

CAPACOA Respectful Workplaces Policy

Board, Staff and Contract

Version 1.3, reviewed and updated July 2023

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1. Purpose

The purpose of this Respectful Workplaces Policy (herein referred to as the “Policy”) for CAPACOA is to

Promote the highest ethical and professional standards for staff, contractors, and Board members;

Ensure that the Association’s business is conducted with fairness, impartiality, and integrity;

Provide guidelines to everyone regarding behaviours and values in decision-making, advocacy efforts, and relationships with our stakeholders, members and the larger performing arts community.

2. Values Underpinning the Code

The core values of the Respectful Workplaces Policy rests upon the expectation that personnel are to behave with:

- Integrity
- Honesty
- Loyalty to the interests of the membership
- Fairness
- Conscientiousness
- Compassion
- Equity
- Respect

3. Code of Conduct

This Safer Spaces Statement, which may also be referred to as the association's *Code of Conduct*, provides guidelines in respect to expected behaviours and values in the conduct of all CAPACOA activities, including in relations with and among members.

CAPACOA is committed to:

- Providing a healthy work environment with a zero tolerance for discrimination, harassment*, bullying, and violence in all forms;
- Creating spaces where all individuals are treated with dignity, can contribute fully, and have equal opportunities;
- Creating an environment where employees, contractors, volunteers, and members can expect to be treated in accordance with the values of this code, and themselves are expected to treat others in the same manner;
- Promote a culture that values consent;
- Advocate for the safety of the performing arts community;
- Acknowledge and investigate reports in a timely and effective manner;
- Handle confidential reports appropriately;
- Adhere to the [Occupational Health and Safety Act of the Province of Ontario](#) and the [Canadian Code of Conduct for the Performing Arts](#);
- Review the Code annually and provide opportunities for stakeholders to communicate feedback, offer suggestions and accept amendments.

*Harassment can take many forms including unwanted sexual attention, inappropriate jokes or texts, threats, and other unwelcome verbal, written, visual, or physical communication or conduct. The terms “discrimination” and “harassment” are further defined [at the end of the code](#).

This Code of Conduct applies to all employees and volunteers of CAPACOA, including all full and part-time, casual, and temporary employees, independent contractors, volunteers and members of the Board of Directors. It also extends to all persons who participate in CAPACOA activities, including without limitation all members, beneficiaries of services, and participants at in-person and online events.

Employees, volunteers, board and association members will have the opportunity to

review the code of conduct and ask questions before signing their contract or agreement with CAPACOA.

4. Personal and Professional Behaviour

In the performance of their duties, the Association's Board of Directors, staff, and contractors should:

- Perform their duties impartially, uninfluenced by fear or favour, giving objective, honest, intelligent and responsible advice;
- Discharge their responsibilities efficiently and effectively;
- Not use information obtained in the course of their role to gain financial advantages, or any other benefits, for themselves or others;
- Ensure fair dealings and act with fiscal responsibility/integrity while handling Association funds and;
- Behave professionally and responsibly when representing the Association on business or social occasions.
- Act as positive ambassadors for CAPACOA. All will refrain from expressing remarks that might be perceived as derogatory or otherwise inappropriate about CAPACOA or about colleagues when conducting business on behalf of the Association or criticising CAPACOA or each other in public, for example when partnering with other organizations, or when representing CAPACOA at conferences, webinars, and industry activities, etc.

5. Respectful Workplace

In the performance of their duties, the Association's Board of Directors, staff, and contractors should:

- Behave in a manner in keeping with the [Code of Conduct](#) at all times.
- Avoid any behaviour that is or could be perceived to be divisive, factionalizing, segregating, isolating or that may otherwise negatively affect team dynamics.
- Maintain professional relationships with each other, our members, stakeholders and colleagues at all times.

6. Stakeholder and Member Service

We are committed to providing equitable, prompt, efficient and courteous service to our stakeholders and members, in compliance with the Code of Conduct. All stakeholders and members will be treated with due consideration for their genuine concerns and legitimate interests.

7. Confidentiality

In the role and responsibilities of the Board of Directors, staff members and contractors, there may be information presented that is private, personal, and/or confidential relating to staff, members and peers. This information will have been provided to CAPACOA with the understanding that it will only be used for a specific purpose and will remain private and/or confidential. We will not divulge any information to any person that is by nature confidential, be it stated or implied. We will not use information that we receive about anything or anyone, including members, employees or stakeholders, for the benefit or personal gain or to the detriment of the organization.

