



Nova Scotia Society for the Prevention of Cruelty

Provincial Policy Manual

January 2022

TABLE OF CONTENTS

Since the merging of all Nova Scotia SPCA Organizations in May of 2016 our policies regarding Governance are currently undergoing significant revision. If you have any questions regarding SPCA Governance please do not hesitate to contact Elizabeth Murphy, CEO

Table of Contents

| | |
|--|----|
| General..... | 1 |
| Branding | 1 |
| Policy Development and Approval | 2 |
| Occupational Health and Safety | 3 |
| Enforcement of Policy and Receipt of Complaints | 4 |
| Partnerships with Other Animal Welfare Groups..... | 5 |
| Social Networking and Viral Marketing | 6 |
| Allegations of Wrongdoing..... | 7 |
| Conflict resolution | 8 |
| Whistleblowing Policy and Procedures | 9 |
| Anti-Harassment, Sexual Harassment and Discrimination Policy and Procedures..... | 11 |
| Media and Communications - Media..... | 16 |
| Media and Communications - Emergency Communications Action Plan (ECAP)..... | 17 |
| Post Service Communications | 19 |
| Fund Development and Donor Relations - Obligation to donors | 20 |
| Volunteer Engagement..... | 21 |
| Right to Privacy..... | 22 |
| Privacy Policy..... | 23 |
| Governance..... | 27 |
| Terms of Reference for the Board of Directors | 27 |
| Roles of the Board and Branch Boards..... | 27 |
| Responsibilities of the Board..... | 27 |
| Overall Accountability | 28 |
| Solidarity and Confidentiality | 28 |
| Conflicts of Interest..... | 28 |
| Governance Principles..... | 29 |
| Criteria for Board Selection and Duties of a Board | 29 |
| Administrative Guidelines for the Board of Directors | 30 |
| Composition of the Provincial Board of Directors..... | 30 |
| Remuneration of Board Members | 30 |
| Attendance at meetings..... | 30 |
| Committees | 30 |
| Procedural Guidelines for the Board..... | 31 |
| Communicating in and with the public | 31 |
| Board Members' information | 31 |
| Access to Information | 31 |
| Access to files and interaction between Board Members and staff | 31 |
| Conflict between members of the Board and staff..... | 32 |
| Protection and Indemnification of Board Members | 32 |
| Board Member Eligibility | 33 |
| Eligibility of a Board Member | 33 |
| Persons Not Eligible to Serve as Board Members | 33 |
| Term Limits for Directors..... | 34 |

TABLE OF CONTENTS

| | |
|--|----|
| Nomination and Elections | 35 |
| Role of Chief Executive Officer | 37 |
| General Limitations | 37 |
| Emergency Succession | 37 |
| Support to the Board..... | 37 |
| Compliance | 38 |
| Enforcement..... | 38 |
| Operating as a Non-Profit..... | 39 |
| Financial Gain | 40 |
| Membership | 41 |
| Honourary Lifetime Membership | 42 |
| Disclosure & Transparency | 43 |
| Insurance | 44 |
| Director and Officer Liability Insurance | 44 |
| Commercial Liability..... | 44 |
| Finance - General..... | 45 |
| Misuse of Donor Funds | 45 |
| Financial Condition..... | 45 |
| Budgeting | 45 |
| Protection of Assets | 45 |
| Auditors and Audited Financial Statements..... | 46 |
| Contracts | 46 |
| Donor Naming & Recognition Policy | 47 |
| Gift Acceptance Policy..... | 49 |
| Cash and Deposit Control | 51 |
| Finance - Investments..... | 52 |
| Purpose | 52 |
| Investment Policy and Objectives | 52 |
| Total Portfolio Target Asset Mix..... | 52 |
| Investment Counsel and Custodians..... | 52 |
| Monitoring and Review | 52 |
| Equities..... | 53 |
| Fixed Income | 53 |
| Cash and Cash Equivalents..... | 53 |
| Summary | 53 |
| Animal Care..... | 54 |
| Animal Care Standards | 54 |
| Customer Service..... | 55 |
| Training..... | 56 |
| Supervision of Animals | 57 |
| Animals at Events | 58 |
| Referrals and Recommendations | 59 |
| Vehicles..... | 60 |
| Hours of Operation..... | 61 |
| Animal Care | 62 |
| Cleaning | 63 |
| Controlled Substances | 64 |
| Animal Records..... | 65 |
| Intake Criteria | 66 |
| Intake Methodology | 67 |
| Spay/Neuter..... | 68 |
| Euthanasia Criteria | 69 |
| Euthanasia Methods..... | 70 |
| Professional and Sympathetic Conduct..... | 71 |
| Redemption and Holding..... | 72 |
| Long Term Residents | 73 |
| Adoption | 74 |
| Adoption Screening | 75 |

| | |
|---|-----|
| Foster Care | 76 |
| Adult Transition Services | 77 |
| Investigations | |
| Reporting Structure | 78 |
| Communication | 79 |
| Code of Conduct | 80 |
| Violating the Code of Conduct | 80 |
| Conflict of Interest..... | 81 |
| Access to Information..... | 82 |
| Criminal Checks | 83 |
| Complaints Made Against Investigators | 84 |
| Threats Made Against Investigators | 85 |
| Training and Development | 86 |
| On Call Duty..... | 87 |
| Cruelty Investigations Vehicles..... | 88 |
| Investigations and Reports | 89 |
| Canadian Charter of Rights and Freedoms | 90 |
| Provincial Youth Justice Act..... | 91 |
| File Management..... | 92 |
| Reporting a Cruelty Complaint | 93 |
| Anonymous Complaints..... | 94 |
| Follow up Investigations..... | 95 |
| Making Application before a Judge/Justice of the Peace | 96 |
| Disclosure | 97 |
| Activity Reports | 98 |
| Aboriginal Lands | 99 |
| Shelter Inspections..... | 100 |
| Appeals per Section 26 of the Act..... | 101 |
| Employees | |
| General – Appearance..... | 102 |
| General - Smoke Free..... | 103 |
| General – Inclement Weather | 104 |
| General - Interaction with the Public or other Staff/Volunteers..... | 105 |
| General – Vehicle Tracking Policy | 106 |
| General – Time Clock Policy..... | 109 |
| General – Professional Development Policy | 112 |
| Salary and Wages - Salaries and Wages and Employee Withholding/Remittances..... | 113 |
| Salary and Wages - Hours of Work..... | 114 |
| Salary and Wages - Compensation for Overtime for Salaried Employees..... | 115 |
| Definitions..... | 115 |
| Personnel Files..... | 116 |
| Holidays, Vacation and Special Leaves – Holidays..... | 117 |
| Holidays, Vacation and Special Leaves – Vacation..... | 118 |
| Holidays, Vacation and Special Leaves - Sick Leave..... | 119 |
| Holidays, Vacation and Special Leaves - Bereavement Leave..... | 120 |
| Holidays, Vacation and Special Leaves - Court leave..... | 121 |
| Holidays, Vacation and Special Leaves - Maternity and Parental Leave..... | 122 |
| Holidays, Vacation and Special Leaves - Compassionate Care Leave | 123 |
| Employee Rights during the Leave | 123 |
| Holidays, Vacation and Special Leaves - Notification of Absence | 124 |
| Benefits - Extended Health Benefits..... | 125 |
| RRSP & TFSA Employer Contribution Policy | 126 |
| Performance Management - Discipline..... | 127 |
| Performance Management - Termination of Employment | 128 |
| Use of Technology | 129 |
| Internet usage..... | 129 |
| Email usage | 129 |
| Emails or blogs containing discriminatory content | 129 |
| Ownership of employee email | 129 |

| | |
|---|-----|
| Email accounts | 129 |
| Email security | 129 |
| Archived emails | 129 |
| Defamation and confidentiality..... | 130 |
| Staff Veterinary Discount | 131 |
| Employee Animal Adoption..... | 132 |
| Compensation – Lodging, Meals and Per Diem..... | 133 |
| COVID19 Vaccination Policy..... | 134 |
| Definitions..... | 135 |
| About the Nova Scotia SPCA..... | 136 |
| No Kill Model..... | 137 |

GENERAL

Policy Type: General
Policy Name: Branding
Policy ID: G/033/201009
Date of Approval: September 27, 2010

The brand of the Nova Scotia SPCA is disseminated in words, actions and images. All employees and volunteers will adhere to the same brand standards. Logos, key art and key messages will be provided by the Provincial Office.

GENERAL

Policy Type: General
Policy Name: Policy Development and Approval
Policy ID: G/010/201009
Date of Approval: September 1991; April 1992; August 31, 2009; September 27, 2010; November 28, 2011

The Provincial Board of Directors, staff and volunteers must adhere to the Society's strategic plan, Constitution, Bylaws, Provincial Policies and the Code of Conduct.

The Chief Executive Officer may also develop and approve additional non-governance policies deemed necessary to support the operations and may assist the Provincial Board of Directors as required with policy development.

Policies must be approved by the Board of Directors through a successful motion for approval. When a policy statement has been approved it will be allocated an alpha/numeric and added to the policy manual by Chief Executive Officer or the Provincial Secretary or designate.

GENERAL

Policy Type: General
Policy Name: Occupational Health and Safety
Policy ID: G/025/201005
Date of Approval: May 26, 2010; November 28, 2011

The Nova Scotia SPCA is committed to providing a pro-active occupational health and safety program. The purpose of the program is to prevent injury, illness and property damage and promote the health, safety and the well-being of all employees and volunteers. The SPCA recognizes the importance of maintaining an environment that protects individual safety and well-being.

Maintaining this commitment requires full participation from all employees and volunteers and the SPCA recognizes its responsibility as a community volunteer agency to ensure the health and safety of every employee and volunteer. All employees and volunteers will be expected to carry out their duties in a safe manner.

The Health and Safety Program supports a forum for the cooperative identification, evaluation and control of health and safety hazards in the SPCA environment. Health and safety representatives will be established, supported and maintained indefinitely at all worksites. They shall be consulted on matters of health and safety and shall act as the local advocate for safety and injury prevention.

Safety program measures will be incorporated in all SPCA operational, instructional and administrative policies and documents. These measures will be created to support the program and provide instruction and guidance to all members.

SPCA management and site representatives will coordinate the establishment of a health and safety program to be applied at all levels within the SPCA community. The health, safety and well-being of all employees and volunteers are of utmost importance to sustaining the mission of the SPCA.

See Occupational Health and Safety Program.

GENERAL

Policy Type: General
Policy Name: Enforcement of Policy and Receipt of Complaints
Policy ID: G/032/201009
Date of Approval: September 27, 2010; November 28, 2011

The Provincial Board of Directors and the Chief Executive Officer reserve the right to investigate allegations of breach of policy.

In matters where employees are in violation of policy, the Chief Executive Officer will take corrective action with employees and if necessary complete investigations and provide reports for the Provincial Board of Directors to evaluate.

Complaints received regarding conduct of a staff person or volunteer will be heard by management being the Chief Executive Officer or designate (Provincial Chief Investigator, Provincial Director of Animal Care, Shelter and Foster Coordinators or Designated Animal Shelter Leads).

Complaints received by the public regarding public outreach, marketing or fund development will be addressed by the Chief Executive Officer.

Complaints received by the public regarding cruelty investigations or the conduct of investigators will be addressed by the Chief Inspector or the Chief Executive Officer.

Complaints received regarding the Chief Executive Officer will be addressed by the Chair of the Provincial Board of Directors.

Complaints received regarding the Provincial Board of Directors will be addressed by the Executive of the Provincial Board of Directors or the Chief Executive Officer. If required, a non-bias third party will be tasked with conducting an inquiry to make certain determinations.

Only allegations received directly by a complainant will be addressed. Hearsay, rumour and third-party allegations will not be addressed.

GENERAL

Policy Type: General
Policy Name: Partnerships with Other Animal Welfare Groups
Policy ID: G/035/201009
Date of Approval: September 27, 2010; November 28, 2011

Other animal welfare groups may not become a part of the Nova Scotia SPCA, but informal collaborative arrangements to support animal welfare initiatives can be sought. The basis of these relationships must be articulated in writing, with the approval of the Provincial Office. Organizations that work with the Nova Scotia SPCA must:

1. Be a registered charity with CRA
2. Have a published mission and mandate
3. Have likeminded principles regarding animal welfare
4. Not be involved knowingly, directly or indirectly in the exploitation of animals in such a way as to cause them unnecessary suffering or have been charged under any animal cruelty act, provincial or federal
5. The objectives of the relationship must advance the strategic and operational imperatives of the Society
6. The Society must have the necessary resources to accommodate the request(s).

GENERAL

Policy Type: General
Policy Name: Social Networking and Viral Marketing
Policy ID: G/034/201009
Date of Approval: September 27, 2010; November 28, 2011

If you are managing or participating in the communications of the Nova Scotia SPCA on a formal social networking site or blog, or if you choose to identify yourself as a volunteer or staff of the Nova Scotia SPCA, or discuss matters related to the Nova Scotia SPCA on a personal Web site or blog, it is assumed that you are speaking on behalf of the Nova Scotia SPCA.

Your communications should be transparent, ethical and accurate. The Nova Scotia SPCA expects employees and volunteers to respect the fundamental principles and core values of the organization.

Considerations:

- Your behaviour and opinions always reflect back on the organization.
- Your opinion will be considered synonymous to the SPCA.
- Avoid controversy and confrontation.
- Social media sites are public. Do not post anything that you would not like to see in the news or shared.
- If in doubt, consult the Provincial Office.
- Respect people's dignity and right to privacy. Never republish comments or text, take a photo, or film people without their express permission.
- Animal not yet available for adoption or those related to a cruelty investigation must not be posted.

GENERAL

Policy Type: General
Policy Name: Allegations of Wrongdoing
Policy ID: G/036/201102
Date of Approval: February 28, 2010

In the event that allegations are levied at a staff member or volunteer with the Society involving potential federal or provincial offenses, the staff member or volunteer will be immediately suspended from all duties until an investigation is concluded. If the investigation results in charges, the staff member or volunteer will be immediately terminated from their post. If the investigation exonerates the individual, the suspension will be overturned.

GENERAL

Policy Type: General
Policy Name: Conflict resolution
Policy ID: G/037/201102
Date of Approval: February 28, 2010, November 28, 2011

In the event that there is a complaint internal to a Board or operational team, including, but not limited to a dispute between two parties or an allegation of breach of policy, the following steps must be taken:

1. The parties must seek to resolve matters directly
2. Advise Shelter and Foster Coordinators
3. The matter must be documented completely
4. The documentation must be submitted to the Chief Executive Officer in writing
5. The Chief Executive Officer in consultation with the Chair will provide direction in writing

In the event that the dispute is personal in nature and does not involve any violation of policy, the individuals involved must make best efforts to resolve the matter between them. Disputes that result in behaviour that is not in accordance with the Society's Code of Conduct will be dealt with swiftly and severely.

GENERAL

Policy Type: General
Policy Name: Whistleblowing Policy and Procedures
Policy ID: G/27/201806
Date of Approval: June 22, 2018

The Nova Scotia SPCA is committed to the highest ethical standards. We do this by conducting our business with maximum integrity and by complying with all applicable laws, rules, and regulations. In line with this commitment, the Society provides an avenue for employees, volunteers and other stakeholders to raise any concerns they may have about violations of SPCA policies and to be assured that in making complaints they will be protected from reprisal or discrimination for raising their concerns in good faith.

This policy provides a mechanism for an employee, volunteer or other stakeholder to report serious concerns of ethical misconduct by any Society director, officer, employee, volunteer or retained consultant that to his/her knowledge constitutes:

- Accounting, auditing, or other financial reporting fraud or misrepresentation;
- Violations of federal or provincial laws that could result in fines or civil damages payable by the Society, or that could otherwise significantly harm the Society's reputation or public image;
- Unethical business conduct in violation of any Society policy;
- Danger to the health, safety, or well-being of employees, volunteers and/or the general public (including any real or perceived threat of workplace violence or harassment as per the Nova Scotia SPCA Anti-Harassment, Sexual Harassment and Discrimination Policy).

The NS SPCA will protect any person (a Complainant) who raises a concern in good faith. Reporting in good faith means that a Complainant believes that the information provided was accurate; it does not mean that the Complainant has to be right when raising a concern. False accusations and complaints that are not made in good faith will be viewed as a serious violation of this policy.

The Society will not permit any directors, officers, employees, or volunteers to harass, retaliate, threaten retaliation, or discriminate against a Complainant who in good faith seeks advice, raises a concern, or reports suspected misconduct. Retaliation in any form will not be tolerated and should be reported using the procedure detailed below.

Any violation of this policy may lead to discipline up to and including termination in the case of employees, and/or the severing of the relationship with volunteers, consultants, or other stakeholders, or other legal action.

PROCEDURE:

A Complainant may submit their complaint in writing to either the CEO or the Chair of the Board of Directors by completing the Whistleblowing Report Form available on the intranet and attached as Appendix "A" to this policy. Completed Whistleblowing Report Forms should be sent to the above individuals by e-mail at CEO@spcans.ca or Chair@spcans.ca or by regular mail. Alternatively, and to maintain anonymity, a Complainant may submit their complaint electronically via a link that is displayed on the intranet site. Please note that the electronic form will automatically be submitted to both the CEO and the Chair of the Board of Directors.

A Complainant may remain anonymous. However, in order to allow for a better investigation of a complaint and to facilitate ongoing communication, the NS SPCA encourages Complainants to identify themselves. All complaints (whether anonymous or not) will be treated with utmost confidence and not discussed with others except to the minimum extent necessary to conduct a complete and fair investigation or to comply with laws. In all cases, the person who is alleged to have committed the infraction will be made aware of the complaint at an appropriate point during the investigation.

Providing Details on the Subject Matter of the Complaint

Whether the Complainant chooses to identify themselves or not, they should give as much information as possible on the subject matter of the complaint so that the information is sufficient to enable a full investigation. Such information should include details as to where and when the incident(s) occurred, the names and titles of the individuals involved and as much other relevant detail as the Complainant can provide.

