Lucy has been performing poorly, but redesigned the website this past week and it's brilliant. Her reviewers only focus on the work she did on the website.

Contrast errors: Raters compare employees rather than to a performance standard. Example; The standard is to show up on time. Darren comes 30 minutes early every day and Trevor shows up on time. The reviewers give Darren a better review than Trevor.

Salary Reviews

Cahoots is committed to the concept that each employee is entitled to a regular salary review, consistent with the employee's performance and the financial position of the company.

If the Company's financial position makes it possible, salary increases may take effect at any point of the year. Employees who receive a promotion during the year will receive a salary review at the time of the promotion. Decisions will be made in consultation with the Managing Producer and Board of Directors.

Progressive Discipline Reviews

Despite ongoing feedback and training, an employee may demonstrate performance problems that require immediate and continued improvement.

The progressive discipline process allows a constructive approach to performance problems. The Company philosophy is that all employees who are experiencing performance problems, whether or not they have completed their 3-month probationary period, must have the opportunity to improve, through the corrective review process, before employment is terminated for performance reasons.

Note: In cases of dishonesty, theft, fraud, willful misconduct or violation of company policy, termination of employment does not require a prior corrective review.

The progressive discipline process documents require performance standards, performance concerns and unacceptable behaviours and a plan to improve performance. This process provides the employee with specific information regarding how to improve and maintain job performance in order to continue employment. Performance standards and concerns will be discussed in a meeting with the managing staff and/or President of the Board (if applicable) and be documented in writing.

Company Reviews

At Cahoots Theatre, we believe it is important to have questions, concerns, and suggestions brought forward by employees regarding organizational culture, operational practices, and company policies. This is important for the company to grow and be aware of any oppressive or uncomfortable behaviour we are demonstrating. It is also important for the company to know what the managing staff and the board are doing to make the work environment a safe(r) place.

Cahoots encourages all employees to provide informal feedback to the managing staff and/or board at any time via email, written correspondence, or verbal communication. During the performance appraisal process, employees will have the opportunity to formally appraise the company. Employees who are contracted will be asked via a survey regarding their experience with the company.

Appendix C

Guidelines For the Development & Implementation Of WHMIS In The Workplace

Under the WHMIS legislation, employers are required to implement WHMIS to suit the specific conditions of their individual workplaces. The following are guidelines to assist in the updating and review of your present WHMIS Program workplace.

- Evaluate the workplace
- Assess the needs
- Develop guidelines

Evaluate your workplace:

- conduct an inventory of controlled products used in the workplace
- conduct an inventory of controlled products produced as part of the production process.
- identify what is required for labels, identifiers, and data sheets for both supplier and employer produced controlled products.
- identify the employees who work with or near any controlled products

Assess the needs by Identify the requirements for:

- worker education
- control measures including engineering controls, work and hygiene practices, and personal protection
- labels, identifiers and MSDS
- emergency procedures
- floor plan: posted in the workplace: indicates location and storage areas of all hazardous materials being used in the workplace.

Develop guidelines by Giving direction for:

- the development, regular follow-up, and review of all the components of WHMIS in your workplace including:
 - a tracking, maintenance, and availability plan for all MSDS documentation
 - a worker education program
 - an annual review of the worker education program
 - the adequacy of existing labels, hazard identifiers and MSDS

Role of the Health & Safety Committee/Representative

The Health and Safety Committee/Representative is a group of employers and employee representatives of an individual who works to ensure safety and health to the workplace. The committee/representative can be an effective communication link between the employer, the employees, and the trade unions.

Employer Responsibilities:

Provide information to the Health & Safety Committee/Representative on all WHMIS reports, records and documentation including the availability of workplace and supplier labels, identifies and MSDS sheets.

Consult with the Health & Safety Committee/Representative for help to:

- decide whether the supplier, workplace labels, and MSDS sheets provide enough information.
- develop and implement the worker education program
- review and revise the worker education program
- review and revise the floor plan annually

Health and Safety Committee/Representative:

- help inform the employees about WHMIS
- answer questions from employees arising from any new procedures developed to implement WHMIS into the workplace.
- review the WHMIS program training annually and determine re-training needs of the employees.

Development and Implementation of WHMIS Into the Workplace

The WHMIS Legislation requires that controlled products received for a supplier or employer produced product in the workplace must be properly labelled. Both suppliers and employers have many responsibilities regarding the WHMIS labelling.

The following is an overview of these responsibilities.

