



MASS culture

Policy & Procedure Handbook

Be it understood, all Working Group Members and Staff shall be responsible for reviewing, understanding and upholding the contents within this document. Any points of clarification, edits or missing components should be brought to the Operations Working Group and / or staff.

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Who is Mass Culture

Mass Culture's Purpose

Mass Culture is committed to ensuring that all communities have the ability to mobilize and benefit from arts and culture research.

Guiding Principles

Mass Culture is committed to upholding the following:

- Mutual Respect: engaging cultural pluralism and diverse perspectives through the work.
- Access: an ongoing practice of defining and improving access with communities.
- Decent Work: implement and evaluate Mass Culture's decent work practices in service to the sector, our team(s), and each employee.
- Reconciliation and Relationship Development: making collaborative action toward mutually beneficial goals between Indigenous and non-Indigenous communities.
- Relations: deepen relationships and creative approaches that address the needs of the sector across generations.
- Stability: ongoing evaluation to improve Mass Culture's work. Commit to sustainable practices in operations, programming, and projects.
- Integrity: conducting ethical research, collecting accurate data, valuing transparency, and embracing debate

ORGANIZATIONAL POLICIES

PERIODIC REVIEW

As a standard review process the Organizational Policies shall be reviewed every three years by the Operations Group to ensure that it remains current and relevant.

Mass Culture Policy and Procedure Governance	
Category	Governance
Type	Policy
Title	Policy – Governance & Decision Making
Approval Authority	Operations Group
Related Policy and Procedures	
Current Approval Date	
Original Effective Date	
Most Recent Revision Date	
Next Review Date	

Mass Culture’s Vision on Governance

The principles which have guided Mass Culture’s work from its inception are deeply rooted in the governance model that has emerged to carry the work of the organization forward. As Mass Culture evolves into its optimal shape and size it is essential to its founders (the governing body of 2019) that the integrity of its Guiding Principles exist and thrive throughout all of its work. To ensure this, Mass Culture’s governance must always reflect these principles by treating each individual engaged in Mass Culture as a lead contributor. Mass Culture recognizes that organizations require strong leadership to inform direction. However, leadership roles pertain neither to seniority nor legacy, but rather to the passion, strengths and commitment of individuals.

In an effort to advance the above vision on governance, this handbook should be utilized when making decisions, implementing and updating organizational structures, and carrying out day-to-day activities.

Definitions

Working Groups are made up of [volunteers](#) who meet regularly to discuss and develop ideas and decisions through a generative working process. Each Working Group has a [Terms of Reference](#) document.

The *Conduit* of each Working Group chairs the meetings. Once per year, the conduits come together to share the work of each group.

The *Mass Culture Community and/or Network* (used interchangeably) refers to those individuals who have attended Gatherings, follow MC on social media, have signed up for MC's newsletter, or are otherwise engaged with MC.

Working Groups

Members of Mass Culture's Working Groups comprise the membership of Mass Culture and are given voting privileges. [Bylaw - Clause 7](#)

During Mass Culture's AGM, a vote to confirm the Working Groups for the year ahead along with representation within each Working Group will be put forward. This handbook and Mass Culture's website will be updated on an annual basis with the current Working Groups.

2019-2020 Working Groups:

Operations Group (AKA the Board)

This group (min 3 max 12 members) contributes towards the organization's key operations such as its financial and human resources, organizational inner workings (bylaws & policies), and the foundational elements of its three-year work plan.

Network Group

This group (size to be determined by members of the group) contributes towards the building of Mass Culture's Research & Evidence Infrastructure Plan by generating strategies to grow a healthy network and stewarding connections. This group also oversees the brokering of partnerships and serves as a nominating committee for all Working Groups.

Communications Group

This group (size to be determined by members of the group) contributes towards design and dissemination strategies for the promotion and coordination of various initiatives through social media and traditional media while helping to develop key messages for various initiatives.

Engagement Group

This group (size to be determined by members of the group) contributes towards Mass Culture's Knowledge Mobilization plan (Gatherings, MC Minds, Resource Centre, and other activities that engage individuals in arts research) to ensure that Mass Culture is adhering to its guiding principles and meeting the needs of its network.

Other Working Groups

Other Working Groups will develop as needed. For example, a Digital Strategy Group was created to develop a user map. A Research Working Group will need to be devised when Mass Culture has the capacity to manage more research initiatives. A slate of Working Groups will be approved at the AGM.

Succession planning

March

- Working Group members whose term is ending will send notice to the Conduit of the Working Group and/ or staff that they will either stand for re-election or step down.
- Working Group members that are stepping down may put forward a replacement to the Network Working Group.
- Working Groups review and determine any changes needed to the composition of its group (size, gaps, new activities or points of focus)

- The Operations Group proposes a set of Working Groups (new, existing, dissolved) for the following year.
- To ensure institutional knowledge, current Working Group members (before 2020) will let the Conduit of the Working Group know if they plan on staying on for one year or two years from the date of the 2020 AGM.

April

- The Network Working Group will utilize a governance matrix template and Mass Culture's Network List to provide a list of recommended candidates
- Staff will contact candidates and sends them materials
- The candidates confirm their interest by the end of the month.

May - June

- The staff and Conduits organize orientation meetings to set the agenda of each Working Group for the year.

AGM Between June - September

- The Working Groups are voted on during Mass Culture's AGM for approval. The term of new Working Group members commences on the day of the AGM.

Terms

Within each position a Working Group member may serve a two-year term with a maximum of two consecutive terms. If these terms conflict with work assignments, terms may be extended. Working Groups will decide internally if a term should be extended, and for how long.

Resignation or Removal

Upon the resignation of any member of a Working Group or upon any vacancy occurring for any other reason, prior to the end of their term, the Network Group will be asked to put names forward to fill the vacancy by following the succession planning protocol (above).

A member of one of Mass Culture's Working Groups may be removed by a majority vote of the affected Working Group. A written grievance must be sent to the Conduits of the Network and Operations Group. If the grievance pertains to one of these individuals, staff will replace that individual with another member within that Working Group to oversee the grievance. These two individuals will review the grievance, communicate with the members within the affected Working Group and organize a vote.

Meetings

Meetings may be held at any time and place as determined by the Working Group. Each member shall be given no fewer than business 14 days notice of meetings.

Members are committed to ethical conduct and to exercising due diligence in the performance of their duties, and will act in the best interest of the Corporation by:

- attending meetings;
- keeping generally informed about the activities of the organization and community as it pertains to their Working Group;
- maintaining solidarity with fellow members in support of a decision that has been made in good faith; and
- inspiring an inclusive environment that values differences.

Meeting protocol:

- Notes will be taken or the meeting will be recorded for internal purposes.
- All members are expected to attend meetings. Ongoing truancy may result in dismissal.
- Quorum for all meetings is 50% plus 1.

Decision-Making Process

Who needs to be involved to make the decision?

- Working Groups are convened to make decisions on:
 - Operations: fiscal, administrative, governance, evaluation, overarching priorities/goals
 - Communications: branding, communications procedure, communication tools
 - Engagement: activities, future MC Gatherings
 - Network: governance makeup, partnerships, health of network
 - New groups will be defined as needed?
- Cross-cutting: Some decisions may involve more than one Working Group and/or staff. Conduits or staff will reach out to another Working Group if a joint decision needs to be made. Meeting procedures will be utilized to make the decision.
- Delegated Decisions: Staff who are fully oriented with MC's purpose and guiding principles are empowered to make their own executive decisions within their job responsibilities or as delegated by a Working Group.

Decision-Making Checklist¹

This checklist will be used as a guide when making decisions.

Viability

The activity must support Mass Culture's core values and purpose by aligning to one or more of our strategic themes:

- Making arts and culture research real, visible, and relevant
- Transcending silos and boundaries to redistribute knowledge power
- Building partnerships and connections for knowledge transfer
- Bringing visibility and voice to diverse ecosystem stakeholders
- Growing and engaging the MC network

Feasibility

The activity must respect our limitations, resource and operating constraints by fulfilling all of the following:

- Creating conditions for organizational sustainability and regeneration
- Respecting the limitations of Mass Culture's volunteer network of experts & preventing burnout for those executing and engaging
- Assessing financial resources
- Building on Mass Culture's current capabilities
- Supporting Mass Culture's organizational learning and adaptability (when being stretched from their current capabilities)

Desirability

Do Mass Culture want this? If so, the activity must:

- Recognize the ability (or lack thereof) for other partners in the ecosystem to engage, participate, and/or co-create value
- Provide the necessary information, supports and accommodations to enable participation

¹ Checklist created by OCAD Strategic Foresight & Innovation Students in [Mass Culture's Strategic Roadmap](#) pg. 17

Conflict Resolution Principles & Procedure²

Purpose

Mass Culture recognizes that conflicts are a normal and even a healthy part of human interaction, and may occur for various reasons. If conflicts are identified and recognized promptly and treated appropriately, the knowledge gained can enrich and improve our organization.

Mass Culture also recognizes that an unaddressed conflict, whether because it is avoided or improperly handled, can escalate causing people harm and having a negative impact on the organization.

Prevention and, if required, early intervention efforts are key to fostering collaboration and to maintaining healthy and respectful work relationships.

The purpose of this policy is thus to provide an effective, consistently applied, and transparent method to address conflicts and disputes. Such issues may arise in relation to Mass Culture's activities, its governance, or the conduct of its directors, staff, members, and members of the public.

Application

A complaint under this policy may be made verbally or in writing by any person involved with Mass Culture or its activities, noting that:

- A complaint about a real or perceived conflict of interest will be addressed in conjunction with Mass Culture's *Code of Ethics Policy*.
- Staff complaints involving interpersonal relations are addressed through this policy in conjunction with applicable HR policies and procedures.
- Staff complaints involving compensation, performance, or other HR issues are addressed through HR policies and procedures.
- Formal complaints of harassment or discrimination based on protected grounds under the *Ontario Human Rights Code* or the *Canadian Human Rights Act* will be dealt with in accordance with the *Anti-Harassment Policy*. In addition, nothing in this

² This Conflict Resolution Policy is based on a template written by Sheila Wilmot, Consultant for the MANO (Media Arts Network of Ontario) Conflict Resolution Working Group and published by MANO in January 2016.

policy prevents or discourages anyone from filing an application with the Human Rights Tribunal of Ontario or the Canadian Human Rights Commission matters related to the protection of human rights.