Complaints will be handled in one of the following ways:

(1) Internal Investigation:

The CEO is responsible for investigating and resolving most types of complaints made under this policy. In certain circumstances, the CEO may refer the matter to, or seek the assistance of, employees, consultants, or others depending upon the nature of the

GENERAL

complaint. For example, if the complaint relates to a safety concern, the CEO may refer the complaint to an appropriate safety representative or committee. However, under no circumstances will a matter be referred to an employee of the Society who is the subject of any complaint or is otherwise an inappropriate person to assist with the investigation.

(2) Investigation by Board Chair:

If the complaint concerns the CEO, it will be investigated by the Chair of the Board.

GENERAL

Policy Type: General
Policy Name: Anti-Harassment, Sexual Harassment and Discrimination Policy and Procedures
Policy ID: G/28/201806
Date of Approval: June 22, 2018

The Nova Scotia SPCA is committed to fostering a harassment, sexual harassment and discrimination-free workplace where all employees are treated with respect and dignity.

The Nova Scotia Human Rights Act protects employees from harassment, sexual harassment and discrimination based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability or pardoned conviction.

Harassment, sexual harassment and discrimination at the Nova Scotia SPCA is not tolerated. Employees who are found to have harassed another individual may be subject to disciplinary action, up to and including termination. This includes:

- Making false complaints, frivolous complaints or complaints in bad faith, or knowingly providing false information during a process established pursuant to this Policy, is prohibited and will result in discipline up to and including termination.
- No one shall discipline, retaliate or take reprisal in any way against anyone who in good faith has made a complaint pursuant to this Policy, or has expressed a concern about discrimination, harassment or sexual harassment, or has co-operated in an investigation pursuant to this Policy.

Application

This policy applies to all current employees of the Nova Scotia SPCA, including full and part-time, casual, contract, permanent, temporary employees and volunteers. This policy also applies to job applicants.

This policy applies to all behaviour that is in some way connected to work, including during off-site meetings, training and on business trips.

Definitions

Harassment:

- Includes what is commonly referred to as “bullying”, means any objectionable or offensive behaviour that is known or ought reasonably to be known to be unwelcome. It includes objectionable conduct (including violence, threats of violence, intimidation or property damage), comments or display made on either a one-time or continuous basis that demeans, degrades, belittles, insults, intimidates, hurts or causes personal humiliation or embarrassment.
- Without limiting the above, harassment also includes harassment based on protected characteristics in the Nova Scotia Human Rights Act.
- Harassment does not include a good faith exercise of supervisory or managerial duties or responsibilities.

Sexual harassment:

- harassing sexual conduct or a course of comment that is known or ought reasonably to be known as unwelcome, including jokes, insults, innuendos, gestures, etc.;
- a sexual solicitation or advance made to an individual by another individual where the other individual is in a position to confer a benefit on, or deny a benefit to, the individual to whom the solicitation or advance is made, where the individual who makes the solicitation or advance knows or ought reasonably to know that it is unwelcome; or
- a retaliation or threat of retaliation against an individual for rejecting a sexual solicitation or advance.

Discrimination:

- a distinction that is made, whether intentional or not, that is based on a characteristic or perceived characteristic outlined in the Nova Scotia Human Rights Act.
- The Nova Scotia Human Rights Act protects against discrimination and the full list of characteristics can be found at <https://nslslegislature.ca/sites/default/files/legc/statutes/human%20rights.pdf>

Responsibilities and Expectations

The Nova Scotia SPCA is responsible for:

- providing all employees with a harassment, sexual harassment and discrimination-free workplace.
- treating all complaints of discrimination, harassment, and sexual harassment seriously, and acting on all complaints to ensure that they are resolved quickly, fairly, and as confidentially as possible.

Nova Scotia SPCA Regional Coordinators are responsible for:

- ensuring that this policy is applied in a timely, consistent and confidential manner;

The CEO is responsible for:

- the administration of this policy;
- reviewing this policy annually, or as required;
- making necessary adjustments to ensure that this policy meets the needs of the organization.
- determining whether or not allegations of harassment, sexual harassment and discrimination are substantiated; and
- determining what corrective action is appropriate where a harassment, sexual harassment and discrimination complaint has been substantiated.

Supervisors are responsible for:

- fostering a harassment, sexual harassment and discrimination-free work environment and setting an example about appropriate workplace behaviour;
- communicating the process for investigating and resolving harassment, sexual harassment and discrimination complaints made by employees;
- dealing with harassment, sexual harassment and discrimination situations immediately upon becoming aware of them, whether or not a harassment, sexual harassment and discrimination complaint has been made;
- taking appropriate action during a harassment, sexual harassment and discrimination investigation, including separating the parties to the harassment, sexual harassment and discrimination complaint, when appropriate; and
- ensuring harassment, sexual harassment and discrimination situations are dealt with in a sensitive and confidential manner.

Employees are responsible for:

- treating others with respect in the workplace;
- reporting harassment, sexual harassment and discrimination to their immediate supervisor. However, if the complaint relates to actions of their supervisor to report directly to the CEO. For concerns of discrimination or harassment by the CEO or concerns regarding a policy not being administered properly complaints can be made directly to the Board Chair;
- cooperating with a harassment, sexual harassment and discrimination investigation and respecting the confidentiality related to the investigation process.

Employees can expect:

- to be treated with respect in the workplace;
- that reported harassment, sexual harassment and discrimination will be dealt with in a timely, confidential and effective manner;
- to have their rights to a fair process and to confidentiality respected during a harassment, sexual harassment and discrimination investigation; and
- to be protected against retaliation for reporting harassment, sexual harassment and discrimination or cooperating with a harassment, sexual harassment and discrimination investigation.

Procedures for Addressing a Harassment, sexual harassment and discrimination Complaint

Filing a Complaint

An employee may file a harassment, sexual harassment and discrimination complaint by contacting a Regional Coordinator. The complaint may be verbal or in writing. If the complaint is made verbally, the Regional Coordinator will record the details provided by the employee.

The employee should be prepared to provide details such as what happened; when it happened; where it happened; how often and who else was present (if applicable).

Complaints should be made as soon as possible.

The Regional Coordinator will tell the person that the harassment, sexual harassment and discrimination complaint has been made against, in writing, that a harassment, sexual harassment and discrimination complaint has been filed. The letter will also provide details of the allegations that have been made against him or her.

Every effort will be made to resolve harassment, sexual harassment and discrimination complaints within 10 days. The Regional Coordinator will advise both parties of the reasons why, if this is not possible.

If either party to a harassment, sexual harassment and discrimination complaint believes that the complaint is not being handled in accordance with this policy, he or she should contact the CEO.

Mediation

Wherever appropriate and possible, the parties to the harassment, sexual harassment and discrimination complaint will be offered mediation prior to proceeding with a harassment, sexual harassment and discrimination investigation.

Mediation is voluntary and confidential. It is intended to assist the parties to arrive at a mutually acceptable resolution to the harassment, sexual harassment and discrimination complaint.

The mediator will be a neutral person chosen by the Regional Coordinator and agreed upon by both parties. The mediator will not be involved in investigating the complaint.

Each party to the complaint has the right to be accompanied and assisted during mediation sessions by a person of their choosing.

Investigation

If mediation is inappropriate or does not resolve the issue, a harassment, sexual harassment and discrimination investigation will be conducted. All investigations will be handled by an individual who has the necessary training and experience. In some cases, an external consultant may be engaged for this purpose.

The investigator will interview the person who made the complaint, the person the complaint was made against and any witnesses that have been identified. All people who are interviewed will have the right to review their statement, as recorded by the investigator, to ensure its accuracy.

The investigator will prepare a report that will include:

- a description of the allegations;
- the response of the person the complaint was made against;
- a summary of information learned from witnesses (if applicable); and
- a decision about whether, on a balance of probabilities, harassment, sexual harassment and discrimination did occur.

This report will be submitted to the CEO. Both parties to the complaint will be given a copy.

Substantiated Complaint

If a harassment, sexual harassment and discrimination complaint is substantiated, the CEO will decide what action is appropriate.

Remedies for the employee who was harassed may include: an oral or written apology; compensation for lost wages; and compensation for any lost employment benefits such as sick leave.

Corrective action for the employee found to have engaged in harassment, sexual harassment and discrimination may include: a reprimand; a suspension; a transfer; a demotion; and/or dismissal.

Both parties to the complaint will be advised, in writing, of the decision.

Other Redress

An employee who is not satisfied with the outcome of the harassment, sexual harassment and discrimination complaint process may file a complaint with the Nova Scotia Human Rights Commission.

Privacy and Confidentiality

All parties to a harassment, sexual harassment and discrimination complaint are expected to respect the privacy and confidentiality of all other parties involved and to limit the discussion of a harassment, sexual harassment and discrimination complaint to those that need to know.

Review

The Nova Scotia SPCA will review this policy and procedures on an annual basis, or as required, and will make necessary adjustments to ensure that it meets the needs of all employees.

Enquiries

Enquiries about this policy and related procedures can be made to the Regional Coordinator.

Policy Type: General
Policy Name: Media and Communications – Media
Policy ID: G/026/201005
Date of Approval: May 31, 2010; November 18, 2011, December 27, 2016

The Chief Executive Officer is designated as the Society's media contact and spokesperson. The Provincial Office will convey the Society's official position on issues of significance or situations that are particularly controversial or sensitive in nature. An individual external to the Provincial Office may be asked to be a spokesperson on a particular issue due to their knowledge, experience and expertise.

The media is frequently interested in the Society. We have a responsibility to be open and responsive to their information requests and to ensure that information disclosed is timely, accurate, comprehensive, authoritative, and relevant.

This policy applies to all employees and volunteers of the Society as well as members of its Board of Directors and covers all external media including broadcast, electronic, and print.

Guidelines for Talking with the Media

- If contacted by the media, for example:
- To get information about the Society;
- To get information about a recent unexpected event such as natural disasters, thefts or arrests, accidents or injuries; client or employee complaints, provincial or local regulatory actions; etc.
- To get information or comment about an action or event that could impact our industry, program launches, changes in government or Society policies; or
- To get general information on a topical story in your community such as changes in local government or policies, problems or issues specific to the community you serve, etc.

Respond quickly, courteously, and professionally to all media calls. The way this call is handled may be their first impression of the Society and that first impression may end up as part of the story.

Refer them to the Provincial Office by saying "the Nova Scotia SPCA policy is to refer all media inquiries to the Provincial Office. You can reach them at (telephone number)."

Do not feel compelled to answer questions on the spot or say that you are not allowed to talk to a reporter or have to get permission to do so. Report the contact to the Provincial Office.

Guidelines for Photographs and Film

When the media requests permission to take photographs or to film inside our facilities, refer them to the Provincial Office. No access to a facility for a photo or filming is allowed without approval from the Provincial Office. Equally important, the Provincial Office will not send the media to any facility without prior arrangement with staff at the facility.

Access will be based upon a number of considerations including but not limited to:

- What does the Society have to gain from the photo and filming?
- How much disruption will be caused to operations?
- What is the age and condition of the facility?

News media may show up unannounced at a facility. This is most likely to occur in a crisis situation at the facility or within the community it serves. Contact the Provincial Office immediately and let them know which news source is there.

The Society cannot prevent the filming or photographing of common areas outside of our facilities such as public parking lots, courtyards and walkways.

GENERAL

When dealing with reporters and camera crews who show up unannounced, staff should act with courtesy and professionalism and ensure:

- The media do not enter our facility to photograph or film without permission.
- The media do not block the entrance to our facility or prevent people from entering our facility or conducting business as usual.
- The media are informed if clients complain about the inconvenience caused in the parking lot or walkways.

Remember everything you say and do may be observed and reported by the media and become part of the story.

Guidelines for Seeking Media Coverage

If you have a news story to share with the public, contact the Provincial Office. Do not contact the media directly. The Provincial Office will work with you to gather information and determine if and how the news media should be contacted. Some news items may be more appropriate for internal publicity such as the Society's newsletter.

GENERAL

Policy Type: General
Policy Name: Media and Communications - Emergency Communications Action Plan (ECAP)
Policy ID: G/027/201005
Date of Approval: Mary 31, 2010; November 28, 2011

Activation

In the event of a disaster, emergency or significant incident (likely resulting in media attention and/or litigation), the Nova Scotia SPCA Emergency Communications Action Plan (ECAP) will be activated. This plan is designed to respond to public and media inquiries related to the role and actions of the Nova Scotia SPCA.

Notification

As the designated Nova Scotia SPCA "Officials", the Provincial Shelter Director and/or the Chief Inspector will immediately notify the Chief Executive Officer who will notify the Chair of the Board of Directors. Other Officials may be assigned should the situation require it. The Chief Executive Officer will notify the Provincial Board and Directors at Large if required. The Chief Executive Officer will supervise the implementation of ECAP and related activities and act as the primary "Spokesperson". The Chair or a member of the Senior Management Team will serve as secondary spokesperson if required/applicable.

The Chief Executive Officer will provide regular and relevant ongoing updates regarding positioning, media coverage and public inquiries to the Chair. The Chief Executive Officer will assign members of the staff or volunteers to take on the role of the "Communications Team".

Briefing

Following notification, the Officials will brief the Chief Executive Officer as to the nature of the disaster, emergency or significant incident and the role of the Nova Scotia SPCA (employees, volunteers or associates). Additionally, they will provide contact information for any authorized spokespeople at agencies or organizations also involved in coordinating aspects of the response (if applicable i.e. police services, staff or volunteers, veterinarians, municipal officials etc.). Ongoing briefings will be required to ensure that the most current information is available to the Chief Executive Officer and by extension, the Chair.

Role of the Primary Spokesperson

1. Develop key messages
2. Liaise with agencies and organizations to coordinate communications activities
3. Identify media slant and bias / determine fall out and approach
4. Create position statements (media, public & staff statements, spokesperson Q&A)
5. Determine communication strategy (what will be provided to the media and how)
6. Determine media assets (releases, statements, b-roll, stills, shot list)
7. Respond to media inquiries and provide on camera / on air interviews as required
8. Analyze media coverage & editorial values
9. Provide counsel regarding perception of media and public to Officials / Chair
10. Delegate, brief and supervise secondary spokespersons as required / if needed

Role of Communications Team

1. Distribute media assets (releases, statements, b-roll, stills)
2. Escort media and coordinate interviews and coverage (designated shot list)
3. Monitor and report media coverage (collect media contact information)
4. Respond to public inquiries
5. Distribute internal positioning
6. Acquire media clips

Approvals

In the event of a disaster, emergency or significant incident, the media and public will respond quickly and aggressively seek comment and perspective from the Society. It is imperative that key messages are approved by relevant parties as quickly as possible. Depending on the nature of the situation, the Spokesperson may have only minutes to determine and get approval for key messages before being required to provide an interview. If time permits, full statements will be provided for review and approval. To avoid undue delay, the Spokesperson should seek direct approval from the Chair with input from the Officials on key messages. It may be necessary for the Chief Executive Officer to use his/her best judgement in the event a comment must be provided without consultation or approval. It is crucial to respond quickly and effectively to the media to enhance credibility and professionalism and take advantage of coverage opportunities that influence perceptions.

Communication

It may be necessary to establish centralized reception for media and public inquiries. Designated email addresses and phone numbers should be posted online and added to the phone tree. Additionally, approved statements for public, media and staff use, should be posted online or emailed directly (if appropriate).

Logistics

The Spokesperson, the Officials and the Chair and/or other parties may not be centrally located during a disaster, emergency or significant incident. Therefore, it may be necessary to designate a representative to deal with public inquiries at various locations (Animal Shelters, Provincial Office, or affiliated "scene/site"). Logistics may need to be coordinated by cell or email and it will be imperative that all relevant parties remain as available and responsive as possible. The Spokesperson may be required to remain at the Provincial Office or on-scene/site to facilitate interviews and direct coverage.

Applications

This ECAP may be used as a guideline for the management of investigations or other high-profile hot topics as required.

GENERAL

Policy Type: General
Policy Name: Post Service Communications
Policy ID: G/030/201301
Date of Approval: January 28, 2013

Volunteers and staff of the Nova Scotia SPCA are prohibited from discussing any SPCA business without express permission from the SPCA's Provincial Office for a period of 2 years post service. This will not preclude other employment or volunteer opportunities.

GENERAL

Policy Type: General
Policy Name: Fund Development and Donor Relations - Obligation to donors
Policy ID: G/028/201007
Date of Approval: July 26, 2010; November 28, 2011

The Nova Scotia SPCA will conduct its fundraising efforts ethically, transparently and ensure financial accountability. The Nova Scotia SPCA will adhere to CRA standards. The SPCA shall only make claims in good faith and shall not exploit its beneficiaries. The Board of Directors shall be informed annually of the number and disposition of complaints received from donors. The SPCA will adhere to the following principles:

- All funds collected will go towards the area designated by the donor.
- All donors will be entitled to receive an official receipt for income tax purposes for the amount of the donation.
- All fundraising solicitations will disclose the SPCA's name and purpose for which the funds are being requested.
- The SPCA will provide/make available: the annual report, financial statements, charitable registration information, list of the Board members and a copy of its policies.
- Those fundraising for the SPCA will always disclose their status as either an employee, volunteer or third party.
- The SPCA will encourage donors to seek independent advice on matters related to planned giving or major gifts believed to impact a donor's financial position.
- The SPCA will honour a donor's request to remain anonymous.
- A donor's privacy will be respected, and records will be maintained confidentially and accurately.
- A donor's information will never be shared external to the organization without their permission.
- Solicitations shall be respectful and be carried out in a respectful manner.
- Recognition of a donor's support will be mutually agreed to and only cease if the recognition creates a reputational risk to the Society or at the donor's request.
- The SPCA will respond promptly to a complaint by a donor or prospective donor about this policy.