Employer Responsibilities Regarding Labels in The Workplace:

- Ensure that containers of controlled products provided by a supplier are labelled with supplier labels when they enter workplace
- Ensure that if a controlled product arrives in the workplace without a supplier label, it will not be used until the supplier label is obtained and placed on the container
- The Supplier label must have the WHMIS border and the colour must be in contrast to the colour of the packaging or container to which it is applied. In most cases suppliers stick to the black and yellow border. However, the supplier label can be other colors.
- Affix supplier labels on controlled products received for the supplier in multi-containers when agreed to in writing by the employer prior to shipment.
- If a controlled product is produced in the workplace, the employer shall ensure that the employee(s) who work with the controlled product are informed about the appropriate care, use, handling and storage of the hazardous material in the workplace
- Develop and apply workplace labels for products transferred to containers other than the original packaging. Develop and apply workplace labels for controlled products produced in the employer's workplace.
- Provide other means of identification for controlled products that do not need workplace labels but must be clearly identified. These include controlled products in continuous run containers, pipe and piping systems, tank cars or tank trucks.

- Workplace labels must all display the name of the product, precautionary measures and MSDS statement.
- Instruct all employees working with controlled products about the contents, purpose and significance of labels and other forms of hazard identification.
- replace missing or illegible labels.
- All pipes, vats, tanks, process equipment and small and large storage facilities such as bulk storage tanks must be identified for their contents and directional flow indicated on them.
- Ensure all employees who work with or come in contact with a controlled product are informed about any hazards concerning the care, use, handling, or storage of that controlled product
- All employees will receive Generic Training and Annual Review Training specified by the Health and Safety Committee
- Retraining is required only if it becomes obvious that the employee no longer understands the information required by the WHMIS legislation.
- Provide a floor plan and post in the workplace of location of all hazardous materials their locations and emergency equipment and locations

Employers Responsibilities for Material Safety Data Sheets

Both employers and suppliers have responsibilities in regard to Material Safety Data Sheets (MSDS)

Under WHMIS legislation, employers must:

- develop an MSDS for any controlled product produced in the workplace
- ensure that all controlled products received from the supplier have an up to date (less than 3 years old) supplier MSDS when entering the workplace
- obtain a supplier MSDS or develop an employer MSDS for controlled products received in the workplace, adding information based on its use in the workplace
- make an assessment of all hazardous materials and physical agents in the workplace.

Make readily available copies of MSDS Sheets To:

- workers who are exposed to the controlled product
- health and safety committee/representatives
- provide in a location easily accessible

Educate workers handling controlled products about:

- the content required on the MSDS sheets
- the purpose and significance of the MSDS

Update all MSDS sheets for workplace products:

- at least every 3 years
- no later than 90 days after updated information is available about any changes related to hazards in the controlled products in the workplace.

Employers can computerize MSDS sheet information contained on controlled products used in the workplace as long as:

- employees have access to and are trained on the computer terminals
- the terminals are kept in working order
- the employer makes a hard copy of the MSDS available to the employee or health and safety committee /representative upon request.

Employees Responsibilities Regarding Labels and MSDS sheets:

- As a part of their general responsibility under the Occupational Health & Safety Act, the worker must report to their supervisor if labels are unreadable or altered.
- An employee is also responsible to follow the direction of the employer, and to avoid removing, altering, or defacing labels.
- If an employee has difficulty understanding the information on the Labels or the MSDS they should speak to their supervisor immediately.
- If an employee finds a MSDS sheet that is expired, they should report the fact to their supervisor.

Overview Of Workplace Hazardous Materials: Information Systems (WHMIS)

1) What is WHMIS ?

WHMIS stands for Workplace Hazardous Materials Information Systems and is simply your “right to know” about the hazardous materials (chemicals) and physical agents (noise, radiation, vibration) in the workplace. Under WHMIS there are three main ways that information is made available to you in the workplace.

A. LABELS:

Supplier Label: found on the outside of all containers of hazardous materials.

Information Found on the Supplier Label:

- Name of the Product
- Hazard Symbol
- Risk Phrases
- Precautionary Measures
- First Aid Measures
- MSDS Statement
- Supplier Identifier

Workplace Label: must be placed on the outside of all containers of materials when they have been decanted from the original container.

Information Found on the Workplace Label is:

- Name of the Product

- Precautionary Measures
- Reference to the MSDS

B. MSDS (Material Safety Data Sheets):

Material Safety Data Sheet: Must be located in the workplace where it is readily available for all employees. In most cases people need the area in the workplace. The MSDS Sheet provides more detailed information on the hazardous materials. The employer is responsible for maintaining updated MSDS Sheets. The three most common times when an employee may need to access the information of the MSDS Sheet is, when there is a medical emergency, when there is a chemical spill, and when the employee has never used the product before and they require more information on the product.

C. TRAINING:

All employees must receive “Generic WHMIS Training.” All new and temporary employees will receive specific training and instruction on the materials they will be using on the specific jobs they are being assigned to.

2) RESPONSIBILITIES FOR WHMIS:

Everyone is responsible for the safe use, handling, and storage of hazardous material in the workplace. Any employee with a question or concern about any hazardous material they are using should always speak to their supervisor.

3) HAZARDOUS MATERIALS OR CONTROLLED PRODUCTS:

WHMIS requires that all manufacturers or suppliers of hazardous materials must ensure a supplier label and MSDS Sheets are available for all hazardous materials in the Workplace. The employer must ensure that all containers are labelled and an MSDS Sheet is available on all hazardous materials being used in the workplace. The employer is also responsible to ensure all MSDS Sheets are updated every 3 years and are readily accessible to all employees. All employees must be aware of containers that are not labelled or the label is damaged or not legible and reported to their supervisor.