- Complaints arising out of disputes between Mass Culture and other organizations with which it is engaged in a shared project will be resolved through the terms of that agreement. Mass Culture shall ensure that a dispute resolution clause is included in all agreements made with partner organizations.
- Members of Working Groups and staff persons are obligated to comply with the present Policy and with related by-laws and policies as a condition of membership or employment. Failure to cooperate with these policies may result in the undertaking of disciplinary procedures.
- Where Collective Agreements are in place for employment arrangements, the processes therein shall apply. If the Collective Agreement is silent with respect to conflict resolution, the terms in this Policy shall apply.

Policy Guidelines

Internal Conflict Resolution: The skills and resources of Mass Culture will be developed and used to resolve conflicts in a manner that is interest-based, understanding-based, facilitative, collaborative and fully participative whenever possible. Seeking external advice and expertise is recommended in cases of formal complaints.

Personal Responsibility and Engagement: All parties to a complaint should actively participate in order for the process to be as fair as possible. The parties will strive to achieve a collaborative resolution and outcome at the earliest possible stage of the process. If one or more parties are unwilling to participate, the process shall continue and a resolution determined with the available information. If a one or more parties are unable to participate they may appoint a proxy to participate on their behalf.

Confidentiality: Information about a complaint will only be given to parties directly involved. If any information about the complaint needs to be shared with other parties in order to facilitate a resolution, all reasonable efforts will be made to seek the approval of all parties.

Transparency: The parties will be provided clear and understandable reasons for decisions relating to complaints. All parties will be provided with updates during review processes at reasonably determined intervals.

Timelines: Complaints will be dealt with promptly and resolved as quickly as possible.

Fairness: Every effort will be made to ensure the review of complaints will be fair, impartial and respectful, allowing all parties to have their perspectives heard.

Thoroughness: Review of complaints will be thorough and as detailed as possible, based upon the information provided by the parties.

Accessible and User-Friendly: The process will be easily accessible and communicated to people associated with Mass Culture or its activities. It is designed to be clear and as simple to follow as possible.

Training and Professional Development: The organization will make conflict resolution a central and regular part of board governance training and staff professional development, setting aside time and resources on an annual basis to do so.

Definitions

An *External Advisory Group* is an ad hoc body of up to four persons, external to the Operations Group, with professional expertise to provide advice on addressing complaints, particularly formal complaints as per section 2 below.

Conflict refers to an ongoing experience of varying degrees of tension, usually involving multiple events, and misunderstandings, possibly leading to the building up of layers of interpersonal discord. This policy uses both “conflict” and “dispute”(see below) without necessarily distinguishing between the two terms, since most people do not give them different meanings. Distinctions between the two terms will be made if needed.

The *Conflict Resolution sub-committee* is a three-person standing sub-committee of the Operations Group to which unresolved formal complaints are sent for review and recommendations, as per 2.07.2 or 2.08.4 below. The CR sub-committee will designate a *Staff liaison* for the purpose of serving as a Responsible Contact Person, as per 1.04 and 2.03.

A *Complainant* is the individual lodging a complaint against another Mass Culture-related individual, policy or practice.

Discipline refers to the corrective action taken in respect to an individual, as a consequence of a formal complaint. Disciplinary measures are normally considered confidential, and the details are usually not shared with other parties to the conflict, except when considered necessary to advise other organizations or safeguard the public.

Disputes are specific disagreements between or among people on a particular topic. This policy uses both “conflict” (see above) and “dispute” without necessarily distinguishing between the two terms, since most people do not give them different meanings. Distinctions between the two terms will be made as needed.

A *Respondent* is an individual against whom a complaint has been made, and/or someone responsible for the policy or activity complained about.

Responsible contact people are those who are accountable in Mass Culture for assisting in conflict resolution and addressing of formal complaints. They do not act as advocates for any party in the conflict. Their role is a neutral implementer of the policy. The assignments to this role are listed in the procedures below.

Support people are individuals not connected to the conflicts or disputes being addressed. The Complainant or Respondent may choose to have a support person accompany them at all conflict resolution meetings.

Responsibility for implementation

This policy respects the governance structure of Mass Culture which provides that key operations such as fiscal and administrative oversight, governance, strategic partners, and overarching priorities and goals are the responsibility of the Operations Group, while programming and activities are the responsibility of Mass Culture’s other Working Groups.

Procedures

Informal complaints & dispute resolution

An informal conflict resolution effort happens when a person seeks information, expresses their concern(s), engages the other party to a dispute in dialogue, and is able to resolve a dispute without recourse to a formal complaint.

When disagreements arise, it is expected that the parties involved will attempt to speak with each other about their concerns. In addition to the following considerations, both parties in this conversation will use Mass Culture’s *Code of Ethics* as their guide for how to conduct themselves in discussing the dispute.

- Choose a time and place to meet that is private and agreeable to both people.
- Allow a reasonable amount of time.

- The meeting should not be about one person “winning” and the other “losing.” It should be about coming to a mutual understanding. This takes patience and a willingness to listen to the other’s point of view and not to dismiss it as the “wrong” point of view.
- Speak directly from how you feel/think or felt/thought, and speak directly to the issue. Use “I” Statements and “Active Listening” techniques. Avoid belittling the other person, or dismissing their thoughts or feelings as these behaviours do not encourage resolution.
- The goal is for the parties to learn from the conversation, including how to avoid miscommunications and/or misunderstandings in the future. Helpful questions to this end include, “If what I / you said or did came across like that, what can I / we do to help prevent this happening again?”

If the steps taken within the informal dispute process does not resolve the disagreement, the Complainant may ask for assistance from the appropriate Responsible Contact Person (see below). This may be done orally or in writing.

When communicating in writing the Complainant will note in their correspondence that they are making an informal complaint and are communicating in order to get help to resolve it.

Responsible Contact Person for Informal Complaint:

The Complainant should contact any one member of the Conflict Resolution sub-committee with whom they feel comfortable. The person contacted by the Complainant shall be the Responsible Contact Person.

When approached with an informal complaint, the Responsible Contact Person will ask each party to report on any initial resolution efforts, and will consult as needed with the other members of the CR sub-committee.

The Responsible Contact Person will make efforts to resolve the matter informally within the first two (2) weeks after the complaint is made. This time period may be extended by mutual agreement of all parties.

The Responsible Contact Person will have a conversation with each party separately to: a) discuss their perspective on and interests engaged in the dispute, and; b) to review the internal informal dispute resolution methods available to them.

Both parties shall be invited to participate in processes such as informal meetings, negotiations, facilitated meetings, or shuttle or in-person mediation. If there is more than one Complainant or Respondent this may involve multiple, separate meetings. If

one party refuses participation in either facilitated discussions or a mediation process, the process will become that of a Formal Complaint. .

The Responsible Contact Person or another member of the CR sub-committee will act as facilitator or mediator in the chosen process. The choice will be made based on the person's conflict resolution training and the ability to remain neutral in the specific situation.

If this process comes to an acceptable informal outcome to all parties, the matter will be considered to be resolved.

Formal Complaints and Resolution

If informal resolution efforts do not achieve an acceptable outcome within two-weeks, or the mutually agreed upon timeline, or to the satisfaction of the Complainant, the Complainant may submit a written formal complaint. A formal complaint must be submitted in writing or as a video.

A formal written or otherwise recorded complaint will be submitted to all members of the Conflict Resolution sub-committee, except when the Respondent is a member of the sub-committee. This shall include:

- (a) The Complainant's name;
- (b) The Respondent's name;
- (c) Detailed information about what the issue is, i.e., what has taken place, where, and when;
- (c) Details of all prior efforts to achieve a resolution;
- (d) The specific outcome(s) the Complainant is seeking;
- (e) A response from the Respondent to the complaint, which should be submitted two (2) business days after receiving the written complaint above.

Complaints that do not provide all of this information will be considered incomplete. All parties shall be provided with all materials related to the complaint.

Responsible Contact Person for Formal Complaints:

The CR sub-committee shall designate a member of that committee as Responsible Contact Person. Should any member of the CR sub-committee be the Respondent, that person will be recused from reviewing the complaint.

The Responsible Contact Person will within one business day acknowledge to the Complainant and the Respondent the receipt of the complaint and response.

The Responsible Contact Person will then proceed as follows:

Review the complaint to ensure all information is included cited above. If the RCP requires any additional information to properly assess the complaint they will request it directly from the Complainant and/or Respondent. The review will include assessing and making note of organizational by-laws, policies and codes that might have been violated.

If the issues raised by the Complainant include matters that directly engage the Human Resources Policy, reports of harassment or discrimination based on protected grounds under the *Ontario Human Rights Code* or the *Canadian Human Rights Act*, or report incidents of Workplace Violence (as per the *Occupational Health and Safety Act* of Ontario), the relevant policies and procedures will be followed. The Responsible Contact Person will immediately notify the designated contact people for those policies and procedures, and advise the Complainant of this. Immediate courses of action may include separation of parties and initiation of a third party investigation.

The review may also include seeking advice from an External Advisory Group constituted to assist in resolving the complaint, or from another external source of expertise. If formal complaints involve multiple Complainants or Respondents that are staff and/or members of the Operations Group, or are non-HR contract disputes, the Responsible Contact Person shall seek advice from the External Advisory Group or a legal expert. Such complaints may then be referred to an external adjudication process, suitable to the type of complaint

Within one (1) week of complaint receipt, the Responsible Contact Person will:

- (a) inform the Complainant and Respondent that they have carried out an initial review of their complaint;
- (b) provide the Complainant and Respondent with a copy of this Policy;
- (c) review the informal dispute resolution process, and;
- (d) communicate additional information required to all parties, including:
 - (i) Any referral of the complaint to a separate process
 - (ii) Available informal or assisted resolution options as set out in this Policy, section
 - (iii) That processes in relation to this Policy cannot result in an award of damages or compensation to the Complainant, Respondent, or anyone else;

- (iv) That processes in relation to this Policy may or may not result in disciplinary measures against the Respondent.
- (v) That the Respondent will receive a copy of the Complaint (with the Complainant's name) if it is not resolved through informal resolution mechanisms.