8. Conflicts of Interest

To ensure that the Association's work is impartial and is seen to be so, it is imperative that no opportunity exists for Board of Directors, staff members, or contractors personal interests, associations and activities (financial or otherwise) to conflict with the proper exercise of their duties.

A conflict of interest arises when actions occur that are influenced, or perceived to be influenced, by a desire for personal gain to the detriment of an organization or its members or stakeholders.

Conflict of interest may occur for a number of reasons, including employment, community activities, fee for service and private interests.

Often the Board member, staff or contractor concerned will be the only person who knows that there is an actual or possible conflict of interest. This means it is up to the Board member, staff member or contractor to advise the Executive Director of any actual or possible conflict of interest in a timely manner so that the issue can be addressed.

9. Communications between Staff and Contractors with the Board of Directors

It is important that at all times appropriate communications are maintained between staff (contractors, volunteers, full time and casual) and Board members. For Board members, it is important that each is aware that the day-to-day management of staff and CAPACOA programming offerings is the role and responsibility of the Executive Director and directions to staff are provided by the Executive Director. For staff, it is important to understand that their management is the Executive Director's responsibility. It is inappropriate for any staff member to raise management issues or complaints with any Board member. If the complaint involves the Executive Director, however, the employee may approach the President of the Board of Directors.

10. Intellectual Property

Intellectual property includes, but is not limited to, legal rights relating to property such as copyright, registered designs, patents and trademarks. CAPACOA retains the copyright of any work produced by employees, Board members, volunteers, casual staff and contractors in the course of performing any duties unless expressly stated, or unless the work is released under a Creative Commons license (all text on our website is licensed CC-BY). Where appropriate, CAPACOA will acknowledge the intellectual property of individual authors and contributors.

As an association serving the arts sector, CAPACOA staff, contractors and members should be exemplary with respect to copyright laws, regulations and licenses, as well as related laws and principles including cultural and Indigenous property. Among other things, proper attribution should be given to both creators and contributors when using copyrighted material.

11. Communications

External communications, including communications with funders, must be planned and executed under the supervision of the Executive Director, or the delegated authority. An individual Board member, staff or contractor will not express any personal opinion which may be perceived as a 'corporate' opinion, or a CAPACOA procedure or policy.

12. Breaches of the Policy

Members of the CAPACOA Board of Directors, staff and contractors should understand that they are responsible for their own acts and will be held to account for them. Breaches of this policy may result in disciplinary actions.

CAPACOA will take all reports and instances of harassment seriously, immediately upon the Executive Director becoming aware of them, whether or not a formal complaint has been made; maintaining confidentiality of individuals reporting an incident (unless otherwise agreed to by the individual bringing forward a request for assistance, or as required by law).

Where there are alleged breaches, which are considered to be of significance, but not of a serious nature, resolution should be sought through the following grievance process:

1. Discuss the matter with the person concerned.
2. If unresolved, the matter should be referred to the President of the Board of Directors. Written feedback should be provided within five (5) working days.

Serious breaches of this code may result in action being taken and possible termination

of Board member, staff or contract positions. If the matter is serious, or criminal activity is alleged, then reporting to the Police is mandatory.

The person initiating the grievance or issue must demonstrate that these steps have been taken or provide a valid reason for going to the next step.

13. Definitions

Abuse of Authority

Abuse of authority occurs when an individual uses their authority or position with its implicit power to undermine, sabotage or otherwise interfere with or influence the career of another employee or in the provision of goods and services to the public. This definition includes blatant acts of misuse of authority, such as intimidation, threats, blackmail or coercion. However, abuse of authority does not include the legitimate exercise of individual supervisory powers and authority.

Discrimination

It is discrimination to treat any individual or group unfavourably on any of the following grounds:

- (a) ancestry, including colour and race;
- (b) national origin;
- (c) ethnic or linguistic background or origin;
- (d) religion or creed, or religious belief, religious association, or religious activity;
- (e) age;
- (f) sex, including pregnancy, and pregnancy related conditions;
- (f.01) gender identity or gender expression;
- (g) sexual orientation;
- (h) physical or mental disability;
- (i) criminal charges or criminal record unrelated to employment;
- (j) political belief, political association, or political activity;
- (k) marital or family status;
- (l) source of income;

(m) actual or presumed association with other individuals or groups whose identity or membership is determined by any of the grounds listed in paragraphs (a) to (l).