Policy Type: General
Policy Name: Volunteer Engagement
Policy ID: G/001/201111
Date of Approval: November 28, 2011

The Nova Scotia SPCA is committed to adopting best practices and subscribes to the Canadian Code for Volunteer Involvement. The Society remains committed to not only strengthening volunteer programs but strengthening capacity of the organization to meet both its mandate and the needs of the community. In so doing, the Society acknowledges and supports the following standards:

- Standard 1: Mission-based approach: The Board of Directors, leadership volunteers and staff acknowledge and support the vital role of volunteers in achieving the SPCA's purpose and mission.
- Standard 2: Human Resources: Volunteers are welcomed and treated as valued and integral members of the organization's human resources team. The organization has a planned approach for volunteer involvement that includes linking volunteers to the achievement of the mission, providing the appropriate human and financial resources to support the volunteer program, and establishing policies for effective management.
- Standard 3: Program Planning and Policies: Policies and procedures are adopted by the SPCA to provide a framework that defines and supports the involvement of volunteers.
- Standard 4: Program Administration: The SPCA has a clearly designated individual with appropriate qualifications responsible for the volunteer program.
- Standard 5: Volunteer Assignments: Volunteer assignments address the mission of the SPCA and involve volunteers in meaningful ways that reflect the abilities, needs and background of the volunteer and SPCA.
- Standard 6: Recruitment: Volunteer recruitment incorporates internal and external strategies to reach out and involve a diverse volunteer base.
- Standard 7: Screening: A clearly communicated screening process is adopted and consistently applied by the organization.
- Standard 8: Orientation and Training: Each volunteer is provided with an orientation relative to SPCA policies and practices, including the rights and responsibilities of volunteers. Each volunteer receives training customized to the volunteer assignment and the individual needs of the volunteer.
- Standard 9: Supervision: Volunteers receive a level of supervision appropriate to the task and are provided with regular opportunities to give and receive feedback.
- Standard 10: Recognition: The contributions of volunteers are consistently acknowledged with formal and informal methods of recognition.
- Standard 11: Record Management: Standardized documentation and records management practices are followed and in line with relevant legislation including maintaining volunteer applications, code of conduct and confidentiality waivers as well as maintaining volunteer information in internal databases.
- Standard 12: Evaluation: The impact and contribution of volunteers and the volunteer program are continually evaluated to ensure the needs of the organization are being met in fulfilling its mandate.

Reference: <http://volunteer.ca/>

GENERAL

Policy Type: General
Policy Name: Right to Privacy
Policy ID: G/029/201008
Date of Approval: August 22, 2010; November 28, 2011

When individuals donate, they are entrusting the Society with very important financial and personal information, and the Society understands that the public may have concerns about privacy issues on the Internet. The Nova Scotia SPCA feels that protecting the privacy of our donors is one of our most important jobs.

Personal information, although it is shared with the Nova Scotia SPCA, belongs to the individual. When the Society refers to “personal information”, it means any information about an identifiable individual, whether it concerns an email address, address, personal interests or organizations a donor might support. The Nova Scotia SPCA feels that it is a donor’s right to be able to give in a safe and secure environment, and to know how personal information is being used.

Personal information will never be shared, traded, sold or used in any manner not explicitly approved by the donor. The Society does not swap mailing lists, share donor information or sell phone numbers. Only the Nova Scotia SPCA is allowed to access this personal information. We are required to store personal information by the Canada Revenue Agency (CRA). It also helps protect donors in the case of a lost or missing receipt, because the Society can reissue a receipt for your tax purposes. Finally, the storage of personal information helps protect donors against credit card fraud, because the records of all transactions are kept for reference in the case of a dispute. During the course of a donation transaction, credit card information is processed by our software provider. The only other circumstances under which the Society would divulge any personal donor information to a third party is upon subpoena or order from a legitimate court, police agency, the CRA, or if requested by a credit card issuer in the case of a dispute. In any case when information is shared, The Nova Scotia SPCA will demand reasonable assurance that third parties will protect personal information in conformity with our privacy practices.

Policy Type: General
Policy Name: Privacy Policy
Policy ID: G/030/202103
Date of Approval: March 1, 2021

The Nova Scotia SPCA (NS SPCA) is committed to complying with all privacy and anti-spam legislation that applies to its activities, including the Personal Information and Protection of Documents Act (PIPEDA) and Canada's Anti-Spam Legislation (CASL), in order to protect the privacy and confidentiality of the personal information of donors, members, employees, directors, volunteers, clients and other stakeholders. The NS SPCA values the trust of those we deal with, and of the public, and recognizes that maintaining this trust requires that we be transparent and accountable in how we treat the information individuals choose to entrust with us.

During the course of our various activities, events, programs and services, the NS SPCA collects, uses and discloses personal information to carry out its work and other day-to-day activities. It is reasonable for a person to expect the NS SPCA to carefully protect the personal information it collects and that any uses other than those for which it was collected, will be disclosed, and subject to consent.

This Privacy Policy does not apply to information about corporations and does not apply to information about the employees of the NS SPCA. The NS SPCA does, however, protect the confidentiality of such information in accordance with the law and our policies.

Contact Information

Questions, inquiries, concerns, or complaints relating to the NS SPCA's treatment of personal information should be emailed to NS SPCA Privacy Officer at privacy@spcans.ca. Further information on privacy may be found on the website of the Privacy Commissioner of Canada at <https://www.priv.gc.ca>

Any person who's personal information is collected or used by the Nova Scotia SPCA may access this information by contacting privacy@spcans.ca.

Definition of Personal Information

Personal information includes any factual or subjective information, recorded or not, about an identifiable individual. This includes information in any form, such as:

- Name, age, marital status, ID numbers, address and other contact information, employment information, personal contacts, and other biographical information.
- Email address.
- Giving history, banking or credit card information.

Accuracy

To the extent reasonably practical, personal information of individuals will be as accurate, complete, and up to date as is necessary for the purpose for which it is to be used.

Use of Personal Information

The NS SPCA is firmly committed to data privacy. We do not sell, rent or exchange any personal information we collect. We do, however, disclose all or part of it to certain third parties, suppliers, and agents who help us provide services, facilitate billings and collection of payments, or process data on our behalf. We also disclose information when we are required by law.

We communicate with our supporters via mail, email, and telephone notifications of events, news, bulletins, updates in addition to e-receipts, solicitations and acknowledgements of donations, where express or implied consent has been provided. We do use email addresses to define target audiences on social media for the purpose of sharing messages from the NS SPCA.

A supporter may always opt-out of receiving all, or specific, communications through a variety of tools as outlined below.

Use of Credit Card and Banking Information

The NS SPCA recognizes that, for the purposes of donations or purchases, individuals may provide us with their banking or credit card information. We only use this information to process the transaction as intended by the individual.

Credit card transactions processed offline are processed through Level 1 PCI DSS (Payment Card Industry Data Security Standard) service providers and payment gateways. Our credit card processing service providers and payment gateways are reviewed annually, or whenever a provider is changed.

Credit card transactions processed online through our website are passed through a secure third-party provided SSL verified connection to adhere to industry standard privacy and security standards.

Retention of Personal Information

The length of retention will vary in relation to the nature of the personal information collected. Any personal information shall be kept with a level of security that is appropriate based on the sensitivity of the personal information collected. Care shall be used in the disposal or destruction of personal information to prevent unauthorized parties from gaining access to the information.

Removal from our Database or Mailing List

Any individual that wishes to be removed from the SPCA's database or mailing list can contact the NS SPCA at donations@spcans.ca or at (902) 835-4798 or 1-844-835-4798.

Privacy Breaches

A breach of security safeguards occurs when there is a loss, unauthorized access to, use or disclosure of personal information. All personnel, including employees, contractors, and volunteers, must report breaches of security safeguards to the NS SPCA Privacy Officer.

In the context of any of its commercial activities, the NS SPCA shall:

- report to the Office of the Privacy Commissioner of Canada any breaches of security safeguards that pose a real risk of significant harm.
- notify affected individuals and relevant third parties of any breaches with a real risk of significant harm; and
- keep records of all breaches, regardless of whether a breach presents a real risk of significant harm.

The assessment of whether a "real risk of significant harm" has occurred will be determined through an assessment of the sensitivity of the personal information involved, as well as the probability the personal information could be misused.

CASL (Canada's Anti-Spam Legislation) and Electronic Communication

CASL places a variety of parameters on commercial electronic messages (CEMs):

Express consent – When sending to those who have given express consent (subscribed) to receive email communications from the NS SPCA we must identify the sender and include an option to unsubscribe.

Implied consent – When sending to those who have given implied consent by making a transaction (donation, purchase, adoption) or by having a relationship with the NS SPCA as a member or volunteer, the NS SPCA may send communications for up to two years from the date of the last transaction or the end of the relationship, as long as we identify the sender and include an option to unsubscribe.

Easy access to unsubscribe: Every electronic publication we send our supporters shall have an unsubscribe feature. Recipients may 'opt-out' from receiving e-communications or update their specific subscriptions at any time by utilizing the unsubscribe feature in any of these emails. Unsubscribing from emails shall occur without delay and must be rectified within 10 business days after receiving notice of withdrawal.

Share with care: CASL also applies to sharing. If anyone plans to share an SPCA email or web page through email or direct messaging on social media, they must comply with CASL. Under CASL they should only share with people they have a personal relationship with, or those who have a publicly listed business email (as long as the content relates to their business. e.g., sharing an advocacy concern with an MLA, or SPCA Certified information with a farmer). A "personal relationship" requires that the real identity of the individual who claims a personal relationship is known by the other individual involved in such a relationship (as opposed to instances where a virtual identity or an alias is used). Using social media or sharing the same network does not necessarily reveal a personal relationship between individuals. The mere use of buttons available on social media websites – such as clicking "like", voting for or against a link or post, accepting someone as a "Friend", or clicking "Follow" – will generally be insufficient to constitute a personal relationship for the purposes of sending an email or direct message to that person.

For more information, please visit the federal government's [Fight Spam website \(http://fightspam.gc.ca\)](http://fightspam.gc.ca) and the [CRTC website \(https://crtc.gc.ca/eng/internet/anti.htm\)](https://crtc.gc.ca/eng/internet/anti.htm).

Website

Our website (www.novascotiaspca.ca) is operated by the NS SPCA for the benefit of our community members and those interested in the delivery of our programs and services and to those interested in supporting the work of the NS SPCA. It is free for use by individual web users and no registration is required.

Cookies

"Cookies" are bits of information sent to a computer from a website through a browser program. Cookies help an individual access pages faster and allow our server to recognize an individual as they move from page to page. *If an individual chooses not to accept cookies, some sections of our site – such as making online donations, signing petitions or signing up for emails – may not be available.*

The NS SPCA only reads cookies specifically written for our site and does not use cookies to track a user's Internet history on other issues. We use cookies to better understand how our site is used and to make sure our information and dynamic content are served correctly. Aggregated data collected by the NS SPCA may from time to time be provided to our sponsors and underwriters.

Links

To provide users with more information on various issues, we may provide links to third party websites. However, we do not control those websites and their use of data, or necessarily endorse their viewpoints.

Responsibility for Protection of Personal Information

All personnel have a legal obligation to protect personal information obtained in the course of duties with the NS SPCA. All reasonable measures must be taken to ensure that personal information is collected, used, and disclosed only in circumstances necessary to conduct the business of the NS SPCA. All confidential materials and personal information should be maintained with appropriate security and appropriately discarded. The legal obligation to protect personal information does not end with the cessation of the individual's duties with the NS SPCA but continues in perpetuity.

Safeguards

All personnel are required to be familiar and abide by this policy. A signed Privacy and Confidentiality Agreement is a requirement for all positions which may have access to personal information.

Legal Disclaimer

Though the NS SPCA makes every effort to preserve user privacy, we may need to disclose personal information when required by law and wherein we have a good faith belief that such action is necessary to comply with a current judicial proceeding, a court order or legal process served on the NS SPCA.

| | |
|-------------------|---|
| Policy Type: | Governance |
| Policy Name: | Terms of Reference for the Board of Directors |
| Policy ID: | G/100/201111 |
| Date of Approval: | November 28, 2011 |

The overarching responsibility of the Board of Directors the Nova Scotia Society for the Prevention of Cruelty to Animals (the “Society”) is to ensure that the Society pursues its mandate of providing effective means for the prevention of cruelty to animals in Nova Scotia, as set forth in the Society’s governing legislation, the Animal Protection Act, 2008 (the “Act”). These terms of reference apply to the Board of Directors of the Society (the “Board”).

Roles of the Board

The Board is ultimately accountable for the Society’s performance and is responsible for establishing the strategic direction, monitoring the Society’s performance, managing the risk profile, monitoring compliance with applicable law, the statutory framework and significant internal policies and providing direction, support and guidance to the Chief Executive Officer and staff.

Members of the Board are expected to understand and support the Society’s Mission and Vision statement, strategic direction and long-range plans. They are expected to become fully informed on organizational matters and to contribute to debates on issues and policy deliberations.

Responsibilities of the Board

The Board operates by delegating certain of its responsibilities and reserving certain powers to itself. The Board is responsible for:

- appointing, replacing and monitoring the performance of the Chief Executive Officer, to whom the Board has delegated responsibility for the day to day conduct of the Society
- monitoring the Society’s progress in connection with its mandate and its goals
- overseeing its own affairs, including selecting its Chair, nominating candidates for election to the Board and creating committees of the Board as required
- setting the strategic direction of the Society, and working with the Chief Executive Officer to adopt a plan and process for achieving the Society’s strategic goals
- approving and, directly or indirectly through the Chief Executive Officer, monitoring compliance with all significant policies
- monitoring the Society’s financial performance and approving the annual budget
- developing the Society’s approach to governance
- ensuring compliance by directors, the Chief Executive Officer and employees with the Society’s rules and policies
- providing support and sensitivity to fellow Board members, the Chief Executive Officer, staff and volunteers

Overall Accountability

The Board must ensure that the Society is accountable for its performance to members, funders, stakeholders and the wider community. The Board is responsible for establishing accountability practices which focus on the Society's performance in relation to:

- Its mission, specific objective and or outcomes
- Adherence to core values
- Prudent use or stewardship of financial, human and other resources

In demonstrating accountability, the Board must endeavour to:

- Distinguish the Society's external accountability to its members, funders and stakeholders from its responsibilities to staff, clients, or volunteers
- Separate the accountability to funders for the performance of individual programs from the accountability of the Society as a whole. Program specific accountability will be a staff not a board responsibility.
- Make the governance structure, board composition, meeting practices and board recruitment processes transparent to members, funders and stakeholders.
- Build into accountability practices specific measures that encourage ongoing dialogue with members, funders and stakeholders on the direction and priorities of the Society. These efforts may take the form of period reports, website updates, the AGM, financial audit, annual report, press releases.

Board members are expected to actively champion the Society's activities among their networks of contacts and assist in identifying opportunities for the Society related to its strategic goals.

Solidarity and Confidentiality

The Board must be committed to effective decision making and once a decision is made, speaking with one voice. The Board will:

- Represent community and member interests.
- Express additional or alternative points of view and invite others to do so too.
- Discussion among board members is encouraged; however, board members must refrain from "lobbying" other board members outside of board meetings that might have the effect of creating factions and limiting free and open discussion.
- On important issues, be balanced in one's effort to understand others and to make oneself understood.
- Once made, support, indeed defend, board decisions, even if one's own view is a minority one.
- Not disclose or discuss differences of opinion on the board outside of board meetings, especially with staff, volunteers or clients.
- Respect the confidentiality of information on sensitive issues, especially in personnel matters.
- Refrain from speaking for the organization unless authorized to do so.
- Refrain from giving direction, as an individual board member, to the Chief Executive Officer.
- Act directly, honestly and fairly, especially in evaluating the Chief Executive Officer's performance.

Conflicts of Interest

Members of the Board, the Chief Executive Officer and staff are expected to reveal any personal, family or business interests that they have, that, by creating a divided loyalty, could influence their judgment and hence the wisdom of decisions. A conflict of interest exists wherever an individual could benefit, disproportionately from others, directly or indirectly, from access to information or from a decision over which they might have influence, or, where someone might reasonably perceive there to be such a benefit and influence. Board members must avoid making a profit at the Society's expense. Examples of possible conflict of interest situations with respect to the Society include:

- A Board member has a personal or business relationship with the Society or a supplier of the Society
- A staff member has a personal or financial relationship with a member of the Society outside of the workplace
- The Society is employing someone who is directly related to a Board member or other staff member

Conflicts of interest (real and perceived) should not prevent an individual from serving as a director or staff member, provided appropriate safeguards are put in place, unless the extent of the interest is so significant that the potential for divided loyalty is present in a large number of situations.

Governance Principles

Governance is the systems and processes by which organizations are directed and controlled. Organizational integrity and reputational risk are priority concerns. Good governance is characterized by participation, transparency, accountability, rule of law, effectiveness and equity. The Society is committed to consistent management, cohesive policies, effective guidance and processes. The role of the Provincial Board of Directors is to ensure that the organization is well managed, but not manage it themselves.

Criteria for Board Selection and Duties of a Board:

1. A Board should have enough members to allow for full deliberation and diversity of thinking and include members with diverse background, experience, and organizational and financial skills to advance the Society's mission.
2. A Board should ensure that there are processes to allow for appropriate development opportunities within the board.
3. A portion of the Board should be at arms-length from the operations.
4. A Board should establish effective, systematic processes for educating and communicating with each other and to ensure they are aware of their legal and ethical responsibilities and are knowledgeable about the programs and activities of the Society.
5. The Board should annually review its performance and ensure compliance with its own governing documents, relevant laws and requirements.
6. A Board should meet regularly enough to conduct its business and fulfill duties assigned.
7. A Board should ensure that it has adequate plans to protect its financial assets, property, human resources, its integrity and reputation.
8. A Board should review governing instruments no less frequently than every 5 years or as required.
9. A Board should take full advantage of skills sets and professional expertise available through their Board members (beyond animal care skills).

Policy Type: Governance
Policy Name: Administrative Guidelines for the Board of Directors
Policy ID: G/110/201111
Date of Approval: November 28, 2011

Composition of the Provincial Board of Directors

The Board of Directors will be comprised of 13 elected members one (1) nominated NSVMA representative to be elected at the AGM and two (2) appointed representatives from the Department of Agriculture and Department of Natural Resources.

Of the 13 elected members 6 shall be nominated from the six (6) SPCA Regions being Antigonish, Cape Breton, Colchester, Dartmouth, Kings and Yarmouth. The remaining 7 directors shall be from within any area of the Province of Nova Scotia.

The Executive (Chair, Vice- Chair and Treasurer) shall be chosen from the 13 elected members.