Notice to Respondent (offer of Informal Dispute Resolution)

Consistent with the timeline, and when the Responsible Contact Person is satisfied that the requirements outlined above are met, and has determined that written complaint disclosure will not jeopardize the potential for an Informal Dispute Resolution process, the Responsible Contact Person will send to the Respondent:

- (a) A copy of the complaint;
- (b) Supporting materials, if applicable;
- (c) An assessment of organizational policies and/or codes of practice that may be engaged;
- (d) A copy of this Policy;
- (e) A request for a response within two (2) weeks;
- (f) An offer to facilitate Informal Dispute Resolution.

If the Respondent does not reply within two (2) weeks, the Responsible Contact Person will notify the other members of the CR sub-committee, who will then decide on a course of action with the information provided to date.

Initial Response to the Complainant (offer of Informal Dispute Resolution)

Upon receipt of a timely response from the Respondent, the Responsible Contact Person will send to the Complainant:

- (a) A copy of the response;
- (b) Supporting materials, if applicable;
- (c) An assessment of organizational policies and/or codes of practice that may be engaged;
- (d) An offer to facilitate Informal Dispute Resolution.

If both parties accept the offer of Informal Dispute Resolution, the Responsible Contact Person will set dates within one (1) week to facilitate the Informal Dispute Resolution process. This may include such processes as informal meetings, facilitated negotiation, facilitated meetings or shuttle or in-person mediation. Upon approval from the Operations Group, the Responsible Contact Person may engage a

mediator external to the organization. The parties to the complaint may each invite a Support person to attend all meetings.

Any agreed resolution of the complaint arrived at through Informal Dispute Resolution shall form a Minutes of Settlement and signed by both Complainant and Respondent, and a witness. These Minutes of Settlement shall be confidential. Any exception to the confidentiality of the Minutes of Settlement will be listed in the Minutes of Settlement and made on a case by case basis taking into consideration what information is needed for regular organizational duties to be performed
Considerations when making an agreement should include:

Is the agreement within the scope of the parties' decision-making powers in relation to their organizational role?

Is the agreement realistic and durable?

Does the agreement in any way compromise Mass Culture?

Are there elements of the agreement that impact on Mass Culture's operations, policies, reputation, external relationships or public perceptions?

If both parties do not accept the offer of Informal Dispute Resolution, or if Informal Dispute Resolution does not resolve the complaint, the Responsible Contact Person will immediately forward the Complainant's and Respondent's documentation and the Responsible Contact Person's report on dispute resolution attempts to date, to the Conflict Resolution sub-committee. The sub-committee may then seek advice from the External Advisory Group or other external source of expertise. The Conflict Resolution sub-committee will decide on a course of action with the information provided. Such action may include, but is not limited to:

- Separation of parties via work reassignment or changing of scheduling;
- Having a meeting with each party to discuss best practices for dispute resolution;
- Directions on training;
- Implementation of organizational practice and policy changes;
- Referral to HR policies and procedures, Harassment and Discrimination policy and procedures, and/or *Occupational Health and Safety Act* mandated policies and procedures for resolution.

Code of Ethics

PERIODIC REVIEW

As a standard review process the Code of Ethics shall be reviewed every three years by the Operations Group to ensure that it remains current and relevant.

Mass Culture Policy and Procedure Code of Ethics	
Category	Human Resources // Conflict Resolution
Type	Policy
Title	Policy – Code of Ethics
Approval Authority	Operations Group
Related Policy and Procedures	Anti-Harassment
Current Approval Date	
Original Effective Date	
Most Recent Revision Date	
Next Review Date	

Purpose

This Code of Ethics (the “Code”) reflects the commitment of Mass Culture to a culture of integrity, accountability and transparency, and to reduce the potential for conflicts of interest by establishing standards of conduct and by providing tools to address issues that arise when personal, employment, contractual and/or fiduciary interests and obligations conflict. The Code outlines the basic principles with which all members of the Mass Culture Community are expected to comply.

For the purposes of the Code “Mass Culture” includes those persons involved in, associated with, or who have a relationship with, Mass Culture, or its affairs, including all employees and members of Working Groups. Contractors, consultants and advisors,

will be required to carry out their duties for Mass Culture, in a manner consistent with the Code.

The range and complexity of Mass Culture's activities are such that it is not possible to produce an exhaustive list of unacceptable behaviors, actions, or conduct, which covers all situations. Therefore, the spirit and intent behind the Code will be used to guide conduct, and to exercise care and diligence, in the course of Mass Culture's work.

The purpose of the Code is threefold:

- To articulate a standard of ethical conduct consistent with the values and principles of Mass Culture;
- To define conflict of interest and conflict of commitment and outline the procedures for dealing with violations of the Code; and
- To provide guidelines concerning the receipt or furnishing of gifts, external employment, fiscal integrity/responsibility, information and records, and political activities which could constitute a conflict of interest, or conflict of commitment, or compromise standards of ethical conduct.

Definitions

For the purpose of the Code, a *conflict of interest* means, without restricting the general scope of this term, any situation, actual, perceived or potential, that puts an individual member of Mass Culture's community private interests in conflict with the interests of another, so that it may lead an independent, objective and impartial observer to reasonably question whether the individual's professional actions, or decisions, are influenced by considerations of private or external interests. Conflict of interest situations can involve money, information, influence or power.

A *conflict of commitment* occurs when external, or personal activities, or relationships, are so demanding, or are organized in such a manner, that they interfere with an individual's ability to fulfill their obligations and duties to Mass Culture, or have the effect of disadvantaging Mass Culture.

Conflict of Interest

A conflict of interest may arise when a member of the Mass Culture Community takes actions or has interests that may make it difficult, or may create the potential or the perception of making it difficult, for them to perform their professional obligations with

respect to Mass Culture objectively and effectively, or when they otherwise take action that is inconsistent with the interests of Mass Culture for their direct or indirect benefit, or for the direct or indirect benefit of a related third party. A conflict of interest may also arise when a member of the Mass Culture Community receives improper personal benefits as a result of their position at, or relationship with, Mass Culture.

Standard Ethical Conduct

In all circumstances Mass Culture will maintain public trust and confidence by its commitment to ethical conduct, integrity and quality. All members of the Mass Culture Community will apply the highest ethical standards in conducting their business activities in relation to Mass Culture, to ensure that Mass Culture's reputation and integrity are upheld and that all activities can withstand the test of reasonable and independent scrutiny.

Wherever and whenever Mass Culture business is conducted, members of the Mass Culture Community will:

- Conduct their business activities impartially, fairly, openly and free from outside influence or interference;
- Act honestly and in good faith to serve Mass Culture's best interests;
- Comply with all applicable laws, governing legislation, regulations and professional standards;
- Avoid situations involving an actual, potential or perceived conflict of interest between their personal interests or outside interests, and the interests of Mass Culture;
- Refrain from engaging in any business practices or activities that are illegal, misleading, dishonest, fraudulent, or that otherwise misrepresent or discredit Mass Culture or its employees;
- Carry out their duties in a manner consistent with applicable environmental legislation;
- Maintain a safe and healthy workplace environment in compliance with applicable health and safety laws, as well as in compliance with Mass Culture's policies relating, in particular, to the 1) Anti-Harassment Policy 2) Safer Space Policy 3) Mass Culture Mandate, Purpose and Guiding Principles.
- Be responsible for their own conduct and for treating others in an ethical, fair and respectful manner;
- Secure and preserve confidential information and take all precautions to ensure access to confidential information is restricted to authorized individuals and is not disclosed externally;

- Refrain from engaging in any inappropriate communication that could misrepresent or discredit Mass Culture or its employees, community, or programs.

Process

Notification

All members of the Mass Culture Community will receive this Code as an addendum to their respective contracts, or orientation information, at the time of their appointment, or retention. To ensure their awareness of this Code, all members of the Community will receive a copy of the Code;

Review and signing of the Code by employees will form part of the annual performance review process with each employee;

The signing of a declaration of agreement to comply with the Code shall be an annual requirement of the members of Mass Culture's Group.

Course of Action

The following process applies to anyone within the Mass Culture Community (as applicable) who has a question, or doubt, about the appropriateness of an activity, and/or anyone with actual or potential conflicts of interest, or commitment. All actual, or potential, conflicts of interest, or commitment, must be disclosed immediately.

Any individual having questions, or doubt, about the appropriateness of an activity will refrain from participation in such activities, until all concerns relating to conflicts of interest and/or commitment are resolved, in accordance with the process as set out below and as is applicable to the individual concerned.

Anyone who knowingly permits, condones, or acquiesces in the failure of another to comply with this Code is also considered to be in violation of this Code.

Any member of the Mass Culture Community who has:

- A question, or doubt, about the appropriateness of an activity;
- An actual or potential conflict of interest or commitment; and/or
- Any concern regarding a breach in any standard of ethical conduct as identified within this code, (hereinafter the "Concern"), must contact the CR Sub-committee to seek guidance to, and consult with, the appropriate individual(s) as is set out in the Code

Guidelines

The following guidelines are not intended to be comprehensive, but rather to serve as a guide to avoid conduct and situations, which could lead to conflicts of interest, and/or of commitment, or compromise standards of ethical conduct in these and similar circumstances:

Receipt of Gifts or Benefits

Employees, members of the Operations Group, consultants and other individuals representing Mass Culture in an official capacity must not knowingly seek, or accept, in relation to Mass Culture business activities, directly, or indirectly, gifts, favours, or other private benefits, from third parties. Examples of such benefits may include, but are not limited to, cash and non-cash payments, goods and services, fees, special value privileges (such as the personal purchase or use of goods or services from a contractor, supplier, or vendor, at a price less than available to the public, except under a vendor agreement where discount pricing is offered to all employees, faculty, contractors, consultants, or volunteers, as the case may be), pleasure, or vacation trips, or accommodation from any person, group, or organization, that does, or is seeking to do, business with Mass Culture.