Reasonable Cause: It is not discrimination if treatment is based on

- (a) reasonable requirements or qualifications for the employment;
- (b) a criminal record or criminal charges relevant to the employment;
- (c) other factors establishing reasonable cause for the discrimination.

Personal Harassment

Personal harassment, including bullying, is any behaviour by any person that is directed at and is offensive to an employee; endangers an employee's job; undermines the performance of that job; or threatens the economic livelihood of the employee.

Examples of personal harassment include, but are not limited, to:

1. Workplace harassment can involve unwelcome remarks, slurs, jokes, taunts, or suggestions about a person's body, name, pronouns, gender identity, gender expression, sexual orientation, family status, clothing, race, national or ethnic origin, religion or any other personal characteristic that are known or should be known to be offensive.
2. Patronizing or condescending behavior such as continually making someone the brunt of practical jokes or sarcastic, belittling remarks that cause awkwardness or embarrassment in front of coworkers/volunteers/members of the public.
3. Ignoring, intimidating, isolating or segregating a person or group.

Sexual and/or Sexualized Harassment

Sexual and Sexualized harassment consists of offensive sexual comments, gestures or physical contact that a person knew or reasonably ought to have known would be deemed objectionable or offensive, either on a one-time basis or in a continuous series of incidents, however minor. Generally sexual harassment is behaviour of a sexual nature that is deliberate and unsolicited. Sexual harassment is coercive and one-sided and all genders can be victims of it.

Sexual harassment is deliberate and unwelcome behaviour, and can be offensive sexualized comments, gestures or physical contact that are unwanted or offensive. It may also involve favours, promises of favours, advantages in return for giving in to sexualized advances or, the threat of revenge for refusing them.

Examples of sexual and sexualized harassment include, but are not limited to:

1. Displays of sexually explicit, sexist, racist, homophobic, transphobic, or other offensive or derogatory material.
2. Pornographic, racist, homophobic, transphobic, or offensive images which are displayed publicly, circulated, or put in someone's work space or belongings, or on a computer or facsimile machine.
3. Unwanted physical contact ranging from touching, grabbing and pinching.

Workplace Violence

Workplace violence is violence or the threat of violence against workers at or outside the workplace. It can include threatening or intimidating behaviours (verbal or written), harassment, verbal abuse, and physical assaults. Work-related violence can occur at off-site business-related functions (conferences, trade shows), at social events related to work, in homes or away from work but resulting from work (a threatening telephone call to your home from a member).

Example of workplace violence include, but are not limited to:

Threatening behaviour – such as shaking fists, destroying property or throwing objects.

Verbal or written threats – any expression of an intent to inflict harm.

Verbal abuse – swearing, insults or condescending language.

Physical attacks – hitting, shoving, pushing or kicking.

14. Version control

Version number	Date	Summary of changes
1.3	July 2023	<ul style="list-style-type: none">Redundancies were removed for simplicity's sake. In particular, a definition of harassment in section 5 was deleted.Section 3, the Code of Conduct, was mildly revised to match the web version.
1.2	Apr. 2022	
1.1	Sept. 2021	
1.0	July 2021	

15. CAPACOA Board & Staff Signatories

I have read this policy and pledge to adhere to it.

Name	Position	Date
Sue Urquhart	Executive Director	2023-08-01
Chandel Gambles	Membership & Programs Manager	2023-07-31
Frédéric Julien	Director of Research and Development	2025-04-07
Dessa Hayes	Digital Transformation Agent	2025-04-01
Judy Harquail		
Victoria Del Mastro	Communications Assistant	2023-08-01
Pamela Feghali	Communications Associate	2023-09-28
Julia Felgner	National Accessibility Projects Intern Coordinator	2024-07-18
Gary Mandin	Indigenous Librarian	2024-07-02
Morgan Pannunzio	Media and Data Agent	2024-07-02



Sam Bean	Conference Coordination Assistant	2025-09-04