An ex-officio, non-voting past Chair position is valid for six months past the election of a new Chair and would be considered in addition to the above numbers.

When assessing candidates for the Board, the Board should seek members with diverse backgrounds, experience, and organizational and financial skills to advance the Society's mission.

Remuneration of Board Members

Board members will not receive remuneration for serving on the Board, and no Board member shall directly or indirectly receive any profit from his or her position as such. However, a Board member may be paid reasonable expenses incurred by the Board member in the performance of duties in accordance with the Society's expense policy. Board members may also receive remuneration for services provided to the Society in any other capacity provided that such remuneration is approved by the Board (with such member abstaining from any vote).

Attendance at meetings

If a Board member is absent from two consecutive meetings without sufficient reason the Board member may be removed from the Board. The Secretary or designate of the Board shall record attendance at Board meetings. If a Board member misses two consecutive meetings, the Secretary or designate shall notify the Chair or President after the Board member's second consecutive absence. The Chair or designate shall then contact the Board member to determine their interest in remaining on the board. If the Board member is not interested in attending meetings on a regular basis or if the Board member has no reasonable excuse for being absent from meetings, then the Board member shall receive fourteen days' notice that his/her membership on the Board may be terminated. Termination of a Board member for non-attendance at meetings shall be by majority vote at the next Board meeting. The Board member shall be notified of the termination, in writing, by the Chair or his/her designate

Committees

The Board may create standing and ad hoc committees and determine the terms of reference for all such committees. The members of the committees shall appoint their respective chairpersons.

Procedural Guidelines for the Board

1. The Board should ensure that there are processes to allow for appropriate development opportunities within the Board.
2. The Board should establish effective, systematic processes for educating and communicating with each other and to ensure they are aware of their legal and ethical responsibilities and are knowledgeable about the programs and activities of the Society.
3. The Board should annually review its performance and ensure compliance with its own governing documents, relevant laws and requirements.
4. The Board should meet regularly enough to conduct its business and fulfill duties assigned, and in any event not less than five times per calendar year.
5. The Board should review governing instruments no less frequently than every two years or as required.
6. The Vice-Chair or designate will take minutes of all Board meetings and distribute drafts of such minutes to all Board members for their review.
7. The Board will ensure there is an effective orientation structure for all new Board members which are completed within 60 days following the new member's appointment to the Board.
8. The Board should take full advantage of skills sets and professional expertise available through their Board members.

Communicating in and with the public

The official spokesperson for the Society is the Chief Executive Officer. All Board members are expected to comply with the Society's media policy. Board members must not publicly comment on Society business unless in accordance with the media policy or specifically authorized to do so by the Board. Board members are not to answer the Provincial Office phone without permission of the Chief Executive Officer or his/her delegate.

Board Members' information

All personal addresses, email addresses and phone numbers of Board members are confidential and not available for release except with the consent of the Board Member. From time to time, information may need to be released as part of government proposals or grant requests. Board member names will be posted on line.

Access to Information

Board members are entitled to receive access to all minutes of the Board, governance documents and Society policies and procedures. The full provincial Board will be copied on all relevant correspondence disseminated by the provincial Board or the Chief Executive Officer pertaining to governance or operational matters of the Society. In addition, the Chief Executive Officer or the Chair will notify all Board members of significant events or issues affecting the Society in a timely manner.

Access to files and interaction between Board Members and staff

Access to personnel files by Board members requires permission of the Chief Executive Officer, Chief Inspector or Provincial Animal Care Director or in their absence, the Chair of the Board of Directors. Board members must demonstrate a compelling rationale for requesting access to personnel files. Access to cruelty investigation files requires permission of the Chief Executive Officer, the Chief Inspector or Chair of the Board of Directors, to be granted at his or her discretion. Routine requests by Board members for Provincial Office staff time requires 24 hours-notice and must be made through the Chief Executive Officer.

Conflict between members of the Board and staff

If a Board member has a concern about the conduct of an SPCA staff member or another Board Member, the concern should be raised with the Chief Executive Officer or Executive of the provincial Board of Directors who will take appropriate action. As a part of the investigation of the concern a request may follow that the concern be documented in writing. Normal disciplinary process applies.

Policy Type: Governance
Policy Name: Protection and Indemnification of Board Members
Policy ID: G/109/201111
Date of Approval: November 28, 2011

Every director of the Society and their heirs, executors and administrators, and estate and effects, respectively, shall from time to time, and at all times, be indemnified and saved harmless, out of the funds of the Society from and against all costs, charges and expenses whatsoever which such director sustains or incurs in or about any action, suit or proceedings which is brought, commenced or prosecuted against them for or in respect or any act, deed, matter or thing whatsoever made, done or permitted by them in or about the execution of the duties of their office, other than costs, charges and expenses which that person sustains or incurs as a result of their own wrongful act or willful misconduct.

No director of the Society shall be held liable for the acts, receipts, neglects or defaults of any other director or employee, or for joining in any receipt or act for conformity, or for any loss, damage or expense happening to the Society through the insufficiency or deficiency of title to any property acquired by the Society or for or on behalf of the Society, or for the insufficiency or deficiency of any security in or upon which any of the monies of or belonging to the Society shall be placed out or invested, or for any loss or damage arising from the bankruptcy, insolvency, or tortuous act of any person, firm or corporation with whom or which any monies, securities or effects shall be lodged or deposited, or for any loss, damage or misfortune whatsoever which may happen in the execution of the duties of their respective office or trust or in relation thereto, unless the same shall happen by or through his own wrongful and willful act or through his own wrongful neglect or default.

The directors of the Society shall not be under any duty or responsibility in respect of any contract act or transaction, whether or not made, done or entered into in the name or on behalf of the Society, except such as shall have been submitted and authorized or approved by the Board of directors. If any director of the Society shall be employed by or shall perform services for the Society otherwise than as a director or shall be a member of a firm or a shareholder, director or officer of a company which is employed by or performs services for the Society, the fact of their being a director of the Society shall not disentitle such director of such firm or company from receiving proper remuneration for such services.

Policy Type: Governance
Policy Name: Board Member Eligibility
Policy ID: G/107/201111
Date of Approval: November 28, 2011

Eligibility of a Board Member

In order to be eligible to serve as a Board member of the Society, the individual must be a permanent resident or a Canadian citizen and a resident of Nova Scotia. The individual must be at least 19 years of age and be a Member in good standing of the Society. A Board member:

1. Must not be involved in any legal action or dispute with the Society.
2. Must be able to attend regular Board meetings, as per the Society By-laws and Board policy.
3. Must be able and willing to attend training sessions.
4. Must be willing to accept, understand and defend all policies and positions approved by the Board of directors.
5. Must be prepared to promote the Society and the Society's mandate at each opportunity, by action and example.
6. Must demonstrate a clear and full commitment to the objects of the Society as set out in the Society's Constitution.

Persons Not Eligible to Serve as Board Members

No person shall hold office or be a member of the Board of the Society if that person:

1. Is involved knowingly directly or indirectly in the exploitation of animals in such a way as to cause them unnecessary suffering or has been charged under any animal cruelty act, provincial or federal;
2. Is a volunteer Special Constable/Agent;
3. Is a current employee of the Society, or anyone who, in the past five years has been an employee of the Society (exceptions must be approved by the provincial Board);
4. Is a partner or auditor of the Society's auditing firm;
5. Is a partner or lawyer of the Society's law firm;
6. Is a person who is in breach of any policy of the Society; or
7. Has resigned or been removed from the provincial Board within the past two years (unless invited to return through a majority board vote).

Policy Type: Governance
Policy Name: Term Limits for Directors
Policy ID: G/106/201111
Date of Approval: November 28, 2011; December 27, 2016

A term limit is a restriction on the time a person may serve in a given capacity and allows the opportunity to bring new skill sets onto the Board, helps with succession planning, and assists with addressing stagnation:

- A term shall be described as three (3) years of service
- If the term of office for Directors is changed at any time by a Board approved amendment to the SPCA bylaws, the changes will apply only to new Directors elected after the changes come into effect and will not impact the terms of office for the then current Directors on the Board.
- Directors may serve two (2) consecutive terms for a total of six (6) years. After the term limit, members must sit out for one (1) term before reoffering for service on the Board
- Interim appointments between elections can be made and filled; however official appointments are reserved for election during the AGM or an Extraordinary General Meeting.
- Exceptions to any of the above require the approval of the Board

Policy Type: Governance
Policy Name: Nomination and Elections
Policy ID: G/002/201203
Date of Approval: March 8, 2012

The intent of this policy is to define a detailed Board Director Application and Election policy to ensure that implementation of the Society's By-Laws is fair and to minimize any confusion during the process. If there is any conflict between this Policy and any provision of the By-Laws, the By-Laws shall prevail. This Policy or any amendment or revision thereto, is subject to the approval of the Board of Directors.

I. Who can vote?

1. Individuals who hold membership 14 clear days before the Annual General Meeting.
2. Only persons whose names appear on the Official Members List, or who can demonstrate to the satisfaction of the Board Secretary they were entitled to be included on the List but were wrongfully omitted, shall be eligible to vote or take part in discussions at the Annual General Meeting.

II. Who can apply?

1. Any Society member in good standing meeting eligibility criteria specified in the Society's By-laws and the Call for Applications Form, and willing to contribute their time and expertise to the organization may apply.

II. How to apply.

1. Applications must be in writing, on the prescribed form.
2. All applications shall be submitted to the Chair of the Election Committee as early as possible, but in any event no later than 15 clear days prior to the Annual General Meeting.

III. Election Committee and Its Duties

1. Each year after January 1st, an Election Committee shall be appointed by the Chair.
2. The Election Committee is responsible for administering the Application List and the integrity of the application and election process.
3. After the close of applications, the Chair of the Election Committee will convene a meeting of the Committee for the purpose of reviewing nominee eligibility and establishing the candidate slate. It is the prerogative of the Election Committee to solicit additional candidates for available Board positions, based upon the Committee's mandate of presenting an appropriate slate of candidates to the membership. Candidates solicited by the Election Committee are not limited by the timelines provided for member elections.
4. Upon establishing the slate of eligible candidates, the Election Committee will publish the slate with candidate background information on the NS SPCA website.

IV. Election Process

1. If the slate consists of one candidate for each available Board position, the slate of candidates shall be declared elected (acclaimed) by the sitting Board of Directors at the Annual General Meeting.
2. If the slate consists of more than one candidate for a Board position, election shall be by secret ballot provided to each voting member present at the Annual General Meeting. No proxy or absentee ballots will be permitted. The candidate who receives the largest number of votes shall be elected, except that of the candidates for Director-at-Large, those receiving the largest number of Votes shall be elected, according to the number of positions to be filled. Applicants for an executive position who are unsuccessful in election of the executive position shall automatically be nominated for Director-at-Large if they so choose. In the event of a tie, the election shall be by a majority vote of voting members present.
3. Should an election be required, the ballot shall clearly indicate the candidates (arranged alphabetically and grouped by contested position) and the number of vacancies available.
4. A ballot will be disqualified if there are more votes recorded than the total number of vacancies.

Policy Type: Governance
Policy Name: Role of Chief Executive Officer
Policy ID: G/105/201111
Date of Approval: November 28, 2011

All operational matters are the responsibility of the Chief Executive Officer who is empowered to act by the Provincial Board and carry out decisions made by the Board. The Provincial Board endorses and authorizes the Chief Executive Officer to enforce the Society's policies and the principles of the strategic plan if not adhered to and may, if necessary, take performance action to remedy an infraction up to and including the suspension of powers of a volunteer or staff. The Chief Executive Officer will have unrestricted access to evaluate reasonable concerns regarding compliance or operational deficiencies, including unfettered access to operations and records, such as books, and the ability to carry out financial or operational audits. The Chief Executive Officer is empowered to investigate allegations of wrongdoing and act immediately on behalf of the Society with appropriate consultation and report findings to the Board at the next meeting, thereby not delaying timely action. Emerging conflicts will be escalated to the Board for a final decision.

Executive Limitations

General Limitations

The Chief Executive Officer shall not cause or allow any practice, activity, decision, or organizational circumstance which is either unlawful, imprudent or in violation of commonly accepted business and professional ethics and practices or the policies of the Nova Scotia SPCA.

Emergency Succession

In order to protect the Board from sudden loss of Chief Executive Officer services, the Chief Executive Officer may have no fewer than two other staff members familiar with Board and Chief Executive Officer issues and processes such that a successor could take over with reasonable proficiency.

Support to the Board

The Chief Executive Officer shall keep the Board informed of all material matters relating to the Society and its operations and will support the Board in implementation of strategic plans. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

- Neglect to submit monitoring data required by the Board in a timely, accurate and understandable fashion.
- Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
- Let the Board be unaware of relevant trends, anticipated adverse media coverage, threatened or pending lawsuits, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established in a timely manner.
- Fail to advise the Board if, in the Chief Executive Officer's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Chief Executive Officer Linkage, particularly in the case of Board behaviour which is detrimental to the work relationship between the Board and the Chief Executive Officer, including individual Board members.
- Fail to marshal for the Board as many staff and external points of view, issues and options as the Board determines it needs for fully informed Board choices.

Policy Type: Governance
Policy Name: Compliance
Policy ID: G/104/201111
Date of Approval: November 28, 2011

The Society is committed to follow best practices and industry standards in all areas of operations. Compliance is a multi-dimensional issue which can have different meaning and scope. At its core, it is about achieving high expectations. It can be defined as adherence to laws, regulations, and rules. In the Society's case, it is with respect to its Strategic Plan, Constitution/Bylaws, Policies and Code of Conduct. All of these include operational considerations related to financial management and control, health and safety, conflict of interest, human resource management and performance, and animal care and investigations. It is further defined by the achievement of best-practices and standardization, which is executed through operational and action plans.

Compliance risk is the risk of legal or regulatory sanctions, material or financial loss or loss of reputation. There are three ways to evaluate compliance risk:

- Institutional compliance includes issues of governance, internal structure and decision-making process, principles of procurement, disclosure, sustainability and include adherence to our Constitution/Bylaws
- Operational compliance includes the assessment of integrity risk and reputational risk in operations, in particular adherence to our Strategic Plan and Policies.
- Conduct compliance includes risk in terms of conflicts of interest and professional conduct including adherence to our Code of Conduct.

Compliance must be an integral part of the culture of an organization and the leadership of an organization must lead by example, which includes the Provincial Board of Directors, and the Chief Executive Officer.

Enforcement

Compliance is enforced at all levels. The Provincial Board sets the strategic direction of the Society and approves policy. The Provincial Board also ensures that the Chief Executive Officer complies with expectations set out by the Board. The Chief Executive Officer ensures compliance at the operational level in tandem.

All infractions must be brought to the attention of the Chief Executive Officer and action must be approved by the Chief Executive Officer.

First infraction: communication in writing to the offending party with instruction to improve performance. May be penned and signed by the Chief Executive Officer and Chair of the Provincial Board of Directors.

Second infraction: suspension of the person communicated with in writing penned and signed by the Chief Executive Officer and Chair of the Provincial Board of Directors. A suspension requires the immediate tabling of the infraction at the next regularly scheduled Provincial Board meeting for further discussion.

Third infraction: investigation into the conduct of the person by a member of the Provincial Board of Directors and the Chief Executive Officer, with an aim to provide a recommended course of action to the Provincial Board of Directors.

GOVERNANCE

Policy Type: Governance
Policy Name: Operating as a Non-Profit
Policy ID: G/030/201009
Date of Approval: September 27, 2010; March 26, 2012

The Nova Scotia SPCA is a non-profit charitable organization. As such, it is expected that 80% of earnings be spent inside of the same calendar year. Investments must be held in trust with an action plan that articulates the use and plans for said funds within the mandate and mission guidelines of the organization. These plans must be put in writing and approved by the provincial BOD and reviewed on an annual basis.

If the average value of property not used directly in charitable activities or administration during the 24 months before the beginning of the fiscal period exceeds \$100,000, the charity's disbursement quota is 3.5% of the average value of that property.

Resource: www.cra-arc.gc.

GOVERNANCE

Policy Type: Governance
Policy Name: Financial Gain
Policy ID: G/035/201102
Date of Approval: February 28, 2011; November 28, 2011

No staff, board member, volunteer or immediate family member is permitted to benefit financially from their role with the Society. This includes, but is not limited to, access to donated items, medications or resources belonging to the Society. This excludes items available for purchase by the public from the Society, or items marketed for sale by the Society for less than fair market value, unless explicitly consented to by the donor. It is the preference of the Society that items that can't be used or sold by the Society be donated to another registered charity, animal welfare organization or low-income individuals that can benefit. An exception would be with respect to services or gifts in kind provided by volunteers that result in an income tax receipt.

Pet Food Donated to the society by members of the public, including volunteers, staff and businesses will first be used for animals directly in the care of the SPCA. Food next will then be used by Animal Cruelty or Animal Control officers in the course of investigations in situations they deem necessary to support individuals unable to provide the necessary food for their pets.

Of any remaining food 20% will be kept on hand at the foster or shelter to provide to provide for public requests for help such as low-income individuals unable to purchase the food for their pets, or to provide to not for profit pet food banks in the same community it was received.

The remaining food will be offered to rescue groups and feral cat colony caretakers. Groups or individuals must submit their request in writing indicating they would like to receive ongoing support of food from the Society, if any is available. If the number of interested groups is more than what the remaining food can support, the group to first receive support will be selected at random and then rotated each month to a different group until all groups have received support.

Food purchased by the Society may only be used for animals in the care of the SPCA, including animals in foster, in shelter or at an offsite adoption location.

GOVERNANCE

Policy Type: Governance
Policy Name: Membership
Policy ID: G/016/201009
Date of Approval: November 24, 2009; February 23, 2009; August 31, 2009; September 27, 2010;
November 28, 2011; March 26, 2012

Paid staff are to have non-voting membership status.

Individuals wishing to become members must pay the required membership fee and provide their personal contact information for the calendar year. For individuals adopting an animal from the Nova Scotia SPCA, the membership fee will be waived for the year of adoption. Continuation of membership is contingent upon having good standing and payment of annual fees.