Modest gifts, favours, or entertainment, may be accepted; examples include, calendars, pens, flowers, chocolates, and tickets that are typically valued at \$200 or less. Anyone involved with the purchasing of goods and services for Mass Culture must be cautious of accepting any benefits from prospective, or actual, vendors, or suppliers.

In determining the appropriateness of a specific gift or benefit, consideration must be given as to whether an objective observer in the circumstances would consider the gift or benefit to be unusual or provided for the purpose of creating a sense of obligation or bias toward the individual or could compromise or appear to compromise the objectivity, impartiality or integrity of the affected individual.

Fiscal Integrity and Responsibility:

- As appropriate, according to their respective roles, members of the Mass Culture Community shall:
- Protect and conserve Mass Culture property and resources and shall not use them for purposes other than authorized Mass Culture activities;
- Maintain internal controls over Mass Culture resources;

- Comply with all Mass Culture policies and procedures, as amended from time to time;
- Report to their respective supervisors and record all financial transactions;
- Ensure the safekeeping of all Mass Culture records, including proper retention and disposition of such records;
- Ensure the safekeeping of all Mass Culture assets; and
- Adhere to all Mass Culture policies and procedures on privacy and confidentiality of these matters.

Members of the Mass Culture Community shall not:

- Receive payments, or rewards, for goods, or services, which Mass Culture has purchased;
- Request reimbursement from Mass Culture for any personal or non-business expenditures;
- Knowingly condone a family member accepting compensation, or benefits, from any party in connection with any transaction, or activity, where the benefit is being offered with the intent to influence the employee's, faculty, or consultant's conduct;
- Knowingly offer compensation, or benefits, to any government or political official or their family members where the benefit is being offered with the intent to influence the government official or their family member's conduct;
- Sell, donate, or otherwise dispose of, Mass Culture equipment, assets, supplies, scrap materials, or records, unless pursuant to Mass Culture policies and procedures governing the disposition of assets;
- Use any Mass Culture equipment, services, materials, supplies, assets, or records, for personal benefit, except as may be permitted under the provisions of programs, sponsored grants, or other such Mass Culture-approved arrangements;
- Use the Mass Culture name, logo or other identifying symbols or text, or any Mass Culture copyrighted materials, without Mass Culture's prior written approval, or purport to be representing Mass Culture to advance a private interest;
- Conduct business on behalf of Mass Culture with any contractor, vendor, supplier, or person in respect of which the individual, or a member of his or her immediate family, is a principal, officer, owner, or representative, or with which, or whom, the individual, or immediate family member, has any other significant personal interest; or
- Take part in a decision in the course of carrying out their powers, knowing that the decision might further a private interest of either themselves, a person

directly associated with Mass Culture, a Mass Culture representative, or family member.

Information Records

The collection, handling, retention, storage and disposal of all Mass Culture information is governed by the Freedom of Information and Protection of Privacy Act of Ontario, as amended (“FOIP”). All members of the Mass Culture Community are responsible for ensuring compliance with FOIP and all other applicable privacy laws. Information collected and held by Mass Culture is to be used solely for Mass Culture purposes and may not be used for the purposes of furthering a private, or external, interest.

Personal information must be protected and may only be disclosed to third parties in compliance with FOIP, or as otherwise required by law, or court order. Subject to such required disclosure, disclosing, or sharing any personal information with others at Mass Culture, must be strictly limited to a compelling need to know basis and then only for the purposes permitted by a FOIP collection notice, by other applicable laws and by written consent of the individual.

Access to information in Mass Culture’s custody and control will be provided in accordance with FOIP and applicable laws.

Political Activities

No member of the Mass Culture Community may make, direct, or authorize on behalf of Mass Culture, or use Mass Culture funds for any contribution to any political party, elected official, or to any candidate for elected, or appointed, office.

When engaging in public activity, or comment, members of the Operations Group and the staff, should be mindful of any impact their actions, or comments, could have on Mass Culture and its activities, and should avoid any actions, or comments, that could reasonably be expected to adversely affect Mass Culture. On no account should a member of the Operations Group engage in negative attacks on political candidates, political parties, members of legislatures, or on government policies, germane to the role and business of Mass Culture.

The Operations Group may comment, when appropriate, on campaign platforms, or government policies, that may affect Mass Culture; however, no Operations Group

member should purport to speak on behalf of Mass Culture, or speak publicly, on platforms, or policies, directly relevant to Mass Culture.

To maintain a non-partisan Operations Group, Operations Group members should consider the best interests of Mass Culture and generally not play a high-profile role in any election campaign germane to the role and business of Mass Culture. If an Operations Group member should wish to play a high-profile role in such an election campaign, including running for office, the Operations Group should consider whether it would be appropriate for the Operations Group member to step down from the Operations Group for the duration of the campaign, or to resign from the Operations Group.

No member of the Mass Culture Community may make, direct, or authorize on behalf of Mass Culture, or use Mass Culture funds for any contribution to any political party, elected official, or to any candidate for elected, or appointed, office.

When engaging in public activity, or comment, members of the Operations Group and employees, should be mindful of any impact their actions, or comments, could have on Mass Culture and its activities, and should avoid any actions, or comments, that could reasonably be expected to adversely affect Mass Culture. On no account should a member of the Operations Group engage in negative attacks on political candidates, political parties, members of legislatures, or on government policies, germane to the role and business of Mass Culture.

Personal Relationships

Members of the Mass Culture Community involved in intimate relationships, whether married, common law, or otherwise, shall not be perceived as presenting a conflict of interest, provided that there is neither a direct, or indirect, managerial/subordinate relationship between the respective members of the Mass Culture Community, or a conflict of interest, real or perceived, created as a result of the relationship.

However, personal, consensual relationships between a manager and a direct report will result in a conflict of interest, with the perception, or reality, of unfairness, exclusion, or favoritism, and decisions influenced by personal interest. It is the responsibility of the senior employee to report the relationship to the Conflict Resolution sub-committee and/or the Operations Group. If such a situation requires remedial action, Mass Culture will consider that the senior employee bears the greater responsibility.

PERIODIC REVIEW

As a standard review process the Code of Ethics shall be reviewed every three years by the Operations Group to ensure that it remains current and relevant.

Related Documents

- Ontario Human Rights Act
- Freedom of Information and Protection of Privacy Act
- Health Information Act
- Occupational Health and Safety Act

Anti Harassment Policy

PERIODIC REVIEW

As a standard review process the Code of Ethics shall be reviewed every three years by the Operations Group to ensure that it remains current and relevant.

Mass Culture Policy and Procedure Anti-Harassment	
Category	Human Resources
Type	Policy
Title	Policy – Anti-Harassment
Approval Authority	Operations Group
Related Policy and Procedures	Anti-Harassment
Current Approval Date	
Original Effective Date	
Most Recent Revision Date	
Next Review Date	

Purpose

Mass Culture is committed to providing an environment in which all individuals are treated with respect and dignity; one that is harassment-free. Mutual respect, cooperation and understanding are the basis for interaction among all members of the Mass Culture community. Mass Culture will not permit behaviour that undermines the dignity, self-esteem or productivity of any person involved with the organization

including but not limited to staff, contracted employees, event participants or members of Mass Culture's Working Groups.

Harassment is damaging and will not be tolerated. The expectation is that all persons employed by Mass Culture, those participating in Mass Culture events and members of Working Groups will create and maintain an environment that is respectful. This policy establishes what constitutes harassment and outlines procedures for the quick and effective handling of concerns or complaints.

This policy does not limit or constrain Mass Culture's right to manage its workplace. For example, work assignments, operational reviews, performance reviews, work evaluation and disciplinary measures taken in good faith for valid reasons, do not constitute harassment in the workplace. These supervisory and management actions must remain respectful of the individual. This policy will not, under any circumstances, be used to impede a supervisory relationship, nor is it intended to inhibit normal social interaction in the workplace or constrain freedom of expression.

Definitions

The term *sexual harassment* refers to unwelcome conduct of a sexual nature that detrimentally affects the work/learning environment or leads to adverse job related consequences for the victims of sexual harassment. Mass Culture acknowledges that sexualized violence and harassment can be experienced by all persons but disproportionately affects: cis gender females, trans women, two-spirited individuals, and any female-identifying person. Mass Culture realizes these issues do not exist in a vacuum and hopes to uphold an intersectional approach, on which it will seek council, to all racialized and sexualized issues and how Mass Culture may be perpetuating them.

Workplace harassment is a form of discrimination, which is unwelcome conduct that is often based on race, religious beliefs, colour, gender, physical or mental disability, age, marital status, family status, ancestry, sexual orientation, place of origin or source of income.

Personal harassment is a persistent and repeated pattern of behaviour that is unwarranted or unreasonable and that adversely affects the individual.

Behavior is considered harassment when:

- a person's conduct causes insecurity, discomfort, offence or humiliation to a group or individual;
- a person says or implies that submitting to an act of harassment is a condition of employment or participation, or is a basis for decisions surrounding employment or participation (including, but not limited to, matters of promotions, salary, job security or benefits);
- a person's conduct may interfere with another person's work performance or create an intimidating, hostile or offensive work environment.

Types of behaviour which may constitute harassment include, but are not limited to:

- unwelcome remarks, jokes, innuendoes or taunts causing embarrassment or offence;
- repeated or continuous incidents of yelling, screaming or name-calling, bullying;
- threats to withdraw career advancement and other opportunities;
- refusal to work with or share facilities based on a person's characteristics;
- display of objectionable material;
- derogatory or degrading comments directed towards an individual or members of one gender, or people of any particular orientation;
- unwelcome sexual advances, propositions or inquiries and/or comments about a person's sex life;
- inappropriate touching;
- shunning and ostracizing behavior;
- actual or threatened physical assault;
- verbal abuse or threats;
- malicious gestures or actions;
- stalking.