All hazardous materials have a hazard classification which is identified by a hazard symbol:

- * CLASS A: Compressed Gas
- * CLASS B: Flammable and Combustible Material
- * CLASS C: Oxidizing Material
- * CLASS D: Div. 1 - Poisonous and Infectious Material
- * CLASS D: Div. 2 - Materials Causing Other Toxic Effects
- * CLASS D: Div. 3 - Biohazardous and Infectious Materials
- * CLASS E: Corrosive Materials
- * CLASS F: Dangerously Reactive Material

Appendix D

Accessibility for Ontarians with Disabilities Act (AODA)

Cahoots' Plan to Providing Goods & Services to People with Disabilities

Cahoots Theatre is committed to excellence in serving all customers including people with disabilities.

Assistive Devices

We will ensure that our staff is trained and familiar with various assistive devices that may be used by customers with disabilities while accessing our goods or services.

Communication

We will communicate with people with disabilities in ways that take into account their disability. This will be done through staff check-ins and meetings, performance appraisals, employee surveys, audience surveys, etc. If there are different communication methods someone would prefer, please advise Managing Staff and/or Board.

Service Animals

We welcome people with disabilities and their service animals. Service animals are allowed on the parts of our premises that are open to the public. As a courtesy to people with allergies and other issues, we encourage those with service animals to notify office staff before arrival so that necessary preparations can be made.

Support Persons

A person with a disability who is accompanied by a support person will be allowed to have that person accompany them on our premises. Support persons will not be charged for admission to Cahoots Theatre's season productions. We will notify customers of this through a notice posted on our company website.

Social Media and Programming Online

Cahoots Theatre is committed to providing access throughout our digital presence as well as informing our communities about access to our events and programming on our digital platforms. [Please review Cahoots Theatre's Social Media Communication and Social Media Procedures.](#)

Programming in Person and Online

Programs and productions, whether online or in-person, may have accessibility measures in place (captions, ASL Interpretation, relaxed performances, visual guides, etc.). Cahoots Theatre will ensure the correct information is disseminated as to when accessible performances and programs will be held in any communicate. Specific instructions on how to access certain tools and support (i.e. captions) will be provided in an "access notes" section on program and production descriptions.

We look forward to working with community members to create more access in our programming. We welcome any feedback.

Accessible Customer Service Plan

Notice of Temporary Disruption

In the event of a planned or unexpected disruption to services or facilities for the people with disabilities, Cahoots Theatre will notify the community promptly (via newsletter, social media posts, and facility bulletins at the main entrance). This clearly posted notice will include information about the reason for the disruption, its anticipated length of time, and a description of alternative facilities or services, if available.

Training for Staff

Cahoots Theatre will provide online training to employees, volunteers, and others who deal with the public or other third parties on their behalf.

This training will be provided to staff within two weeks of when the individual commences performing duties for Cahoots Theatre. The training can be found at this link: <https://www.aoda.ca/free-online-training/>

Additional training will be provided within four weeks of any revisions made to this policy and/or related procedures and practices. Training will be done online through the government of Ontario platform which will be distributed from the Managing Producer. Training will include:

- An overview of the Accessibility for Ontarians with Disabilities Act, 2005 and the requirements of the customer service standard
- Cahoots Theatre's plan related to the customer service standard
- How to interact and communicate with people with various types of disabilities
- How to interact with people with disabilities who use an assistive device or require the assistance of a service animal or a support person
- How to use the wheelchair elevator
- What to do if a person with a disability is having difficulty in accessing Cahoots Theatre's goods and services

Staff will also be trained when changes are made to the plan.

Feedback process

All individuals who wish to provide feedback on the way Cahoots Theatre provides goods and services to people with disabilities can do so in person, by telephone, email, or mail.

All feedback will be directed to the managing staff. Customers can expect to hear back within seven business days. Complaints will be addressed according to our organization's regular complaint management procedures.

Modifications to this or other policies: Any policy of Cahoots Theatre that does not respect and promote the dignity and independence of people with disabilities will be modified or removed.

For more information on the AODA, please visit: <https://www.aoda.ca/>

References

Throughout the process of creating this manual the board and staff of Cahoots used the following resources below to support our process, inspire us to operate at a new level of care, and go above and beyond the sector's standards of work.

[Accessibility for Ontarians with Disabilities Act](#)

Buddies in Bad Times Theatre's [Employee Manual Revised 2018](#)

Employment Standards Act of Ontario - [Part XIV Leaves of Absences](#)

Generator TO's [Safe\(r\) Spaces Policy March 2021](#)

Government of Canada - [WHIMS](#)

[Managing Performance through Training and Development by Alan Saks, University of Toronto](#)

lemonTree Creation's [Commitment](#)