Membership fees will be consistent across the province. This fee shall be \$15 per person, \$30 per family, \$10 for Seniors (65+) and \$350 for a lifetime membership. The Provincial Society or CEO may discount or waive fees at their discretion in circumstances where there is considered to be a financial barrier to membership. Free memberships shall be offered to all adopters.

The Society reserves the right to refuse membership to any individual who does not have good standing with respect to the SPCA's mandate and values. For example, anyone who has been convicted of an animal cruelty charge is not eligible for membership.

All memberships other than lifetime memberships expire December 31st of the year of purchase. Memberships purchased between September and December of a given year will expire on December 31st of the following year.

To hold voting privileges at an Annual General Meeting (AGM), a membership must be purchased on or before April 1st of that year.

The Chief Executive Officer must be informed of any person(s) charged with an act of animal cruelty, so the membership list can be reviewed to determine if the person(s) are current members.

| | |
|-------------------|-------------------------------|
| Policy Type: | Governance |
| Policy Name: | Honourary Lifetime Membership |
| Policy ID: | G/17/202103 |
| Date of Approval: | March 1, 2021 |

From time to time the Nova Scotia SPCA will honour members who have made an outstanding contribution to the organization over many years by giving them an honorary lifetime membership. This award is intended to be a rare occurrence. This policy describes the procedure and criteria for awarding such memberships.

Criteria

To be nominated for an Honourary Lifetime Membership, an individual should have:

- been a member of the Nova Scotia SPCA for a significant length of time.
- shown dedication and passion for the mission of the Nova Scotia SPCA; and
- made an outstanding, cumulative contribution to the health, mission and success of the Nova Scotia SPCA.

An *honorary life membership* is not to be used for other purposes, such as recognizing a generous financial contribution or as an incentive for other kinds of contributions.

Procedure

1. Any member of the Nova Scotia SPCA may nominate another person for an honorary lifetime membership by submitting a letter to the Board outlining the reasons for the nomination.
2. The Board will consider the request and make a decision. Such discussion will not take place in the presence of the nominated person.
3. If the Board decides to award an Honourary Lifetime Membership, it will normally arrange for an appropriate ceremony of appreciation at the next General Meeting of the Nova Scotia SPCA or such other time as may be appropriate and in keeping with the wishes of the member being honoured.

An honorary lifetime member is not required to pay membership dues each year in order to remain on the membership roll.

GOVERNANCE

Policy Type: Governance
Policy Name: Disclosure & Transparency
Policy ID: G/001/201203
Date of Approval: March 26, 2012

Meeting minutes, board of director names, annual reports, and statistics (cruelty investigations and animal care) will be made available to the public and posted on the Society's website. Statistics will be posted on a schedule determined by the Chief Executive Officer.

Policy Type: Governance
Policy Name: Insurance
Policy ID: G/103/201111
Date of Approval: November 28, 2011

Director and Officer Liability Insurance

The Society will obtain directors' and officers' liability insurance for all Provincial Board of Directors to the extent such insurance is available.

Directors and Officers Liability: At least \$1,000,000.00 liability coverage to provide defense costs and payouts for employment practices liability, allegations of breach of fiduciary duty, allegations of wrong-doing, or defamation.

Commercial Liability

Shelters are required to carry commercial liability with at least a \$2,000,000.00 limit. The policy must include general liability including bodily injury, property damage and personal injury (not just premises liability). The policy must also include non-owned liability with a \$1,000,000.00 limit, which will cover and back up volunteers and employee's auto insurance policies, should they be maxed out or cancelled. The policy must also include Tenants Legal Liability of at least \$100,000.00.

Building: the building must be insured based on replacement cost on broad form basis (ensuring the limit is enough to a) rebuild the building and/or b) satisfy the co-insurance requirements). An appraisal may be required. If appropriate, consider sewer back up coverage.

Contents: Insure on replacement cost, broad form basis. Include consequential loss clause for contents that are temperature sensitive, such as medications.

Recommended - Business interruption: Broad form interruption coverage to protect against loss of income as a result of the building being damaged or unusable due to an insured peril. This should cover the need to house animals at an alternative site until normal operations could be resumed (limit based on \$10,000 to \$25,000 for larger shelters).

Professional liability: For veterinarians that work on site, this is required and may be covered by the vet.

Policy Type: Governance
Policy Name: Finance - General
Policy ID: G/102/201111
Date of Approval: November 28, 2011

Finance - General

- Provincial Board of Directors: will direct through policy and approve the budget the spending of the organization in any given operating year.
- The Chief Executive Officer: will propose, prepare and present on the budget through the year.
- Money raised within a specific community will stay within said community, unless directed so by a donor.
- Funds will be spent in accordance with the published vision statement and mandate and respecting our obligations to donors and Financial Policies.

Misuse of Donor Funds

All funds must be spent to support the vision and mandate of the Society. The deliberate misuse of donor funds will not be tolerated. Any allegation will be investigated fully and those implicated will be immediately and permanently terminated from the Society and may be subject to further legal action.

Financial Condition

The Chief Executive Officer will not undertake actions that will jeopardize the financial strength of the Society. In particular, the Chief Executive Officer will not, without Board approval:

- Make unbudgeted expenditures of more than \$15,000.00.
- Fail to submit payroll and other taxes as required by law.
- Fail to settle payroll and other liabilities in a timely manner.
- Enter into new banking arrangements.
- Enter into new contractual arrangements with vendors that involve annual commitments of more than \$10,000.00 or, are longer than six years.
- Enter into contractual relations in which the Society is the vendor that involve commitments for services of more than \$10,000.00 annually.

Budgeting

The Chief Executive Officer will not jeopardize the fiscal integrity of major programs or the organization as a whole. In particular, the Chief Executive Officer will not, without Board approval:

- Allow budgets to be developed which are based on insufficient information.
- Allow budgets to be presented that are inconsistent with previous presentations.
- Will not make decisions that do not reflect the prudent use of financial resources.

Protection of Assets

The Chief Executive Officer will not operate without protecting the physical, financial and intellectual assets of the organization. In particular, The Chief Executive Officer will not, without Board approval.

- Operate without adequate commercial and liability insurance in effect.
- Operate without the safekeeping of key legal and contractual documents.
- Operate without procedures for the backing up and safekeeping of computer records and safeguarding of proprietary information.

Auditors and Audited Financial Statements

The Society must prepare audited financial statements by a registered chartered accountant on an annual basis. The auditors must be appointed by the Board of directors annually. The audited financial statements must be made available upon request to members of the Society.

Contracts

All contracts binding the Nova Scotia SPCA will require the signature of the Chief Executive Officer or designate.]

Policy Type: Governance
Policy Name: Finance - Donor Naming & Recognition
Policy ID: G/016/201905
Date of Approval: May 27, 2019

The Nova Scotia SPCA is recognized as providing expert leadership in the areas of advocacy and protection of companion animals and sets the standard of animal care for the province of Nova Scotia; the Nova Scotia SPCA operates on a philosophy of zero tolerance for animal cruelty. As such, we celebrate the gifts of individuals, corporations, and SPCAs to help us achieve our mission.

This policy is intended to ensure donors' intentions are honoured, gifts are properly acknowledged in a consistent manner and to clarify the process under which SPCA assets are named.

SCOPE

This policy applies to donations and donors to the SPCA, including but not limited to: individuals, corporations, government and groups.

POLICY STATEMENT

The Development Office supports the Nova Scotia SPCA's strategic priorities by building strong affinity through meaningful and consistent interactions with donors and prospective constituencies, providing opportunity for funding partnerships and contributing to the positive growth of the institution's reputation by fostering enduring relationships that are beneficial to SPCA.

This Policy addresses proper gift acknowledgement including Donor Recognition and stewardship activities and events, fund reporting and the naming of SPCA assets.

Honorific naming of tangible or non-tangible assets at SPCA provides the SPCA with the opportunity to recognize individuals or organizations who have made outstanding contributions to the mission of the SPCA or are of special significance to the SPCA. Final authority for honorific naming rests with the Board.

GIFT ACKNOWLEDGEMENT

Donations received by the Development Team will be recorded in the Development database. The SPCA is committed to maintaining the confidentiality of donor information as per the pertinent privacy legislation.

DONOR RECOGNITION

The Nova Scotia SPCA wishes to recognize the generosity and commitment of our donors who support the mission of the SPCA with a gift. Recognition is given on the basis of a single payment gift, a contribution pledged over time, or a documented planned gift to the SPCA, including gifts of private benevolence. Donor Recognition is provided at the time a pledge is received.

STEWARDSHIP ACTIVITIES AND EVENTS

In addition to gift acknowledgements, the SPCA may recognize donors through a special event or announcement and on-going donor and stewardship opportunities to strengthen the link between the donor and the SPCA to build trust, credibility and gratitude through acknowledgement, recognition and accountability.

Gifts to the SPCA shall be reported in a manner consistent with the standards recommended by the Association of Fundraising Professionals (AFP) and Imagine Canada.

NAMING OF ASSETS

The SPCA can name buildings or other assets in recognition of donations. The SPCA can name buildings or others assets for those who have made significant contributions to the mission and vision of the SPCA. Any naming of an asset will be approved by the Board. Donor Recognition for planned gifts (insurance, bequests) is based on the present value of the gift received in the future.

Honorific naming will be a tool for donor recognition, only in exceptional circumstances will Honorific naming be approved for non-tangible contributions.

Unless otherwise negotiated, the duration of the naming will be the lesser of

- 10 years, or
- the useful life of the tangible or non-tangible asset.

The party for which the asset has been named will be advised of impending change.

EXCEPTIONS

Naming will not be approved where, in the judgment of the Board, identification with the recognized individual or organization would constitute a significant and continuing challenge to the reputation of the SPCA.

DE-NAMING

If at any time the donor or honouree is found to be or have in engaged in unethical conduct inconsistent with the reputation and core values of the Nova Scotia SPCA or commonly held morals and decency, or

- if the donor commits an act or becomes involved in a situation, or occurrence which adversely affects the reputation of the donor in the community, or which brings the donor into public contempt or scandal, or
- which materially and adversely affects the reputation or business of the charity, whether or not information in regard becomes public, or
- where a donor has failed to meet 100% of the pledge commitment over the agreed pledge period and where there is no satisfactory commitment to revised pledge terms

the charity shall have the right to remove any recognition associated with the donor without being obligated to return to the donor any portion of the gift already made.

GOVERNANCE

| | |
|-------------------|---------------------------|
| Policy Type: | Governance |
| Policy Name: | Finance - Gift Acceptance |
| Policy ID: | G/017/201905 |
| Date of Approval: | May 27, 2019 |

The Nova Scotia SPCA is recognized as providing expert leadership in the areas of advocacy and protection of companion animals and sets the standard of animal care for the province of Nova Scotia; the Nova Scotia SPCA operates on a philosophy of zero tolerance for animal cruelty

As such, we welcome the gifts of individuals, corporations, and SPCAs to help us achieve our mission.

SCOPE

This policy applies to donations received through all fundraising activities of the SPCA, including: general donation, annual giving, planned gifts, special fundraising initiatives and campaigns.

GIFT ELIGIBILITY

The following gifts are deemed eligible for acceptance by the Nova Scotia SPCA:

- Cash
- Will and bequest
- Charitable gift annuities
- Life insurance Policy
- Retirement fund (RRSP, RRIF)
- Publicly traded securities (stocks, mutual funds)
- Charitable remainder trusts and residual interest gifts
- Gifts of property

CASH

The Nova Scotia SPCA accepts cash, credit card payments, direct debit payments and cheques or money orders made payable to “Nova Scotia SPCA” or “The Nova Scotia Society for the Prevention of Cruelty”. Postdated cheques are accepted.

WILL AND BEQUEST

Bequests made to the Nova Scotia SPCA may qualify as a charitable gift if the terms and conditions of the bequest are acceptable under the Nova Scotia SPCA’s gift acceptance policies. Official receipts will be issued to the estate of the deceased.

The Nova Scotia SPCA requires a copy of documents naming “Nova Scotia SPCA” or “The Nova Scotia Society for the Prevention of Cruelty” as a beneficiary for our files, prior to a tax receipt being issued.

CHARITABLE GIFT ANNUITIES

The Nova Scotia SPCA will consider charitable gift annuities on a case-by-case basis. The amount appropriate for a tax receipt will be determined according to Canada Revenue Agency (CRA) Guidelines.

LIFE INSURANCE POLICY

The Nova Scotia SPCA will accept a life insurance policy as a gift if it is named as beneficiary or is both the irrevocable owner and beneficiary. The amount to be receipted will be determined according to CRA Guidelines.

Any premiums due are the responsibility of the donor. If the insurance policy lapses for non-payment prior to maturity because a donor fails to provide for premium payments, the Nova Scotia SPCA may:

- continue to pay the premiums,
- convert the policy to paid up insurance, or
- surrender the policy for its current cash value.

When a life insurance policy is absolutely assigned to the Nova Scotia SPCA, any consent that is required by provincial regulations to change a beneficiary must be signed before the transfer represents a valid charitable donation.

RETIREMENT FUND

The Nova Scotia SPCA will accept the proceeds of a retirement fund as a gift if it is named as beneficiary. The amount to be receipted will be determined according to CRA Guidelines.

PUBLICLY TRADED SECURITIES

As a general rule, the Nova Scotia SPCA will only accept gifts of securities that are publicly traded stocks and bonds. The value and the amount on the tax receipt of such a donation is determined by the value of trading on the date of receipt of donation.

The Nova Scotia SPCA Board investment committee has sole responsibility for when stocks and securities the SPCA receives from donors will be sold.

CHARITABLE REMAINDER TRUST AND RESIDUAL INTEREST GIFTS

The Nova Scotia SPCA will accept a charitable remainder trust as a gift if it is named as capital beneficiary. The amount to be received will be determined according to CRA Guidelines.

GIFTS OF PROPERTY

All proposals for gifts-in-kind to the Nova Scotia SPCA shall be reviewed by the CEO in conjunction with the Director of Finance and Director of External Relations, and legal counsel as necessary. Gifts of property will be reviewed with special care to ensure that acceptance will not involve financial commitments in excess of budgeted items or other obligations disproportionate to the use of the gift.

Gifts of property valued at or over \$1,000 given to the Nova Scotia SPCA with the intent of the donor to receive a tax receipt, must receive an independent external appraisal.

PRINCIPLE

As a matter of principle, we engage in the following practices:

- The SPCA will not accept gifts that are not recognized by CRA, or violate federal, provincial or municipal laws.
- The SPCA will not accept gifts, enter into partnerships, or accept support that will compromise its commitment to its mission and core values as articulated in the SPCA's Five Year Strategy.
- The SPCA values and will protect its integrity, autonomy and funding freedom, and does not accept gifts when a condition of such acceptance would compromise these fundamental principles.
- The SPCA will not accept gifts, enter into partnerships, or accept support where identification with the recognized individual or organization would constitute a significant and continuing challenge to the reputation of the SPCA.
- The SPCA reserves the right to accept or decline any gift. The final decision to decline a gift rests with the Board of Directors.
- Ownership of all gifts directed to the Nova Scotia SPCA vests in the SPCA, whether said gifts are for the benefit of the SPCA generally or for some specific purpose in it.

PROCEDURES:

We are committed to the following procedures in accepting donations:

- Designated gifts will be used for the purposes for which they are provided.
- Undesignated gifts will be used for the most-needed initiatives as determined by the CEO in conjunction with the Board of Directors.
- Accountability to donors must be of the highest calibre, through appropriate acknowledgment, and accurate and timely reporting by the relevant Nova Scotia SPCA staff. Where appropriate, gift agreements will be recorded between donors and the SPCA and these will be adhered to by the SPCA.
- All donations will be recorded and receipted in accordance with the rules and regulations set out by the CRA. The Nova Scotia SPCA will issue an official receipt for donations of \$20 or more that qualify as charitable gifts, in accordance with CRA guidelines. Receipts for donations of less than \$20 will be issued only when requested by the donor.
- If, following internal consultations, uncertainty remains as to whether a donation qualifies as a charitable gift, a ruling may be sought from the Nova Scotia SPCA's legal counsel, auditor and/or the CRA.
- Anonymity will be granted to any donor who makes this request.

| | |
|-------------------|--------------------------------|
| Policy Type: | Governance - Finance - General |
| Policy Name: | Cash and Deposit Control |
| Policy ID: | G/016/202103 |
| Date of Approval: | March 1, 2021 |

Two individuals at each Nova Scotia SPCA place of business will be authorized by the Director of Finance, or their designate, as "Cash Handlers" to process end of day cash procedures, perform deposits and transport cash. Under no circumstances is an unauthorized individual allowed to transport or handle SPCA cash.

At least two individuals shall be involved in critical cash transactions (transactions over \$500) to check each other and reduce the risk of a loss occurring.

The following steps will be taken when handling SPCA financial transactions.

Step 1 - Accept cash/cheques/debit/credit cards

- Verify cheque payee is "Nova Scotia SPCA", that is dated and signed by the donor, and make a photocopy of ALL cheques for the deposit backup. Cheques shall only be accepted at shelters for donations/fundraising purposes. No cheques shall be accepted at thrift stores, hospital/clinics, or other locations for the payment of services.
- Enter cash/cheques in Petpoint/till the same day they are received.
- Ensure financial transactions are appropriately recorded in Pet Point.
- Create either a PetPoint or cash register receipt (for thrift stores).

Step 2 - Prepare deposit

- Prepare a deposit at the end of every business day.
- Practice dual custody, meaning that two individuals are working together to verify accounting.
- Balance Petpoint *daily cash report*/till register to cash/cheque in hand and debit and credit merchant subtotal from the debit machine.
- If the deposit does not balance, contact your direct Supervisor, Director of Administration or Director of Finance for assistance. NO deposit should be left unbalanced.
- Place cash/cheque in sealed envelope, mark with the date and place in locked drop box for safekeeping until it is taken to the bank.
- Under no circumstances is money at end of the day to be kept in unlocked, accessible cupboards or drawers (aside from floats). Every shelter/thrift store shall have a locked drop box and only approved Cash Handlers will have access. Clinics will use the shelter drop boxes, clearly label the sealed envelope noting 'clinic' with the date.
- Ensure your Float is locked in a cash box/locked drawer.
- When the Cash Handler is going to the bank they must complete a Deposit Tracking Sheet, identifying the dates of the deposits being taken, and the time the Cash Handler leaves with the deposit to go to the bank. The Deposit Tracking Sheet must be witnessed by a second staff member. See tracking sheet.