Application

This policy applies to all employees, contracted employees, and members of Working Groups. It applies in all working environments at any location wherever persons to whom this policy applies come into contact.

Responding to Harassment

Anyone who believes they have experienced harassment through their involvement with Mass Culture should:

Talk to Someone: Staff members and the conduit of the Operations Group will be available for consultation. Keeping quiet can be unhealthy and won't make the problem go away. You should be able to speak with anyone you feel comfortable with.

Say "No": Often people do not realize their actions are unwanted or have been taken as harassment. Make it clear to them by describing the behaviour clearly and stating firmly that it is offensive and unacceptable.

Keep a Record: Make note of the offensive behaviours and relevant dates, times, places and witnesses. Failure to keep a record will not prevent a person from making a complaint, but it may hinder an investigation.

Confidentiality of Complaints

Mass Culture will maintain the confidentiality of all parties involved in a harassment complaint. All complaints made, in which an individual is named or can be identified, will be communicated to that individual. Mass Culture will not disclose the name of a complainant or an alleged harasser or the circumstances related to the complaint to any person except where disclosure is necessary for the purposes of investigating the complaint, taking corrective action with respect to the complaint or as required by law.

All other information relating to verbal and written complaints and formal investigations will be kept strictly confidential. The investigation is limited to only those individuals who must be contacted to fulfill the employer's legal duty to investigate, provide a safe workplace and resolve the situation. Those involved in the investigation are prohibited from discussing the harassment complaint outside the official restorative or investigative process.

Confidentiality means, in its simplest form, that no one talks about the harassment complaint outside the official restorative or investigative process. It is not to be discussed informally or gossiped about by anyone. Lack of confidentiality can cause further pain or harm to the people involved and makes restoration to a respectful environment more difficult. If anyone involved in an investigation is asked about it by an individual who is not part of the investigation process, the individual must be informed

that it cannot be discussed. Breaches of confidentiality may result in the application of disciplinary sanctions up to and including termination or expulsion.

Notwithstanding the above clause, information relating to the investigation may be subject to subpoena for court of law or arbitral process. Also, disciplinary action taken in relation to an individual found to have violated the Employer's Anti-Harassment Policy will be disclosed as identified under the restorative action/discipline section of this document.

Retaliation

Retaliation is strictly prohibited against anyone who has reported harassment or participated in an investigation of harassment. Any signs of retaliation should be reported immediately to the Operations Group and/ or staff. Retaliation will result in disciplinary action, up to and including termination or expulsion.

Responsibility to Report Complaints

All members of the Mass Culture community are responsible to ensure that the working environment is free from harassment. This means all community members must avoid conduct that may constitute harassment and must report any incidents of harassment.

Bad Faith Complaints

Complaints should be undertaken with great care because they may result in pain, damage to the respondent's reputation, or disruptions in the workplace. Complaints made frivolously, maliciously or in bad faith and without factual basis may constitute defamation and may be actionable by the respondent.

Since complaints of harassment will be treated very seriously, any attempt to misuse this policy through the filing of complaints that are frivolous, malicious, in bad faith or without factual basis will result in investigation and possible disciplinary action.

Anti-Harassment Procedure

Following are the procedures for the Mass Culture Anti-Harassment policy.

Complaint Handling Procedures

A complainant with a concern regarding an incident of harassment should take direct action (as outlined under the Anti-Harassment Policy Section “Responding to Harassment”), if possible, to make the discomfort and/or disapproval known to the offending person(s).

There are several ways to resolve conflict and disputes that involve harassing behaviour. The ideal resolution takes place quickly and is handled solely by the individuals directly involved. Since this is not always possible, other mechanisms are described below.

A complainant with a concern regarding a harassment incident may immediately consult with the Conflict Resolution sub-committee for the purpose of receiving advice and assistance with a view to resolving the situation. The person who receives the complaint should promptly advise the complainant of a brief understanding of the allegations and inform the complainant of the definition of harassment and the processes available to respond to the harassment including:

Safer Space Policy

Mass Culture recognizes that systematic oppression excludes certain groups whilst providing others with unequal power. The safe space policy is designed to protect oppressed groups and enable their full participation in all Mass Culture activities. Mass Culture is committed to operating as an organization which is inclusive and supportive in which no forms of discrimination are tolerated.

Racism, homophobia, biphobia, sexism, transphobia, disablism or prejudice based on age, ethnicity, nationality, class, gender, gender presentation, language ability, immigration status or religious affiliation is unacceptable and will be challenged. A safe space policy is all about creating an open and welcoming environment within Mass Culture so that everyone in the Mass Culture community feels able to participate. With this in mind, Mass Culture insists that any person involved with Mass Culture adhere to this policy and it is mandatory that all Mass culture activity is carried out in accordance with this policy. This policy also extends to all online communications tools.

Safe Space Guidelines

Mass Culture encourages all persons involved with Mass Culture to be aware of the connotations of language and ways of communicating including but not limited to:

- Expressions that use discriminatory language
- Assumptions about people's gender with the use of pronouns, sexual preference, abilities, ethnic identity, survivor status, or life experiences
- The use of complicated language and speaking quickly

Persons involved with Mass Culture and its activities are encouraged to:

- Challenge hateful, discriminatory, or oppressive language
- Not to become defensive when challenged but to listen, think and learn
- Respect every person's physical and emotional boundaries
- Get explicit verbal consent before touching someone or crossing boundaries
- Avoid dominating conversations and interrupting other people who are sharing their views
- Listen to views which are different and feel confident in expressing opposition in a non-confrontational way

Mass Culture does not tolerate harassment, hostility or aggression.

Mass Culture is committed to fostering an accessible workplace in accordance with the Accessibility for Ontarians with Disabilities Act (amended 2014).

Implementation

Mass Culture recognizes that discrimination can occur wherever it is not consciously challenged. Upholding this policy is a collective responsibility and people should be confident in challenging any behaviour which contravenes this policy. Persons involved with Mass Culture and its activities are responsible for their own behaviour.

When a policy breach is suspected the persons involved can speak to any member of the Operations Committee or the Conflict Resolution sub-committee. All concerns will be taken seriously and dealt with in accordance with existing policies and procedures.

COMMUNICATION POLICIES

PERIODIC REVIEW

Mass Culture Policy and Procedure Communication	
Category	Communication
Type	Policy
Title	Policy – Communication
Approval Authority	Communications Group
Related Policy and Procedures	
Current Approval Date	
Original Effective Date	
Most Recent Revision Date	
Next Review Date	

No new communications activities will be launched until they meet Mass Culture’s Communications Policies.

Definitions

Plain language considers the audience's ability to concentrate on the message instead of being distracted by complicated language. It makes sure that the audience understands the message easily. This term is sometimes used intermittently with the term *Clear language*.

Communications Principles and Tone

Communications figure prominently within Mass Culture’s 7 Guiding Principles. As Mass Culture seeks to build a sustainable network between all communities that can benefit from arts and policy research, our communication work will be the lynchpin of Mass Culture. Mass Culture will seek to connect its community through both social and traditional media and will also use those tools to disseminate arts policy research across the country.

The tone of MC's communications will reflect its commitment to diversity and inclusion and will try and ensure a plurality of voices are heard. The goal of our communication efforts is to engage and strengthen the cultural sector in Canada - in all its forms.

All forms of communication through the Mass Culture website, social media platforms and blogs will be drafted and/or reviewed by MC staff and/or the Communications Committee ([see Reviews & Approvals process](#)). This will ensure the tone and principles of all communications remain consistent and reflective of the Guiding Principles. MC will strive to produce timely, relevant and engaging messaging and material that accurately reflects current arts policy research and trends in Canada. Our audience, as shown in Mass Culture's [Communications Map](#), will be researchers, policy makers, funders, creators and members of the general public who have an interest in arts policy and the cultural sector.

The Communications Group will establish a realistic timetable for a communications plan to maximize the use of the resources available to us and that acknowledges that we have a small, but dedicated, staff, and a large amount of our work is volunteer-based. We will remunerate contributors according to industry standards for organizations of similar size scope.

In order to sustain a professional level of service, all telephone messages and e-mails shall be returned or acknowledged by Mass Culture's staff within one working day.

When employees are traveling for work or on vacation

- their voice mail message should refer callers to a qualified colleague for assistance, and
- they should arrange for a colleague to respond to emails and/or display an out-of-office notice.

Finally, the Communications Group will conduct an annual review and evaluation of Mass Culture's communications and communications tools to make sure they remain as effective and relevant as possible.

Land Acknowledgements

A Land Acknowledgment is a formal statement that recognizes the deep, interconnected relationships between Indigenous Peoples and their Traditional Territorial lands within settler nations, such as Canada.

Mass Culture will include a land acknowledgement at all gatherings and events hosted by the organization, either in-person or digitally, including gatherings hosted in partnership between Mass Culture and other organizations.

This will be undertaken with the intention of heightening public awareness of the presence and connection between Indigenous Peoples and their Traditional Territories throughout Canada. Acknowledgements can help increase an awareness of Indigenous presence and land rights in everyday life. They should be delivered in a way that is appropriate to the community and setting in which they are offered, and should invite the audience to share a commitment towards recognizing and healing living relationships with Indigenous Peoples and the land.

Recognizing the diversity of Indigenous Peoples and Traditional Territories in Canada and regional variations in customs of delivering land acknowledgments, Mass Culture will not provide a scripted land acknowledgment. Mass Culture will encourage convenors of Mass Culture gatherings to follow these practices for developing an appropriate land acknowledgment to be delivered at a Mass Culture event.