Step 3 - Deposit cash

- Deposits **must** be made 2 times weekly and on the last day of every month.
- Deposits are made in-person at a bank teller by authorized Cash Handlers only. NO NIGHT DEPOSITS are permitted.

Step 4 – Back-up

- Backup must be sent monthly to the Provincial Office.
- For every deposit, Cash Handlers should take a picture of the bank stamped deposit slip and email to deposit@spcans.ca, then attach it to that day's backup.
- Backup should include:
 - Petpoint daily cash report
 - Photocopy of all cheques received/deposited that day
 - Any letters, slips or correspondence received with the cheques
 - Merchant copy of any Debit/credit slips
 - Debit/credit end of day 'merchant subtotal' close report
 - Copy of Deposit slip which must show bank stamp, Staff initials, and bank "customer receipt page"

Policy Type: Governance
 Policy Name: Finance – Investments
 Policy ID: G/015/201003
 Date of Approval: December 11, 1997; August 31, 2009; March 29, 2010; November 28, 2011

Purpose

The purpose of this statement is to communicate a clear understanding of the Society's investment policies and objectives. This statement will outline an overall philosophy that is specific enough to indicate the Society's expectations but sufficiently flexible to allow for changing economic conditions and securities markets. The strategy will provide realistic policies to guide the Society toward long term rate of return objectives which will serve as standards for evaluating the portfolio. The policy also will establish any investment restrictions, and outline procedures for policy. This policy will be reviewed by the Board of directors annually.

Investment Policy and Objectives

The objective of the Society should be pursued as a long-term goal, designed to maximize the returns without exposure to undue risk. It is understood that fluctuation rates of return are characteristic of the securities market. The Society's greatest concern is the security of principal and income for 75% of the portfolio, and the long-term appreciation of 25% of the portfolio.

Total Portfolio Target Asset Mix

| | |
|---------------------------|------------|
| Cash and Cash Equivalents | 0% to 20% |
| Fixed Income | 50% to 80% |
| Equities | 10% to 30% |

Investment Counsel and Custodians

The Society's investments will be held by reputable investment management firms. The portfolio mix above will be coordinated by the firm and monitored by the Chief Executive Officer or Treasurer. All trades will be advised by the firm (based on their expertise) with the Board having final confirmation.

Monitoring and Review

The Society will receive:

1. Statements outlining:
 - Cash Balances
 - Assets held and market values
 - Dividends and/or interest received
2. Quarterly comparatives of mutual fund performance outlining the quarterly fund returns
3. Quarterly portfolio valuation statement outlining:
 - Assets held
 - Book Values of Assets
 - Market Value of Assets
 - Annual Income
 - Yield
 - Gains or losses

The portfolio will be reviewed each year by the Chief Executive Officer or Treasurer with the investment counsels, and the results of that review will be reported to the Board. At that time, this statement will be reviewed in light of the Society's circumstances and general economic conditions.

Equities

Equity Asset Mix

| | |
|-------------------|-------------|
| Canadian Equities | 20% to 50 % |
| United States | 20% to 50 % |
| International | 20% to 50 % |

Fixed Income

The fixed income investments will be held on a five year "laddered" basis with equal amounts (within \$50,000) to come due each year.

Investments may be drawn from the following sources:

- Canadian Government Obligations
- Provincial Government Obligations
- Corporate Debentures (Rating Single A or better)
- Chartered Banks or Trust Company Term Deposits/G.I.C.s
- Corporate Bonds

Cash and Cash Equivalents

The portfolio may hold for liquidity purposes:

- Treasury Bills
- Certificates of Deposit
- Bankers Acceptance
- Money Markets Funds

Summary

All assets are to be invested in a prudent manner.

This statement is intended to be used as a guideline. However, it is expected that any important deviations and the reasons therefore, will be discussed with the Society, and agreed to in advance by the Board. This statement shall be reviewed on an annual basis by the Board. Any modifications to this policy shall be confirmed in writing.

Policy Type: Animal Care
Policy Name: Animal Care Standards
Policy ID: A/001/201110
Date of Approval: November 28, 2011

The SPCA is committed to adopting best practices and subscribes to the Guidelines for the Standards of Care in Animal Shelters published by the Association of Shelter Veterinarians (ASV), 2010. This industry standard outlines 12 areas of shelter management standards that include:

1. Management and record keeping
2. Facility design and environment
3. Population management
4. Sanitation
5. Medical health and physical wellbeing
6. Behavioural health and mental wellbeing
7. Group housing
8. Animal handling
9. Euthanasia
10. Spaying and neutering
11. Animal transport
12. Public health

The implementation of these guidelines will be evaluated in SPCA shelters through a yearly shelter audit process (see shelter inspections) that will outline short and long-term goals with the aim to manage performance of shelters against this industry standard. Reasonable exceptions due to infrastructure or financial limitations may be approved by the Chief Executive Officer or Provincial Animal Care Director.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Customer Service
Policy ID: A/002/201007
Date of Approval: July 26, 2010

All interactions with the public will be conducted respectfully, professionally, sensitively and with tact. Every interaction with the public has the potential to result in goodwill, positive publicity, an adoption, a volunteer opportunity or even a monetary donation. The SPCA believes in:

- Being committed to the cause
- Using donations wisely
- Acting with integrity
- Valuing feedback
- Respecting privacy

Any complaint will be directed to the immediate supervisor of the staff or volunteer in question. This may be a Provincial Shelter and Foster Coordinator or the Provincial Animal Care Director or the Chief Inspector. Complaints may also be directed to the Chief Executive Officer. The Board of Directors will address complaints regarding the Chief Executive Officer.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Training
Policy ID: A/003/201101
Date of Approval: July 26, 2010; September 27, 2010

Training should be appropriate and task specific and cover the scope of the job description. All employees must receive WHMIS training and renewals and observe all policies related to OHS. Job profiles, inclusive of scope and qualifications must be available for each position.

All staff and volunteers providing animal care will be certified in duties performed, inclusive of;

- Administration of vaccinations
- Administration of medications
- Subcutaneous injections
- Force Feeding
- Euthanasia

Untrained individuals will not perform these duties. Training must therefore reflect duties performed.

This training will be provided by a qualified individual. Said training will be arranged as necessary. It is up to the Provincial Shelter and Foster Coordinators and Provincial Animal Care Director to ensure all training is kept current. Documentation certifying the details of the training and listing those who have participated will be submitted and retained by the Provincial Office. Recertification of prescribed training will be required as necessary, and at minimum every three years.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Supervision of Animals
Policy ID: A/019/201009
Date of Approval: September 27, 2010

Animals in the care of the SPCA may not be left unsupervised in foster care or in shelters for a period in excess of 16 continuous hours. In ideal circumstances, animals will not be left unsupervised for more than 12 hours maximum. Please see Standards of Care for additional requirements.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Animals at Events
Policy ID: A/022/201102
Date of Approval: February 23, 2011; November 28, 2011

It is understood that from time to time animals that are in our care will participate in various SPCA related functions to promote adoptions or raise awareness, where they have the potential to interact with the public and other animals. Staff and Volunteers must ensure that such activities are communicated to the respective insurer if required; an insurance certificate is issued when required by the venue; all dogs are temperament tested; and all animals are up to date on appropriate vaccinations.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Referrals and Recommendations
Policy ID: A/020/201009
Date of Approval: September 27, 2010

Because the Society is viewed as an authority on matters related to animal welfare, its volunteers and staff may not make referrals regarding professional services. Instead, an objective list restricted to accreditation or geography may be offered. This is inclusive of vet and training services and products. Sponsorship arrangements are exempted.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Vehicles
Policy ID: A/004/201008
Date of Approval: August 31, 2010

All service vehicles will be appropriately maintained be smoke free, and only operated by licensed drivers insured by the SPCA. All drivers will adhere to the Provincial laws of Nova Scotia as they relate to seat belt use and hands-free cell phone use.

All vehicles will be appropriately outfitted for duties conducted, including the transport of animals in a safe manner. Logs must be maintained of kilometers at start and end of trip, and reason for trip.

It is the responsibility of all drivers to identify necessary equipment for their vehicles to the Community Engagement Coordinator or Provincial Animal Care Director. It is the responsibility of the SPCA to ensure that all vehicles are equipped with the tools necessary to conduct SPCA activities.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Hours of Operation
Policy ID: A/005/201008
Date of Approval: August 31, 2010; November 28, 2011; December 27, 2016

The hours of operation for all shelters are determined by the Society's Chief Executive Officer or Provincial Director of Animal Care.

At minimum, hours open to the public will include one (1) evening during the week and at least one (1) weekend day.

Additionally, all shelters will observe a "call back" or "email return" guarantee of 24 hours. All shelters with the ability to do so will be open on non-statutory holidays. Hours of operation must be published on the web.

It is the intention of the Society that by 2020 standard hours for all shelters will be as follows:

Sunday: 11am to 4pm
Monday: Closed
Tuesday: 11am to 7pm
Wednesday 11am to 7pm
Thursday: 11am to 7pm
Friday: 11am to 4pm
Saturday: 11am to 4pm

Shelters may choose to open to the public over and above these hours.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Animal Care
Policy ID: A/006/201007
Date of Approval: July 26, 2010

Every animal will be cared for in a manner that respects their life and promotes good health and wellbeing. Animal care will follow the five freedoms:

1. Freedom from hunger and thirst
2. Freedom from pain, injury, and disease
3. Freedom from distress
4. Freedom from discomfort
5. Freedom to express behaviours that promote well-being

Standards of care will be based on the Canadian Veterinary Medical Association (CVMA) posted guidelines regarding diet, exercise, kenneling. Protocols and procedures will be well researched and where possible, vet informed (see policy on Animal Care Standards).

Capacity will be subject to the specific conditions at each SPCA facility and will be subject to OHS considerations, overall facility safety, as well as health and safety of the animals and caregivers.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Cleaning
Policy ID: A/007/201007
Date of Approval: July 26, 2010

All shelters should adhere to the highest standards of cleanliness and sanitation, which promotes human and animal health and safety in accordance with WHMIS. Cleaning standard operating guidelines should be based on the following assumptions:

- All animals are sick
- Animals can shed disease and virus without visible or clinical signs or symptoms.

Staff and volunteers should take every precaution necessary to avoid the spread of disease by using proper disinfectant. Staff and volunteers should be trained in proper handling of cleaning materials and the proper use of personal protective equipment or PPE.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Controlled Substances
Policy ID: A/008/201009
Date of Approval: August 31, 2010; September 27, 2010

All controlled substances will be accessible only to trained staff; locked in a secure location and the use and distribution will be recorded. Material Safety Data Sheets (MSDS and WHMIS) for drugs used must be readily available to staff.

There will be one or two master dispensers of medications only and reconciliations must be performed monthly.

Donated medications can be accepted if they are approved for the use of companion animals; not expired; and in their original packaging with label intact. Medications that we do not have a use for cannot be accepted.

Distribution of medications, controlled substances and protocols must be veterinarian instructed.

Medications will not be dispensed to other rescues, animal welfare groups or the public.

Medications will not be sold to other rescues, animal welfare groups or the public. Prescriptions

will not be filled for other rescues, animal welfare groups or the public.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Animal Records
Policy ID: A/009/201009
Date of Approval: August 31, 2010; September 27, 2010

Staff and Volunteers will retain an electronic and hard file for each animal that comes into care. The hard file record will include at minimum:

- Medical information (including vaccination history, spay/neuter certificate, parasite control, surgeries, veterinary notes, including initials indicating which staff or volunteer provided the treatment).
- Behavioural information (including temperament testing, incident reports)
- Intake information such as a surrender form or seizure notice.

It is imperative that all changes in diet, health and location is recorded and current on an animal's record.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Intake Criteria
Policy ID: A/010/201009
Date of Approval: July 26, 2010; September 27, 2010; November 28, 2011

All staff and volunteers of the Nova Scotia SPCA will endeavour to remain open to all intakes where reasonable. Intake will only be limited in cases where capacity is a concern, or the care of animals may be compromised by the intake. No sick and injured animal, kitten, or pregnant animal will be refused intake. No staff or volunteer will discriminate due to breed, gender, geography, size, or colour.

The society supports TNR efforts for feral cats wherever possible. Feral cats are at least one generation removed from domestication and therefore, if not sufficiently socialized with humans by a certain age – typically 6 weeks old – may not be suitable candidates for adoption. The Society will not accept a feral cat into care where options for adoption are limited. The Society will not accept a feral cat into its care for the purpose of euthanasia.

Policy Type: Animal Care
Policy Name: Intake Methodology
Policy ID: A/011/201009
Date of Approval: July 26, 2010; September 27, 2010

Upon intake of any animal, the following must occur:

- A comprehensive health and medical evaluation (by trained staff, volunteers or vets)
- Temperament testing is conducted for all dogs*
- All medical and behavioural information should be recorded (ongoing)
- All animals should be inoculated for disease control and prevention (within 30 minutes of arrival at the shelter)
- All animals should be dispensed food, water and medication as required
- Creation of electronic file for statistics and records i.e. PetPoint
- Animals will be placed in a suitable location within the shelter
- Adoption profiles will be created and promoted through available resources, inclusive of PetPoint, Facebook and other online resources

Animals taken into the SPCA who are then transferred immediately to another animal welfare organization or foster care are still required to be evaluated medically and dogs must be temperament tested.

Only animals signed over to the SPCA can have access to the medical resources of the SPCA, inclusive of vet care and medications. An SPCA veterinarian cannot offer a second opinion to an owned animal.

Animals in foster care requiring medical care will be transferred to the nearest SPCA shelter or veterinary clinic to receive prompt care under the instruction of the Provincial Shelter and Foster Coordinator and/or Provincial Director of Animal Care or designate when necessary.

*Behavioural issues will be assessed using accepted industry methods, properly employed.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Spay/Neuter
Policy ID: A/012/201007
Date of Approval: July 26, 2010; November 28, 2011; December 27, 2016

All cats and dogs will be spayed or neutered prior to adoption. In circumstances where this is not possible, such as for medical reasons, but the spay/neuter is an option at a later date, it should be scheduled.

All animals owned and in the care of the Society must be spayed or neutered using one of the following veterinary services:

- SPCA Cape Breton Animal Hospital
- SPCA HRM Animal Hospital
- SPCA Mobile Clinic

Exceptions may be made in situations when an SPCA hospital or clinic is unable to provide the procedure in a reasonable time. The Provincial Director of Animal Care, Chief Executive Officer, Chief Provincial Inspector or designate will determine when an exception is necessary.

Policy Type: Animal Care
Policy Name: Euthanasia Criteria
Policy ID: A/013/201009
Date of Approval: July 26, 2010; September 27, 2010; October 25, 2010

Euthanasia will only be considered for matters related to mercy or aggression.

In situations where a conflict of opinion exists between Registered Veterinary Technician, Animal Care Supervisor and/or Veterinarian on the decision to euthanize or adopt, a committee consisting of the Chief Provincial Veterinarian, the Provincial Animal Care Director and the Chief Executive Officer will make the final call.

Due to potential liability and the risk to public health, dogs with a documented bite history, or prey drive that has resulted in the death of another animal, will be humanely euthanized.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Euthanasia Methods
Policy ID: A/001/201009
Date of Approval: July 26, 2010; September 27, 2010

When euthanasia is performed, it will be carried out by a licensed veterinarian, veterinary technician or certified staff, under the direct supervision of a veterinarian. A licensed veterinarian will train staff in euthanasia methods. Staff competency in euthanasia should be evaluated on a yearly basis and re-training given when necessary. Insuring that the methods used are humane can also help to reduce the distress experienced by staff and volunteers.

The method employed should produce a rapid and painless death and should be appropriate for the species and its condition. The method should minimize fear and distress to animals. Euthanasia by lethal injection is the accepted method. Where possible, barbiturate injection is recommended. When using T-61 all animals must be fully anaesthetized prior to euthanasia.

Death must be verified. All bodies must be disposed of appropriately using government approved methods.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Professional and Sympathetic Conduct
Policy ID: A/014/201008
Date of Approval: August 31, 2010

When animals are euthanized they will be accompanied and comforted by staff. They will be isolated from other animals and not in plain view during the euthanasia. Where resources permit, shelters will provide a designated space for all euthanasia.

All staff and volunteers need to show professionalism and respect for animal welfare, for the value of animal life and for other people involved. Staff and volunteers should be emotionally supported and trained to develop coping mechanisms to deal with this stress. This is important for many reasons, including the risk that dissatisfied personnel may become careless when handling animals and performing euthanasia or other duties.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Redemption and Holding
Policy ID: A/015/201007
Date of Approval: July 26, 2010

The SPCA will adhere to the holding period of the local by-law for lost animals, which in most cases is 72 hours for lost dogs. All animals that come into the care of the SPCA as stray or abandoned animals will be held for 72 hours for medical and behavioural evaluation prior to adoption.

Policy Type: Animal Care
Policy Name: Long Term Residents
Policy ID: A/021/201101
Date of Approval: January 31, 2011; December 27, 2016

Animals are considered long-term residents and must come to the attention of the Provincial Director of Animal Care in the following circumstances.

Shelters

Dogs in care in excess of 4 weeks
Cats in care in excess of 8 weeks
Exception: kittens and puppies not yet ready for adoption

Fosters

Dogs in care in excess of 4 months
Cats in care in excess of 4 months

When an animal is approaching long-term residence status, the Shelter or volunteer Intake Coordinator overseeing the foster program will consider actions such as the following to attract adoption:

- Additional photographs, detailed write ups, features in paper/radio, and reduced adoption fees
- Transfer of the animal to a different SPCA Shelter if that Shelter has space

If an animal reaching long-term residence status is not adoptable due to behavioural concerns, it will be evaluated for other options such as transfer to a foster-based rescue, TNR, locating a suitable indoor/outdoor living situation, or other situation that will better suit its needs.