- While Land Acknowledgements should be thoughtfully prepared, they are better received when they are personalized rather than scripted. A Land Acknowledgement should meaningfully convey what offering a Land Acknowledgement means to the host, the organization and the subject of the gathering.
- Research for a land acknowledgment should include understanding which Indigenous Peoples were traditionally in an area, who is currently in the area, who are the closest neighbours, and what are the names of the Indigenous Peoples and lands in the Traditional languages of the area. It is important to remember that modern provincial, territorial and state boundaries and divisions with Indigenous Nations have been imposed through colonization, and that historically these boundaries were more fluid.
- Hosts preparing Land Acknowledgment should ensure that they research and can correctly pronounce the names of the Indigenous Nations and Indigenous Lands that they reference in an acknowledgment.
- A host or convenor of the gathering should always offer the Land Acknowledgement. If Indigenous community members are present at a Mass Culture gathering, they should not be asked or imposed upon to offer a Land Acknowledgement. It would be more appropriate, with advanced warning and prior consent, to invite an Indigenous Person to deliver a welcome message.
- A host may invite audience participation in adding to or offering their own Land Acknowledgment.

- It is encouraged that hosts/moderators of national digital gatherings invite the presenters, often joining in from various locations, to offer their own Land Acknowledgement. Presenters should be given advanced warning in preparation calls leading up to a live digital gathering.

A sample Land Acknowledgement used in the context of a Mass Culture Digital Gathering is provided here for reference:

Today, I am sitting in Ottawa while I moderate this session. We recognize that Ottawa is located on unceded territory of the Algonquin Anishinabe Nation. Ottawa, and every city, town and community in which each of you reside, is still home to Indigenous people. We acknowledge that the reach of our work today extends beyond to other traditional Indigenous territories.

One of Mass Culture's guiding principles is "Reconciliation and Relationship Development: making collaborative action toward mutually beneficial goals between Indigenous and non-Indigenous communities." Mass Culture's evolving network has a long way to go. It is not a quick process, but one to pace ourselves in making connections and increasing collective understanding of Indigenous cultural knowledge and experience. In Mass Culture's infancy, we are beginning to honour this principle by better understanding protocol and Indigenous research frameworks, building new relationships and maintaining existing ones in every province and territory, and providing tangible resources for local gatherings and dialogue.

We wish to express gratitude to Mother Earth for the resources we are using, and to honour all the First Nation, Métis and Inuit who have been living on the land since time immemorial. We are grateful, have much more to learn and to move on together.

[Speakers, do any of you wish to share a land acknowledgement from where you're sitting today?]

References/For Further Information

Presentation by Dawn Saunders Dahl/Aba Aun on Indigenous Acknowledgments, Alberta Museum Conference, 2019 (content used with permission).

Truth and Reconciliation Canada 94 Calls to Action:
http://trc.ca/assets/pdf/Calls_to_Action_English2.pdf

Laura Wingenroth, Who are land acknowledgments really for? Dance Magazine:
<https://www.dancemagazine.com/land-acknowledgement-2641136406.html>

'I regret it' Hayden King on writing Ryerson University's territorial acknowledgment:
<https://www.cbc.ca/radio/unreserved/redrawing-the-lines-1.4973363/i-regret-it-hayden-king-on-writing-ryerson-university-s-territorial-acknowledgement-1.4973371>

Allison Jones, Territory Acknowledgement:
<https://native-land.ca/territory-acknowledgement/>

Network Audience(s)

User map

The User Map was created by the Digital Strategy Group, and may be found [here](#). It offers detailed descriptions of Mass Culture's various users.

Communications Map

The Communications Group created Mass Culture's Communications Map as a tool for brainstorming and creating targeted content for Mass Culture's various users. It may be found [here](#).

WEB PRESENCE

Social Media

This outlines the content strategy and tactics for Mass Culture's Social Media presence. This enables outreach techniques to new and current Mass Culture community members through the use of Twitter, Facebook and Instagram in order to build meaningful and reciprocal relationships online.

Twitter, Facebook, and Instagram feed audiences with ideas and content while encouraging a participatory and cyclical relationship. This two-way process of engagement occurs through 'commenting', 'liking', 'tagging', and 'sharing'.

While the lifespan of each post or tweet is relatively brief, they connect followers to valuable web resources that may otherwise go unnoticed (i.e. web pages). Social media

sites essentially function as “couriers of content” as followers are more likely to seek out information using Social Media than an organization’s official web page.

To foster a co-creation environment between network members, the following should be considered:

Management Tool

Social Media management systems allow posts to be composed in advance and scheduled for designated times. These platforms allow for the creation of customized lists which will help identify how information is reaching audiences. Also, they track real-time metrics which will help inform the best next steps in audience engagement.

Voice & Tone

- Solicit input from followers. Engagement is a key function of Mass Culture’s social media work
- Demonstrate the benefit to followers by asking about their experience (WIIFM: What’s in it for me?)
- Respond to followers in no less than 24 hours, but preferably 2-3 hours if posted during daytime hours, from Monday to Friday
- Assert a conversational tone, but always use strong verbs and precise nouns to for brevity, impact, and affect.
- Use casual grammar intentionally not carelessly
- Make use of personal pronouns when referring to the Network: *you* and *your*
- Avoid the use of personal pronouns when referring to Mass Culture (*we*, and *our*) as MC expresses a collective rather than a personal viewpoint
- Avoid sharing content or using language that may be perceived directly or indirectly to align Mass Culture with advocacy-related endeavours
- Hate speech will not be tolerated. Avoid sharing content or using language that may be offensive to certain groups or individuals, and which may make Mass Culture a less safe environment for its community
- Avoid using jargon and technical language

Shared Media (Images, Videos, and Links)

Shared media in posts are vital in stimulating interest amongst followers. Sharing content outside of Mass Culture enables diversification in content which keeps followers engaged and provides another means in identifying areas of interests.

To ensure suitability, images, videos and text within links must be reviewed before sharing. Videos must be viewed in their entirety before posting and links must be tested

to ensure audiences are not rerouted to inappropriate sites. Lastly, outside content must speak to or intersect with Mass Culture's goals and vision to ensure an overall cohesion on all platforms.

Appropriate to be re-shared by Mass Culture:

- Subject material covering arts research
- Content related to current research topic(s)
- Surveys to discover information
- Events related to arts research

Social Interactions

Always respond to followers by liking//favouriting, sharing/retweeting, or commenting on their posts. It is vital that followers feel that Mass Culture values their input.

In dealing with negative feedback, it is imperative that such responses are acknowledged (within reason). It is important to recognize multiple perspectives, even if they are not favourable to Mass Culture. If a critical, accusatory, or pointed question is posed, it is imperative that any negative ideas or language are not repeated. A simple response, such as supplying additional information, can help followers better understand the model since criticism may be the result of a lack of understanding of the organization's purpose. If such efforts prove unsuccessful, continue the dialogue (within reason) in direct or private messaging. If the issue escalates refer to the [Conflict Resolution Policy](#).

Accessibility

To avoid a disconnect between MCNetwork and followers with disabilities, all posts should consider:

- Turning on alternative text in the settings (Twitter)
- Capitalize the first letter of each word in a hashtag
- Indicate link locations (audio, video, etc.)
- Add descriptive text for pictures in brackets

Network Privacy

- Newsletter
- Podcasts, blogs

- Experimentations and innovations

Communication Tools

Newsletter	Archived Newsletters
Podcasts & Videos	MC Minds Podcasts & Videos
Blog	MC Minds Blog
Social Media	Facebook Twitter Instagram LinkedIn
Website	www.massculture.ca

Administrative Process

Setting Communications Priorities

Day-to-day posting coordinated by a delegated staff member. Content suggestions offered by Communications/Operations Group.

Reviews and Approvals

NO REVIEW/APPROVAL REQUIRED:

Content to be prepared by delegated staff member and feedback offered by Communications/ Operations Group after-the-fact:

- Social media posts created in-house by Mass Culture staff
- Social media posts created by someone else including but not limited to:
 - Positive mentions of MC or its activities
 - Launch of new arts research that aligns with MC's priorities
 - Call from a network member for information, i.e. surveys
 - Promotion of MC's own activities

REVIEW/APPROVAL REQUIRED:

Content to be prepared by delegated staff member & reviewed/approved by the Communications Working Group before posting & final approval by Operations Group if necessary.

Communication Working Group will offer feedback on a rotational basis, according to availability if shared in advance. One **Communications Group representative** will be responsible for reviewing the given material. The same will be true of the **Operations Group**, where their input is deemed necessary.

To prevent overburdening volunteers, the same person will never be required to assist twice in a row, unless in exceptional circumstances.

It is at the **staff member's** discretion to determine which **representative** should review content.

If necessary, both representatives will be able to request another of their Group members to review, in the case that they find:

- (a) the material as is is majorly insufficient for release, the date of which will likely have to be pushed; or
- (b) they are unable to commit the time required.

Timeline:

1. Shared with Communications Group representative **2 weeks [14 days]** before release, feedback shared **within 5 days**.
2. Staff member incorporates feedback **within 2 days**.
3. Staff member sends through to Operations Group representative for final approval, which is given **within 4 days**.
4. Staff member has **3 days** for any minor corrections to be made before the final release of content.
 - Videos
 - MC Minds
 - Recordings of Digital Gatherings
 - Blog posts
 - Newsletter
 - Press releases

CHECKLIST FOR CONTENT APPROVAL

Communication Working Group members can only offer content feedback within their experience. Ultimately, responsibility lies with the staff member.

If one or two of the below are lacking, the content is insufficient but easily fixable.

If three or more are lacking, the content must be aggressively revised.

General content

- Any content shared by Mass Culture, whether created in-house or not, must be in line with MC's mandate and can in no way reflect advocacy
- Spellings are correct (name, place specifically)
- Information is accurate (job titles, dates)
- Branding is consistent and/or appropriate
- Any reference to Mass Culture is in the third person
- Language used is respectful (no culturally or otherwise insensitive language/hate speech is used)
- Links are functional/lead to intended page

Content-specific

Videos: MC Minds & Recordings of Digital Gatherings

- Editing is smooth
- Cuts enhance rather than detract from overall understanding
- Pronunciations are correct (where mispronunciations reflect negatively on the organization/its partners, and it is in the staff member's power to rectify)
- The addition of any music/image enhances overall understanding

Blog posts:

Newsletter:

- Released a minimum of once per month.
- Release is staggered so as not to overwhelm MC Network. If released more often than once a month, a reasonable justification must be provided.

Press releases:

- Created by staff person and reviewed by appropriate Working Group.
- All press release will be translated

The delegated staff member will go through the above checklist before sending content requiring approval out to any Working Group members. Additionally, the staff member will ensure the following:

- Any image/music used is royalty-free and/or the appropriate permission has been given
- Press releases must be released in both French and English
- Wherever possible, appropriate organizations/individuals will be tagged
- Wherever possible, appropriate hashtags will be used

Resources

Reviews & approvals: <https://www.wrike.com/blog/good-process-for-content-approvals/>

Research

PERIODIC REVIEW

Mass Culture Policy and Procedure	
Category	Activity
Type	Policy
Title	Policy – Research
Approval Authority	Operations Group/ Research Group
Related Policy and Procedures	
Current Approval Date	
Original Effective Date	
Most Recent Revision Date	
Next Review Date	

Approach to Communicating Research

Mass Culture’s mandate is to ensure that all communities have the ability to mobilize and benefit from arts and culture research. Mass Culture will support arts and culture-based research that upholds its guiding principles of *Mutual Respect, Access,*

Decent Work, Reconciliation and Relationship Development, Relations, Stability and Integrity. Additionally, Mass Culture will prioritize supporting research that draws upon and builds on the strength of its networks through knowledge mobilization and knowledge translation. MC respects both the value of access to information and the importance of proprietary rights. Work of others will only be shared with permission from the author(s) and the decision on how that information is shared will be decided in concert with the author(s).

Dependent on the nature of the research undertaking, Mass Culture may play a role in initiating, collaborating, amplifying, analyzing and/or providing access to research initiatives that support arts and culture in Canada and beyond.

Decisions as to what research initiatives Mass Culture will directly support will be informed by Mass Culture's network and decided upon by the Operations Group or a delegated authority. Any research initiatives directly supported by Mass Culture will result in an output that will be made useful to Mass Culture's network if approved by the author(s) of the work. Mass Culture may also seek to play a role in amplifying or providing access to outside research initiatives that support its mandate and principles. The Operations Group or delegated authority will decide what research to share and amplify through its networks. All research shared through Mass Culture's networks will be shared with the permission of the creator or copyright holder. Mass Culture will only share research that has a product or output that can be publicly accessed. For example, scholarly articles would need at minimum a summary of research and key findings in order to be distributed through Mass Culture. Further, Mass Culture supports the principle of clear language to ensure that community-engaged scholarship can be translated for a broad audience.

Given the diversity and extent of the arts and culture community in Canada, and the wide research gaps Mass Culture seeks to address, Mass Culture may decide to prioritize certain research themes or topics for a period of time. This decision will be based on the research priorities that have been identified by Mass Culture's networks. This type of decision will be undertaken by Operations Group or a delegated authority.

Resources

Clear Language Summaries: <https://www.cesinstitute.ca/clear-language-summaries>

Creative Commons Licensing: <https://creativecommons.org/licenses/>

Open Access:

<http://www.carl-abrc.ca/advancing-research/scholarly-communication/open-access/>

Let Canada Be First to Turn an Open Access Research Policy into a Legal Right to Know:

Human Resources

PERIODIC REVIEW

Mass Culture Policy and Procedure Human Resource	
Category	Activity
Type	Policy
Title	Policy – Human Resources
Approval Authority	Operations Group
Related Policy and Procedures	
Current Approval Date	
Original Effective Date	
Most Recent Revision Date	
Next Review Date	

Definitions

Decent Work sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.³

Work Assignments are jobs expected to be completed by staff members as part of their contract.

Operational Reviews are in-depth and objective reviews of an entire organization or a specific segment of that organization.⁴

³ <https://www.ilo.org/global/topics/decent-work/lang--en/index.htm>

⁴ <https://www.denizon.com/operational-review/operational-review-defined/>

Performance Reviews also called a performance appraisal or performance evaluation, is a formal assessment in which managers evaluate an employee's work performance, identify strengths and weaknesses, offer feedback, and set goals for future performance.⁵

Disciplinary Measures is a process for dealing with job-related behavior that does not meet expected and communicated performance standards. The primary purpose for discipline is to assist the employee to understand that a performance problem or opportunity for improvement exists.⁶

Personal Information is information about an identifiable individual, but does not include the name, title or business address or telephone number of an employee of an organization.⁷

Establishing Staff Positions

Staff positions may be proposed by any staff person or member of Mass Culture. A detailed justification for why the specified position is needed will be submitted to the Operations Group, who will consult the budget and vote on whether such a hiring is a) needed and b) feasible. Each position will be reviewed annually by the Operations Group or the Working Group conduits, who will propose either the necessary changes to or dissolution of each position.

Hiring

Employment letters

An employee's appointment is confirmed in writing by a letter of agreement stating the conditions of employment/membership and signed by staff supervisor and/or the President of the Operations Working Group. Acceptance of the conditions of employment is confirmed by the employee's counter-signature of the letter of employment.

Mass Culture will provide everyone it engages a Letter of Agreement. This type of agreement will be provided to those who are offered short-term (under one year) contract work.

The below Standard of Conduct will be included in each employee/member contract.

⁵ <https://www.bamboohr.com/hr-glossary/performance-review/>

⁶ <https://definitions.uslegal.com/d/disciplinary-action/>

⁷ CAEA

Standards & Conduct

Purpose

The purpose of this staff policy is to maintain a harmonious relationship between Mass Culture (MC) and its employees. The policy has been developed to outline regulations in recruiting and managing staff. , policies and benefits for employees of Mass Culture.

Mass Culture values its employees and does not sanction discrimination or harassment. It is Mass Culture's intention to operate within the confines of the Human Rights Code concerning the rights of an individual in regards to equal treatment regardless of gender, race, religion, sexual orientation or physical or mental disabilities. For further clarification on how to define discrimination or harassment, refer to Mass Culture's Anti-Harassment Policy ([page 28](#)).

Employees should endeavour to recognize that each individual brings their own styles to a work environment, and when differences occur, effort should be made to understand and coach colleagues rather than judging their differences. If conflicts do occur, employees are recommended to refer to Mass Culture's Conflict Resolution process ([page 9](#)).

Mass Culture employees shall act in the best interests of the organization at all times. All employees are expected to conduct association activities with integrity and to make Mass Culture their first priority.

Email and internet use through Mass Culture's system is for work purposes only. All files and email stored on each Mass Culture computer is the property of Mass Culture and may be accessed by the organization at any time. Mass Culture equipment is to be used for Mass Culture business purposes only.

Privacy & Confidentiality

Mass Culture's Commitment to Privacy

Those who have joined Mass Culture's Network have been added to Mass Culture's Internal Network List, which includes their email and job position, and which only Mass Culture Working Group members and staff have access to. This list assists MC staff and members to better liaise with and coordinate the network.

Employees and members of Mass Culture will come into contact with confidential information, including but not limited to the aforementioned personal information.

Employees and members are required to keep confidential any such matters relating to their employment, including after they leave their position at Mass Culture.

Selling or lending network information to third parties is strictly prohibited.

Identified Purposes

Mass Culture collects personal information to:

- *Verify network members' identities*
- *Prompt their involvement in achieving Mass Culture's goals*
- *Connect network members to those doing similar research*

Collecting Personal Information

The collection, use and disclosure of your personal information depends on the services MC provides to its network or the needs of the organization at various times. MC gathers personal information from the following sources:

- *From when they subscribe to MC's newsletter*
- *From employee contracts*
- *From when banking information is submitted for payment*
- *From information to us by telephone, fax, mail, email and face to face meetings*

If personal information is provided to us or through any of the previously mentioned sources, it is done so with the understanding that said personal information may be used or disclosed for the Identified Purposes.

Copyright

Mass Culture shall be the first owner in the copyright, including moral rights, for all work created in the course of employment with Mass Culture.

Job description

Each employee will have a job description particular to their role in the organization that will include a list of major responsibilities and duties. Employees will report to the Staff supervisor. The staff supervisor reports to the Operations Working Group. The full job description will appear in the Employee Letter.

Accessibility

Mass Culture is committed to excellence in serving all of its network including people with disabilities. Mass Culture will comply with AODA standards at all times. If AODA offers more protections than these policies the AODA governs.

- **Communication:** MC will communicate with people with disabilities in ways that take into account their disability.

- **Service Animals:** MC welcomes people with disabilities and their service animals. Service animals are allowed on the parts of our premises that are open to the public.
- **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.
- **Notice of temporary disruption:** In the event of a planned or unexpected disruption to services or facilities for visitors with disabilities, we will notify visitors promptly. 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. This notice may be posted on our website.
- **Orientation:** Staff and each Working Group conduit will be provided guidance on Accessible Visitor Service as part of their orientation when joining MC. This will include:
 - how to interact and communicate with people with various types of disabilities, and
 - how to interact with people with disabilities who use an assistive device or require the assistance of a service animal or a support person.

Performance Reviews

The staff supervisor shall make a written assessment of an employee's performance. The assessment may include the experiences and observations of co-workers and other individuals with whom the employee is working. The first written assessment shall be discussed with and signed by the employee at the end of the probationary period specified in the employee's contract, and at least annually thereafter.

Performance evaluations shall include a discussion of goals and objectives. Both the employee and the delegated staff member shall have the opportunity to record their comments. All evaluations will become part of the employee's personnel file with MC. In the event of an unsatisfactory performance assessment, a written re-assessment of the employee's performance shall be made within a specified time period not to exceed six months. The employee will be given the chance to rectify all performance issues noted in the performance review during this time frame.

Members of the Operations Group will be responsible for the performance review of the Executive Director.

Termination

An employee wishing to terminate employment after the completion of their probationary period is required to give written notice to the Executive Director. In the absence of a notice period in the employee's letter of employment, the employee shall provide a minimum of four weeks notice of their departure.

In the event Mass Culture wishes to terminate employment after the completion of the employee's probationary period, MC shall adhere to the requirements of the Employment Standards Act of Ontario and/or related legal requirements, if any. The only exception to the policy shall be a notice period agreed to in advance, in writing, by both parties as part of a letter of employment.