A shelter or foster that intakes, spays or neuters an animal and subsequently transfers the animal to another shelter will receive 50% of the adoption revenue from the receiving shelter. To ensure correct reporting and qualify for adoption revenue sharing, the animal must be entered in PetPoint and the spay/neuter procedure accurately reflected prior to the transfer of the PetPoint record.

Adoption revenue sharing applies to transfers between and among shelters and fosters for any reason.

Exceptions

If the medical costs incurred by the receiving shelter exceed the adoption fee, adoption revenue sharing will not apply.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Adoption
Policy ID: A/016/201007
Date of Approval: July 26, 2010

All healthy and behaviorally sound animals should be made available for adoption. Animals with special needs, treatable/manageable medical conditions, seniors and those with mild but trainable behavioural issues should be given every opportunity for adoption. Where appropriate, additional resources should be made available to the adopter and special conditions (i.e. obedience training) should be made mandatory.

Where applicable senior animals or animals with life threatening but manageable health conditions will participate in a Palliative Care program. Palliative program candidates must be agreed upon by the shelters veterinarian representative and Provincial Engagement Coordinator.

Policy Type: Animal Care
Policy Name: Adoption Screening
Policy ID: A/017/201008
Date of Approval: August 31, 2010; November 28, 2011

The adoption screening process and application will limit the barriers to adoption and provide reasonable and sufficient information about the suitability of an adopter. The adopter will be provided all available information regarding the animal, including medical background and behavioural notes. The adopter will also be provided with resources, such as an adoption guidebook and other educational material that will help make the adoption experience successful and ensure the adopter is well informed. An adoption that is approved at one Foster or Shelter will be transferable to any other SPCA Foster or Shelter. Approval is valid for a minimum 3-month period for the same species.

All animals adopted from the SPCA can be returned to the SPCA should the adoption not work out. Refunds will be issued at the discretion of the SPCA in instances where warranted.

All Fosters or Shelters will use the same adoption forms and agreement template for all companion

animals.

The adoption process will be standardized. Cat adoptions will take place same day (exceptions may be made for no fee adoptions or special needs animals, or where there are concerns about potential adopters), while dog adoptions will require reference checks. The process will be relatively timely, straightforward and fair.

The SPCA permits adoptions around holidays. The Society recognizes that many potential adopters specifically wait until holidays to adopt a pet as they have the time off from work/school to spend with their new pet.

The SPCA believes Pets should never be given as gifts. As such the adoption process may require all members of the household to meet the pet prior to adoption.

A pet adopted at any SPCA Foster or Shelter should consistently receive the same adoption benefits, whenever possible. Including but not limited to provincially negotiated pet insurance, spay/neuter, vaccinations and other preventative treatment

See Adoption Forms and Adoption Agreement.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Foster Care
Policy ID: A/018/201007
Date of Approval: July 26, 2010, November 28, 2011

All foster families will be supplied with the following items: food, dishes, bedding, grooming tools and medication if and when required. All foster families should sign a foster agreement to limit liability and ensure both parties understand roles and responsibilities. Foster families will be screened for acceptability and experience and when possible, an in-home house evaluation may occur. Foster animals in their care are still under the control of the SPCA. Their own pets should be up to date with vaccinations and if not, they should be made aware of potential risks. An animal's temperament should be evaluated, and the animal should be introduced to the animals that reside in the foster family's home. Foster families should be educated and understand the risks associated with providing care. They should be given clear instructions on how to properly care for and if necessary, administer medication to the animals in their care. They should be given after hours contact information in case of a medical emergency.

See Foster Manual and associated materials.

ANIMAL CARE

Policy Type: Animal Care
Policy Name: Adult Transition Services
Policy ID: A/001/201203
Date of Approval: March 26, 2012

From time to time, the Society is engaged to assist individuals who may require support as they transition to shelters or emergency housing. Many of these facilities do not accommodate animals and as a result, individuals may not seek help or relief from situations such as domestic violence or homelessness. In these situations, the SPCA recommends the following:

- Option 1: Seek placement for the animal(s) with family or friends.
- Option 2: Surrender the animal to the Society.
- Option 3: Transition placement with the Society (space may be limited).

For Option 3, the accommodating Foster or Shelter will offer care for up to four weeks if available. If foster care is not available, the animal must be surrendered to the Society to be accommodated. The owner/caregiver will be required to sign paperwork, including waivers giving the Society full care and control of the animal even if the animal is not surrendered.

Intake will be addressed using a standardized form, which will collect information about the owner/caregiver, the shelter/housing facility (including a reliable contact person/info), and information regarding the animal (including a description, vaccination history, and if the animal is spayed or neutered). The owner/caregiver will be required to check in weekly. If the owner/caregiver fails to check in for a period of 10 business days, a 72-hour hold period will commence, after which the animal will be considered owned by the Society. If the owner/caregiver is unable to retrieve the animal(s), the animal will also be considered surrendered and thereby owned by the Society.

The Society may offer to alter all animals that are not spayed or neutered prior to releasing them back to their owner/caregiver, and to conduct diagnostics and provide vaccinations.

All requests from outside of the province will be given consideration based on availability, but requests from inside Nova Scotia will be prioritized.

The privacy of the individual is of paramount concern and all information collected will be closely guarded and not shared with any member of the public. Files will be kept under the direct supervision of the Provincial Database and Administrative Coordinator or designate.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Reporting Structure
Policy ID: I/001/201008
Date of Approval: July 29, 2009; August 31, 2010; November 28, 2011

The Provincial Society is responsible for all cruelty investigations in the province, including all costs. The Chief Provincial Investigator directly supervises all paid and volunteer Special Constables, and reports to the Chief Executive Officer or, in his/her absence, the Chair of the Provincial Board of Directors. All investigations remain in the custodianship of the Provincial Office.

Any responsibilities and privileges of the Chief Executive Officer and Chair of the Provincial Board of Directors can be delegated to a Board member, upon written authorization on either a case by case basis or for a specified period of time. The Chief Provincial Investigator is to be informed of any delegation of responsibility and privileges.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Communication
Policy ID: I/002/201009
Date of Approval: November 24, 2008; June 29, 2010; August 31, 2010; September 27, 2010; November 28, 2011

The integrity of investigations must be protected to ensure the best outcome for the public and the person accused of the infraction, the Courts and the protection of animals. All aspects of an investigation are on a “need to know” basis. The following policies will be followed for all communications between the Chief Provincial Investigator (CPI), Special Constables (SC) (volunteers and full time/provincial and regional), the Chief Executive Officer, the Provincial Board of Directors, and SPCA Animal Shelters:

1. Special Constables will not divulge information gleaned from any investigation to any person without written or verbal consent from the CPI, Chief Executive Officer or the Chair of the Provincial Board of Directors.
2. The exception to #1 above is when a seizure or surrender of animals may occur, in which case the Special Constable or CPI is to notify the Provincial Director of Animal Care or designate as soon as reasonably possible to brief them on the expected number and type of animals that may need to be accepted into care by the Animal Shelter.
3. All animal cruelty complaints received verbally, written or electronically, at the Provincial Office, or a Foster or Shelter will be reported to the CPI.
4. The CPI shall inform the Chief Executive Officer or, in his/her absence, the Chair of the Board of Directors.
5. When charges are laid or a significant development in a case occurs, such as the seizure of a large number of animals, the CPI is to complete an internal case briefing to be used to brief the Chief Executive Officer and appointed media spokesperson(s) on any case that has the potential to attract media attention or attention from critical stakeholder groups. Please refer to the Media Policy for additional details.
6. Special Constables will direct all inquiries from the media or the general public related to an ongoing, pending or concluded investigation to the Chief Executive Officer and appointed media spokesperson(s) for the Provincial Society.
7. The Board of Directors will direct all queries related to an ongoing, pending or concluded investigation to the Chief Executive Officer or, in his/her absence, the Chair of the Provincial Board of Directors, to respond to at their discretion based on the “need to know” principle. Some exceptions may apply where a Special Constable will be instructed to answer the queries. These will be decided on a case by case basis either in writing or verbally by the CPI, Chief Executive Officer or, in his/her absence, the Chair of the Provincial Board of Directors, to the Special Constable.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Code of Conduct

Policy ID: I/003/201008
Date of Approval: June 29, 2009; August 31, 2010; November 28, 2011

The Nova Scotia SPCA Code of Conduct will be signed by all SPCA staff and volunteers involved in investigations. The original signed copy will be maintained at the Provincial Office of the SPCA. A copy of the Code of Conduct can be found on the Nova Scotia SPCA website at www.spcans.ca.

The Chief Provincial Investigator is responsible for having all Investigators (paid and volunteer) sign the Code of Conduct, and the original signed copy will be maintained at the Provincial Office of the SPCA.

Violating the Code of Conduct

Compliance with the Code, by-laws and any other policies and procedures is a term and condition of employment or volunteering in an investigations capacity. Violations of the Code or other applicable policies and procedures or failure to cooperate as directed by the Society with an internal or external investigation may result in corrective action, up to and including termination of employment for paid staff, or revocation of volunteer status.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Conflict of Interest
Policy ID: I/004/201008
Date of Approval: June 29, 2010; August 31, 2010

Occasionally complaints are received regarding a person or organization with some connection to either the Provincial SPCA or an SPCA Investigator. Should this situation arise it is important to ensure that no conflict or perceived conflict of interest exists between the Investigator and the subject of the investigation. Examples of such may include family, friends, neighbors, acquaintances, and work place colleagues.

In all cases the investigation must be passed to an impartial investigator or the police and dealt with like any other complaint. This will ensure that no undue pressure can be brought that might affect the perceived integrity of the investigation.

If the Chief Provincial Investigator, Special Constable, Volunteer Special Constable or member of the Provincial Board of Directors or any employee of the SPCA falls into any of the examples outlined above they are to identify that relationship to the Investigator responsible for that investigation. Further, they:

- Will remove themselves from the investigation altogether.
- Are not to ask any questions or make any queries.
- Will not try to influence the investigation in any way.
- Are not to make derogatory comments to or about any member of the investigation or about the SPCA regarding the investigation.
- Are not to harass the investigator
- Are not to provide any details of the investigation to the person(s) being investigated, the media, the public or co-workers
- Any violation of the above could result in a Code of Conduct investigation.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Access to Information
Policy ID: I/004/201008
Date of Approval: June 29, 2009; August 31, 2010; November 28, 2011

Cruelty complaints and reports including the name(s) and particulars of the complainant must be kept confidential and should not be shared with persons outside of the Chief Provincial Investigator and the Special Constables or Volunteer Special Constables involved in the investigation. However, police agencies or government departments such as Natural Resources and Agriculture/Fisheries must be notified if the investigation pertains to that department's area of responsibility and jurisdiction.

Some investigations will be deemed more high profile or will attract media attention. In these cases, the Chief Executive Officer or, in his/her absence, the Chair of the Provincial Board of Directors is to be briefed by the Chief Provincial Investigator as soon as possible. The Chief Provincial Investigator is responsible for relaying the details of investigations to the Chief Executive Officer, and media spokespersons as required. If the Chief Provincial Investigator is not available, he or she may delegate their communication responsibilities to another paid investigator.

The Chief Provincial Investigator will be responsible for notifying Provincial Foster and Shelter Coordinators for the area where there is an ongoing investigation that may result in charges or media attention. The Provincial Foster and Shelter Coordinators will only be advised that there is an ongoing investigation but will not be provided with any details unless it is deemed necessary by the Chief Provincial Investigator.

Any information related to an ongoing, concluded or possible investigation will be the property of the Provincial Office of the SPCA. The Chief Provincial Investigator Chief Executive Officer or, in his/her absence, the Chair of the Provincial Board of Directors will decide who has access to what information.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Criminal Checks
Policy ID: I/005/201008
Date of Approval: June 29, 2009; August 31, 2010; November 28, 2011

Criminal checks will be conducted on all SPCA investigations staff as a term of employment. This includes the Chief Provincial Investigator, Special Constables, Volunteer Special Constables, and relevant office employees with confirmation of the criminal check to be maintained at the Provincial Office of the SPCA.

It is the responsibility of each individual to seek out and pay for their own criminal check and ensure that it gets to the appropriate management.

It is the responsibility of the Chief Executive Officer or, in his/her absence, the Chair of the Provincial Board of Directors, to ensure a criminal check is conducted for the Chief Provincial Investigator. It is the responsibility of the Chief Provincial Investigator or his designate to ensure criminal checks are conducted on paid and volunteer Special Constables and investigation office staff. Criminal checks must be performed and submitted as a part of the hiring process and must be repeated every three years. Letters of offer will not be presented until evidence of a passed criminal background check is submitted.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Complaints Made Against Investigators
Policy ID: I/006/201008
Date of Approval: June 29, 2009; August 31, 2010; November 28, 2011

All complaints made against a Special Constable or volunteer Special Constable will be directed to the Chief Provincial Investigator. The Chief Provincial Investigator will be responsible for conducting an investigation into each serious complaint, taking the appropriate action required to resolve the complaint and reporting the outcome to the Chief Executive Officer. If there is perceived to be a conflict of interest, the Chief Executive Officer will investigate the complaint.

All complaints made against the Chief Provincial Investigator will be the responsibility of the Chief Executive Officer or, in his/her absence, the Chair of the Provincial Board of Directors.

The Chief Executive Officer or, in his/her absence, the Chair of the Provincial Board of Directors will be responsible for conducting the investigation into each serious complaint and taking the appropriate action required to resolve the complaint. At the discretion of the Chair or Chief Executive Officer, the complaint may also be referred to another Board member for investigation and resolution.

If an investigator feels uncomfortable with investigating one of their own they are expected to address their reluctance with the next person in the chain of command. At this time a decision will be made based on their discussion as to whether that investigator will continue with the investigation or another investigator be assigned.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Threats Made Against Investigators
Policy ID: I/007/201008
Date of Approval: June 29, 2009; August 31, 2010

Officer safety is paramount and should not be taken lightly. The Chief Provincial Investigator will be responsible for reporting any threats of physical assault, death threats or acts of intimidation to the appropriate law enforcement agency for further investigation.

Any assault against a SPCA Investigator will be reported to the appropriate law enforcement agency as soon as possible, and then to the Chief Provincial Investigator and the Chief Executive Officer. The Chief Executive Officer will report incidents to the Provincial Board of Directors.

No Chief Provincial Investigator, Special Constable or Volunteer Special Constable will visit alone any location where threats have been made. They are to request that another Investigator accompany them or request a police officer escort.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Training and Development
Policy ID: I/002/201110
Date of Approval: November 28, 2011

It is the responsibility of each Special Constable to be continually aware of changes in legislation or case law that may affect how duties are performed. Training will be supplied by the Society in areas that are required and will be delivered through presentations, on-line training or the required reading of articles. Special Constables are to complete any training that is designated for the individual in a timely manner. Investigators are to thrive for continuous improvement through a commitment to training and personal development.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: On Call Duty
Policy ID: I/008/201009
Date of Approval: June 29, 2010; August 31, 2010; September 27, 2010; November 28, 2011

If a Chief Provincial Investigator, Special Constable or a Volunteer Special Constable receive a call out and are unable to attend for personal reasons:

- If the call is deemed to be urgent they will contact the closest Investigator or contact the Chief Provincial Investigator or the Chief Executive Officer or his/her designate. They will explain why they are unable to attend the site.
- The Chief Provincial Investigator or the Chief Executive Officer or his/her designate will determine the best course of action.
- Any investigator that is unable to attend an urgent call out due to personal reasons will not be held accountable. Some exceptions will apply and will be evaluated on a case by case basis by the Chief Provincial Investigator or the Chief Executive Officer.
- If the request is not of an urgent nature the Investigator will attend as soon as possible.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Cruelty Investigations Vehicles
Policy ID: I/015/201009
Date of Approval: June 29, 2010; August 31, 2010; September 27, 2010; November 28, 2011

SPCA Cruelty Investigations vehicles will be provided with all necessary equipment required to conduct an animal cruelty investigation and safely transport animals. A check list will be kept in all vehicles. It is the responsibility of the Chief Provincial Investigator and each Special Constable to ensure all equipment is available and in working order.

An inspection of each vehicle will be conducted by the Chief Provincial Investigator or their designate twice yearly.

All service vehicles will be appropriately maintained be smoke free and only operated by licensed drivers insured by the SPCA. All drivers will adhere to the Provincial laws of Nova Scotia as they relate to seat belt use and hands-free cell phone use.

SPCA vehicles will remain at the SPCA Provincial Office or an Animal Shelter when not in use. It is the responsibility of all investigators to identify necessary equipment for their vehicles to the Chief Provincial Investigator. It is the responsibility the SPCA to ensure that all vehicles are equipped with the tools necessary to conduct a proper animal cruelty investigation. Equipment to be supplied is listed in the Standard Operating Guideline (SOG) for Equipment.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Investigations and Reports
Policy ID: I/002/201110
Date of Approval: November 28, 2011

The integrity of investigations must be protected to ensure the best outcome for the public, the person accused of the infraction, the Courts and the protection of animals. All aspects of an investigation are on a “need to know” basis. Cruelty complaints and reports including the name(s) and particulars of the complainant must be kept confidential and should not be shared with persons outside of the Chief Provincial Investigator and the Special Constables or Volunteer Special Constables involved in the investigation. Special Constables will not divulge information gleaned from any investigation to any person other than another investigator or Police Officer assisting with the matter under investigation. Employees of a shelter in the area the investigation is being conducted can be notified of general details if, in the opinion of the investigator, it is necessary. Government Departments such as the Department of Agriculture, Department of Natural Resources and Department of Agriculture/Fisheries must be notified if the investigation pertains to that department’s area of responsibility and jurisdiction.

Complainants can be updated on the general outcome of the investigation but are not to be given specific details in the event there was a violation of the act.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Canadian Charter of Rights and Freedoms
Policy ID: I/003/201110
Date of Approval: November 28, 2011

Investigators need to be aware of the rights of citizens as guaranteed by the Charter. The Canadian Charter of Rights and Freedoms (the Charter) is legislation that protects individual rights and freedoms. The Charter has been part of our law since 1982. It is not only a source of law, but because it is included in the Constitution, it enjoys dominance over all other pieces of legislative law. Canadian courts can strike down any legislation or any part of legislation that contravenes the Charter.