In the event MC initiates a termination of employment after the probationary period, the employee will be interviewed and given the reason(s) for termination and written notice. Payment for vacation earned but not taken shall be included in the employee's final pay.

Termination Process

Upon resignation or termination, employees are only entitled to payment of vacation credits actually earned on a month-to-month basis. In the event of termination of employment the recovery of any advanced vacation days will be made from monies owed to the employee. The Executive Director will track vacation days.

Disciplinary process

Unsatisfactory job performance will be communicated to an employee as a situation arises. It will also be made evident through the performance evaluation process. Employees will be given the opportunity to make the necessary improvements to their performance to eliminate the concerns raised.

Termination

An employee wishing to terminate employment after the completion of their probationary period is required to give written notice to the Executive Director. In the absence of a notice period in the employee's letter of employment, the employee shall provide a minimum of four weeks notice of their departure.

In the event Mass Culture wishes to terminate employment after the completion of the employee's probationary period, MC shall adhere to the requirements of the Employment Standards Act of Ontario and/or related legal requirements, if any. The only exception to the policy shall be a notice period agreed to in advance, in writing, by both parties as part of a letter of employment.

In the event MC initiates a termination of employment after the probationary period, the employee will be interviewed and given the reason(s) for termination and written notice. Payment for vacation earned but not taken shall be included in the employee's final pay.

Contracts and Volunteer

Compensation

Decent wages

- Ontario
 - Lowest paid position: \$15/hr
 - Living wage varies by region in Ontario: https://www.ontariolivingwage.ca/living_wage_by_region
 - Toronto: \$22.08/hr
- Annual salary increases across position levels (TBD)
 - No staff salary increases have been granted over the past 2 years: Basic ✓
 - A modest staff salary increase (below cost of living or approximately 2%): Better ✓
 - A staff salary increase at or above the cost of living: Best ✓
- Eliminating gender bias: There is an equitable and consistent stance on salary and contract negotiations across position levels

Fee schedule

Mass Culture will refer to the following references when determining fees to those who it engages.

In-person Gatherings	Facilitator	\$300
	Notetaker	\$100
Digital Gatherings	Facilitator	\$300
	Notetaker	\$100
	Roundtable panelist	\$75
	Conversation Starter panelist	\$100
MC Minds Video	Interviewer*	\$200
MC Minds Blog	Contributor**	Honorarium based on the length of the published piece.

		750-1000 words: \$50 USD 1000-1500 words: \$100 USD 1500-2000 words: \$150 USD
Artist Researchers		

Resources:

Carfac – [Presentation & Consultation fees](#)

*Except if they come to MC with the suggestion that this occurs OR they are doing it within the scope of their existing profession

**Meg Shannon pulled from Howlround

Decent benefits

- Full time staff key benefits
 - Those mandated in Ontario's Employment Standards Act (ESA)
 - Paid sick leave
 - Paid vacation time above ESA minimum
 - Co-pay (by employer) or sole pay health and dental benefits
 - Some kind of employer/employee pension or retirement savings plan
 - Maternity benefits (EI) and parental leaves (ESA) are supplemented with a “top-up”
 - Benefit plans are reviewed regularly
- Part time and/or contract staff key pro rated benefits
 - Paid sick leave
 - Paid vacation time above ESA minimum
 - Employee has the flexibility to extend maternity benefits (EI) and parental leave (ESA)
 - Co-pay (by employer) or sole pay health and dental benefits
 - Some kind of employer/employee pension or retirement savings plan
 - Maternity and parental leaves are supplemented with a “top-up”
- Mental health support
 - Staff are provided with mental health days counted as regular sick days
 - Access to Employee Assistance Program (EAP)
 - Access to supports to address workplace stresses

Decent Contract Security

- Ratio of part-time to full-time staff positions (TBD)
 - Part-time staff represent over one-third (33%) of our workforce: Basic ✓
 - Part-time staff represent between 20% and 33% of our workforce: Better ✓
 - Part-time staff represent less than 20% (one in five positions) of our workforce: Best ✓
- Pro-rated benefits for part-time staff as compensation for lack of full-time hours (TBD)
 - Pro-rated benefits or pay in lieu of benefits are added to wages: Better ✓
 - Pro-rated benefits and higher wage levels are provided (ex: "living-wage" rates): Best ✓
- Job security for project positions (TBD)
 - Staff working on long-term projects are provided one-year contracts: Basic ✓
 - Staff working on long-term projects are provided contracts for duration of project: Better ✓
 - Staff working on long-term projects are given pathways to permanent employment when possible: Best ✓
- For flexible programs, part-time staff can stipulate the days they are available to work (this enables them to coordinate with another part-time job, if they wish)
- To support work-life balance, staff are allowed flexibility in their schedule, if it does not impact their work activities
- If staff accumulate lieu time, it is tracked and they are able to use it in a timely manner

Decent opportunities for advancement

- Professional development and training opportunities are made available to staff, and we seek to spend a percentage of our organization's payroll budget on these opportunities (include PD funds plus time off for training). (TBD)
 - 0.5% of payroll: Basic ✓
 - 1.0% of payroll: Better ✓
 - 1.5% of payroll: Best ✓

- Management, senior leadership, and board positions are gender-balanced, and reflect the diversity of the community

Expense Reimbursement

This policy is designed to assist employees in reporting expenses incurred while conducting Mass Culture business activities.

Mass Culture expects employees to act responsibly and professionally when incurring and submitting costs. The organization will reimburse employees for reasonable expenses on pre-approved business. This includes, for example, travel fares, accommodations, meals, tips, telephone and fax charges, and purchases made on behalf of the organization.

Mass Culture does not pay for local travel to and from the office. If employees use their vehicles for business travel, mileage will be reimbursed as per the Treasury Board Guidelines and for appropriate parking fees. Mass Culture will not be responsible for fuel, maintenance, traffic or parking violations.

General guidelines

- Original receipts are required for reimbursement of all expenses except for per diems. These expenses include:
 - Original boarding passes for airplane / train travel
 - Credit card receipts
 - Detailed merchant receipts
- Receipts must be accompanied by a summary which outlines:
 - The nature of the expense
 - The name and titles of the individuals involved
 - The purpose for the expensn
- Expense summaries must be submitted with receipts and approved by the [insert job title here].
- All expenses and summaries must be submitted within 30 days to [insert job title here] for payment.

Travel guidelines

- Employees are encouraged to fly coach class with the lowest available airfare for non-stop travel.

- If a car rental is required, employees are requested to rent midsize or compact vehicles. Employees will be reimbursed for the fuel costs associated with renting a vehicle.
- Employees will be reimbursed for reasonable hotel accommodations. Discounted room rates should be requested at the time of room booking.
- Per Diem rates for meals and incidentals will be provided; no receipts are required. The per diem amount paid for each day of travel is set out under the Treasury Board Guidelines. Per Diem rates will not be paid where other meal arrangements are provided. For example, a luncheon included with an event.
- The following list includes examples of non-reimbursable expenses:
 - Personal travel insurance
 - Personal reading materials
 - Toiletries, cosmetics, or grooming products
 - Expenses incurred by spouses, children, or relatives
 - In-room movies or video games
 - Sporting activities, shows, etc

Any questions related to the content of this policy or its interpretation should be directed to the Network Liaison.

Reasonable costs incurred while carrying out job responsibilities shall be reimbursed. When an employee uses their private motor vehicle on MC business, the employee will be reimbursed at the rate of 59¢ per kilometre for the first 5,000 kilometres driven and 53¢ per kilometre driven after that (see [here](#) for updates). In all cases, the most economical and practical modes of transportation must be used. Meal reimbursement may be required from time to time while staff are performing MC business. Maximum amounts allowed for breakfast, lunch and dinner will be, breakfast: \$12, lunch: \$13, and dinner: \$25. Receipts are required.

Outside Employment or Business Activities

Employees may not undertake any consulting agreement, business venture, or accept employment, or appointment, that could represent a conflict of interest, or commitment, to Mass Culture.

Examples of such conflicts include using:

- Mass Culture business contacts or relationships for personal gain in such a way that will harm Mass Culture and/or its reputation;
- Mass Culture work time, and/or facilities for work that is unrelated to MC business; or

- The services of a Mass Culture employee, who is in a direct line reporting relationship, for personal matters.

Employees considering a new offer of appointment, or employment, must be aware of and manage any potential conflicts of interest between their current position and future circumstances, and must remove themselves from any decisions affecting their appointment, or employment.

Resources

[Personal Information Policy](#), Canadian Actors' Equity Association

[Accessible Visitor Service Plan](#), Canadian Actors' Equity Association

[Decent Work](#), [Decent Work Checklist](#) (ONN)

List of Activities

Mass Culture's List of Activities (Robin & Kathryn)

Activity	Who's Responsible/ Contact	Resources
In-Person Gatherings	Fanny Martin (Central), Kristin Cheung (West), Allison Moore (Prairies), Stephany Peterson (East)	Budget Template Sharing Doc Template
Digital Gatherings	Bridget MacIntosh	
Viewing Parties for Conferences (Banff)	Robin Sokoloski, Kathryn Geertsema	
Mass One: Festival of Arts Research	Miranda Campbell, Calla Evans, Clayton Windatt, Liz Forsberg, Clare Daitch, Robin Sokoloski, Fanny Martin, Bridget MacIntosh	
Lit Review	Tara Mazurk, ME Luka, Sylvie Stojanovski	
MC Minds Videos, Podcasts	Bridget MacIntosh, Kathryn	

& Blogs	Geertsema, Communications Group	
SSHRC Grant w Ryerson	Robin Sokoloski, Miranda Campbell	
Budget Analysis	Kate Cornell, Robin Sokoloski, Bridget MacIntosh,	
LDF with Capacoa	Bridget MacIntosh	
Future of Work	Jeanne LeSage	

Evaluation

Through an evaluative process, Mass Culture will better understand:

- The value it offers as an organization
- The makeup, priorities and trends of the network
- The impact of its activities

This link - [Evaluation Processes](#) - provides evaluation tools that should be reviewed annually. A schedule of when different aspects of Mass Culture need to be evaluated will be created and adhered to.