Sections 7 to 14 deal with legal rights and investigators need to be aware of these sections.

Section 8 of the Charter, which deals with search and seizure, is the most important section for SC's and they must be aware of its important components.

The basic principles of search and seizure are:

- The sanctity of the home needs to be upheld;
- Police officers are not entitled to trespass on private land to conduct investigations;
- A warrantless entry is on the face of it unreasonable;
- The manner of any search must be reasonable;
- Reasonable and probable grounds for believing that evidence will be found at a particular location must exist before an independent judicial officer may authorize a search warrant.

The Criminal Code of Canada and the Animal Protection Act have provisions for search and seizure however the Charter of Rights and Freedom must always be forefront in investigators' minds during the course of an investigation.

Anyone whose rights or freedoms, as guaranteed by this Charter, have been infringed or denied may apply to a court of competent jurisdiction to obtain such remedy, as the court considers appropriate and just in the circumstances.

Where, in proceedings under subsection (1), a court concludes that evidence was obtained in a manner that infringed or denied any rights or freedoms guaranteed by this Charter, the evidence shall be excluded if it is established that, having regard to all the circumstances, the admission of it in the proceedings would bring the administration of justice into disrepute.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Provincial Youth Justice Act
Policy ID: I/004/2011/10
Date of Approval: November 28, 2011

Experience in Canada and other countries have shown that measures outside the court process can provide effective responses to less serious youth crime. One of the key objectives of the Youth Criminal Justice Act (YCJA) and the Nova Scotia Provincial Youth Justice Act is to increase the use of effective and timely non-court responses to less serious offences by youth. A youth under the YCJA is defined as between the ages of 12- 18.

The YCJA requires police officers to consider the use of extrajudicial measures before deciding to charge a young person. Police and prosecutors are specifically trained and authorized to use the various types of extrajudicial measures. For this reason, when an Authorized Agent or SC is investigating a case involving a young person and an animal, the SC must contact the CPI and advise of the circumstances. It may be necessary to involve the local police to assist with the additional steps required by the YCJA or NS PYJA.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: File Management
Policy ID: I/009/200906
Date of Approval: June 29, 2009; November 28, 2011

Every complaint will automatically be issued a file number once it is entered in the electronic file management system. That file number will be used to track all related queries, court dates, notes, warrants, correspondence, etc. Files will be managed as directed in the SOG related to the Investigational Database.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Reporting a Cruelty Complaint
Policy ID: I/017/200906
Date of Approval: June 29, 2009

It is imperative that a record is kept of every cruelty complaint. This will be done by entering all information into the electronic file management system or making a written notation in a logbook. The individual taking the complaint should be able to obtain the following information:

- Complainants name, address and telephone number
- Accused name and address
- Nature and details of the complaint
- Type of animals
- Degree of urgency
- Location of the animals

The management of all file related information will be done in accordance with the Investigational Database SOG. The proper process to follow in completing an investigation is documented in the Investigations SOG.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Anonymous Complaints
Policy ID: I/018/201008
Date of Approval: June 29, 2009; August 31, 2010

While anonymous complaints are accepted, the person taking the information should inform the complainant that the Society does make every effort to maintain the confidentiality of complainants and that their name and telephone number is important in the event that additional information is needed by the investigator. In addition, anonymous complainants should be advised that they will have no ability to check the status of the complaint against the accused. It is also important to remember that in the event that a Warrant to Search is sought it will be necessary to be able to include the name of the complainant in the Information to Obtain a Search Warrant.

Anonymous complaints will be reviewed on a case by case basis. They will be investigated based on the level of detail provided by the complainant, the number of complaints against the individual or property, the availability of resources in the area and seriousness of the accusation.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Follow up Investigations
Policy ID: I/011/201008
Date of Approval: June 29, 2009; August 31, 2010

Follow up checks on properties where subject(s) of a complaint have been instructed, either verbally or through an Order to Comply, to make changes or improvements, will be managed through the CEIS database. It is the responsibility of each SC to ensure the required information is entered into the system and followed up in a timely manner.

Diary dates will also be set by the Chief Provincial Investigator through use of the Important Dates Tab in the CEIS Database for all follow up inspections on individuals who have Court ordered restrictions and/or bans from having animals. Persons banned by the Court will be entered on Canadian Police Information Centre (CPIC) through the Police Force of jurisdiction for the area where the offence was committed. All CPIC entries and inquiries will be done through the CPI.

The Chief Provincial Investigator is responsible for ensuring that the Special Constables and Volunteer Special Constables are performing follow up inspections to ascertain that all Court ordered restrictions are being adhered to.

All reports on the follow up inspections will be placed with the corresponding file.

If an investigator discovers that a Court order is not being adhered to, they are to notify the Chief Provincial Investigator as soon as possible.

It is the responsibility of the Chief Provincial Investigator to take the appropriate steps to enforce the Court order.

On investigations that have been deemed as high profile a report will be provided to the Chief Executive Officer or, in his/her absence, the Chair of the Provincial Board of Directors either on a monthly basis or in person as soon as possible if the Court ordered restrictions or bans are not being adhered to.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Making Application before a Judge/Justice of the Peace
Policy ID: I/016/200906
Date of Approval: June 29, 2009; November 28, 2011

Investigators will not apply for a search warrant or other legal document without discussing the matter with the Chief Provincial Investigator first. The Chief Provincial Investigator will assist with the drafting of the Information to Obtain (ITO) and the warrant and ensure that all information related to the investigation is included for review by the Judge / Justice of the Peace.

Investigators are not to lay charges against individuals unless authorized to do so by the Chief Provincial Investigator or Chief Executive Officer.

The drafting of a search warrant and laying of charges are to be done in accordance with the Standard Operating Guidelines related to Drafting of Legal Documents.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Disclosure
Policy ID: I/019/201008
Date of Approval: June 29, 2009, August 31, 2010, November 28, 2011

In preparation for Court when charges are laid all Court Briefs and Disclosure Packages are to be turned over to the CPI for review prior to submitting the package to the Crown Prosecutor. The CPI will ensure the file information has been properly disclosed.

The Supreme Court of Canada (SCC) has clearly established that the Crown is under a general duty to disclose all information whether inculpatory or exculpatory unless it is beyond the control of the prosecution, clearly irrelevant or privileged. The SCC has stated that the Crown includes the related Law Enforcement Agency.

Anything considered as “fruits of the investigation” is to be disclosed. Fruits of the investigation have been defined by the SCC as “every relevant thing done, said, heard, seen, seized or otherwise obtained during the course of the investigation. It includes virtually everything that happened including the results of everything done and any inquiry made. Whether or not the information or evidence was actually obtained, and whether or not the inquiry was successful it is still deemed a fruit of the investigation. If information in the Crowns hands could be of any use to the defense it is relevant and should be disclosed as long as it is not privileged”.

All Court / Disclosure packages will be prepared in accordance with the SOG relating to Disclosure.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Activity Reports
Policy ID: I/010/201008
Date of Approval: June 2009, August 31, 2010, November 28, 2011

All animal cruelty complaints received verbally, written or electronically will be reported to the Chief Provincial Investigator. Fosters and Shelters will advise complainants to submit their cruelty complaint through the toll-free number at 1-888-703-7722.

In the event that the complainant is reluctant to send their complaint forward to the Provincial Office, the Foster and/or Shelter should collect the name and number and pass it along to the Provincial Office.

The Chief Provincial Investigator will complete an electronic statistical report on a quarterly basis to be provided to the Chief Executive Officer. This report will form part of the Chief Executive Officer's quarterly report to the Board of Directors.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Aboriginal Lands
Policy ID: I/024/201008
Date of Approval: October 9, 1997; August 31, 2010; November 28, 2011

When investigating alleged complaints of cruelty or neglect on Aboriginal Peoples' Land the Special Constable of the Nova Scotia Society for the Prevention of Cruelty will follow the following procedures:

1. Contact the Band Office if possible (numbers available).
2. Inquire of the Band Leader if they have a Tribal Police Force or if there are animal by-laws in place on their Lands.
3. If so, accompany the Tribal Enforcement Officer on their Land for the investigation. If not, inform the Band Leader of your concerns and inform him/her that you will be conducting inquiries related to the complaint. If there is resistance from the Band Management or the subject of the complaint leave the area and contact the local Royal Canadian Mounted Police officer or the Police Force of jurisdiction to discuss the matter. If a SC is requested to leave the Aboriginal Land the CPI is to be informed as soon as possible.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Shelter Inspections
Policy ID: I/012/201009
Date of Approval: June 29, 2009; August 31, 2010; September 27, 2010; November 28, 2011

It is the responsibility of the Chief Provincial Investigator and the Provincial Animal Care Director to ensure that all SPCA Animal Shelters are following shelter standards approved by the Nova Scotia SPCA and based on practices consistent with those published by the Canadian Veterinary Medical Association for companion animal care and the Guidelines for the Standards of Care in Animal Shelters published by the Association of Shelter Veterinarians (ASV), 2010. Diary dates will be set for shelter inspections and when necessary surprise inspections will be conducted.

Yearly, both a shelter audit and regulatory inspection will be conducted of all shelters.

Shelters meeting shelter standards will be inspected once yearly. Shelters that are not meeting shelter standards will be inspected twice yearly with periodic surprise inspections. A report will be provided to the Chief Executive Officer.

All Special Constables or Volunteer Special Constables are to report any infractions of the SPCA shelter standards to the CPI. If any SPCA Animal Shelter refuses to allow an investigator or their designate into the shelter or area, property or residence under the management or supervision of the NS SPCA where animals are being kept, the investigator is to contact the CPI as soon as possible. The Chief Provincial Investigator will be responsible for taking the necessary steps to gain access and conduct an inspection. Non-compliance will be reported to the Chief Executive Officer.

INVESTIGATIONS

Policy Type: Investigations
Policy Name: Appeals per Section 26 of the Act
Policy ID: I/001/201203
Date of Approval: March 26, 2012

Per Section 26 (1-11) of the Act, the Provincial Board of Directors (board) is required to review appeals. Such decisions will be reviewed by quorum of the board. Such appeals reverse the decision made by the inspectorate and would result in an animal being returned to its owner/caregiver. If the review upholds the decision, the animal(s) is/are not returned. The animal(s) is/are then considered to be in the owned by (permanently in the custody of) the Society until such arrangements can be made for adoption. If the board rules to overturn the decision, the animal(s) is/are returned to the owner/caregiver, but according to the Act, in either event, the owner/caregiver is still responsible for expenses incurred while the animal was in the care of the Society.

Any appeals requests must be submitted in writing to the Society within three full business days of being notified pursuant to clause 5a of Section 26 of the Act. The request for the appeal may be sent by registered mail to the Provincial Office (PO Box 38073 STN Burnside, Dartmouth NS B3B 1V7), by fax (902) 835-7885, or by email to animals@spcans.ca with "Appeal Review Request" in the subject title of the email. The case number must be referenced as well.

Upon receipt for a request to review, the Chief Provincial Inspector (CPI) will prepare a case briefing comprised of the facts of the case and any appropriate evidence, such as photographs for reference. This briefing will be forwarded to the Board of Directors by the Chief Executive Officer (ED) within three full business days of receipt of the request for an appeal.

A meeting of the board will be called within 5 days of receipt of said briefing. A quorum is required and a motion by majority vote in favour or against is required. Neither the CPI nor the owner/caregiver will be present for the review. A decision will be rendered upon the facts of the case. The board's decision will be final. The board will decide if the actions of the inspectorate were appropriate and whether to uphold or reverse the decision based on the animal(s) state or situation, any previous actions of the owner/caregiver, and if the owner/caregiver is considered to be fit to care for said animal(s).

The decision will be communicated by the ED to the accused on behalf of the board by form letter within three full business days following the motion.

EMPLOYEE

Policy Type: Employee
Policy Name: General - Appearance
Policy ID: E/016/201009
Date of Approval: August 31, 2010; September 27, 2010; November 28, 2011

Appearance will be neat and clean at all times. It is not acceptable to wear any part of an official SPCA uniform while not working. Staff and volunteers are expected to exercise good judgment as they are representing the Society in the course of their duties.

Administrative staff or volunteers are required to wear business casual attire (see below). Casual attire, inclusive of jeans and shorts are permitted on Friday or weekends or when duties permit. Professional business attire (suits, jackets and ties) is expected when circumstances require.

Clothing that is too revealing, is not appropriate for a place of business, even in a business casual setting. Clothing should be pressed and never wrinkled. Torn, dirty, or frayed clothing is unacceptable. All seams must be finished. Any clothing that has words, terms, or pictures that may be offensive to other employees, volunteers and/or the general public is unacceptable.

Jewelry and make up should be in good taste. Footwear should be conservative. Casual shirts, dress shirts, sweaters, tops, golf-type shirts, and turtlenecks are acceptable attire for work. Casual dresses and skirts, and skirts that are split at or below the knee are acceptable. Dress and skirt length should be at a length at which you can sit comfortably in public. Nice looking slacks or docker-style pants are acceptable.

Special Constables and voluntary Special Constables will wear the SPCA uniform. The Chief Provincial Investigator may choose to wear the SPCA uniform or business attire, where appropriate. When testifying in Court, the SPCA uniform is preferred. Professional business attire is an acceptable alternative. Uniform components are approved by the Chief Provincial Investigator.

Animal Care workers working during hours the shelter is closed to the public will wear attire conducive to their activities. Animal Care Staff will wear NS SPCA branded scrubs during hours the shelter is open to the public. Volunteers handling animals will wear attire conducive to their activities, including scrubs and closed toe footwear. Selections are to be approved by the Provincial Animal Care Director, or Provincial Foster and Shelter Coordinators. Selections must take into account safety and appropriateness.

Where provided staff are required to wear SPCA branded clothing when dealing with the public or media.

EMPLOYEE

EMPLOYEES

Policy Type: Employee

Policy Name: General – Smoke-Free

Policy ID: E/018/201009

Date of Approval: September 27, 2010; November 28, 2011; December 27, 2016

The Society and its shelters are smoke free environments, inclusive of vehicles.

Recognizing the hazards caused by exposure to environmental tobacco smoke, as well as the life-threatening diseases linked to the use of all forms of tobacco, the Society provides a tobacco-free environment for all employees and visitors. This includes the smoking of any tobacco product and the use of electronic nicotine delivery systems (i.e. e-cigarettes), oral tobacco products or “spit” tobacco, and applies to both employees and visitors.

- No use of smoke or vapour products will be allowed within the facilities of the SPCA at any time.
- No use of smoke or vapour products will be allowed in SPCA vehicles at any time.
- No use of smoke or vapour products will be allowed in personal vehicles when transporting people or animals on SPCA authorized business.
- Employees and visitors will comply with all applicable federal, provincial, and municipal smoking regulations.

Designated Smoking Areas

Designated smoking areas, where allowed at the discretion of Provincial Regional Coordinators or their designate, will be located at least 20 feet from the main entrance.

Materials used for smoking in these areas, including cigarette butts and matches, will be extinguished and disposed of in appropriate containers. Designated smoking areas not properly maintained (for example, if cigarette butts are found on the ground) can be eliminated at the discretion of Provincial Regional Coordinators or their designate.

Breaks

Provincial Regional Coordinators or their designate will discuss the issue of taking breaks with staff, both smokers and non-smokers, to develop effective solutions that do not interfere with the productivity of staff.

EMPLOYEE

Policy Type: Employee
Policy Name: Inclement Weather
Policy ID: A/001/201612
Date of Approval: December 27, 2016 / Revised March 1, 2021

This inclement weather policy is in effect when the Nova Scotia SPCA CEO, or their designate, makes the determination that it should apply to one or more Nova Scotia SPCA facilities due to current or forecasted inclement weather.

Employees should expect to work their regular hours on a day forecast for inclement weather. However, it is always the right of an employee to consider their own safety in regard to commuting and transportation. It is the responsibility of an employee to inform their supervisor of their intentions and whether they will be absent due to inclement weather.

The following will apply when the inclement weather policy is in effect.

SHELTER

The Provincial Regional Coordinators will identify a minimum of two (2) employees at each Shelter as essential staff. Selection of staff members designated as essential staff will be based on proximity to the shelter, level of training, and dependability.

More staff may be necessary depending on the number of animals in the shelter.

ENFORCEMENT

The Chief Provincial Inspector will identify a minimum of one (1) officer in each region as essential staff. Selection of the staff member designated as essential staff will be based on proximity to the shelter, level of training and dependability.

VETERINARY HOSPITALS

The Director of Animal Care will identify a minimum of one (1) Veterinarian and one (1) Veterinary Technician at both the SPCA Veterinary Hospital and the Cape Breton Animal Hospital Ltd. as essential staff. Selection of the staff member designated as essential staff will be based on proximity to the shelter, level of training and dependability.

THRIFT STORES

Staff will be paid for time worked, at their regular rate.

PROVINCIAL OFFICE

Staff can request to work from home and be paid for hours worked at their regular rate of pay. If this is not applicable staff may use lieu or vacation time.

COMPENSATION FOR ESSENTIAL STAFF DURING INCLEMENT WEATHER

When the Inclement Weather Policy is in effect, essential staff working in an SPCA facility will be compensated as follows:

| | |
|-----------------|------------------------------------|
| 8 hours of work | Regular hourly rate of pay + \$100 |
| 4 hours of work | Regular hourly rate of pay +\$50 |
| Overnight Stay | \$75 (no hourly rate) |

Non-essential staff will be required to use vacation or lieu time to compensate for hours not worked.

EMPLOYEE

Policy Type: Employee
Policy Name: General - Interaction with the Public or other Staff/Volunteers
Policy ID: E/017/201009
Date of Approval: July 26, 2010; September 27, 2010

In order for harassment to be removed from a work environment, it must be identified. Any employee or volunteer who reports harassment in good faith can do so without fear of reprisal. Harassment will result in disciplinary action. Harassment should be reported to a direct supervisor, the Chief Executive Officer, or Chair of the Board of Directors.

According to the Canadian Human Rights Commission (CHRC), harassment is any behaviour that demeans, humiliates or embarrasses a person, and that a reasonable person should have known would be unwelcome. It includes actions (e.g. touching, pushing), comments (e.g. jokes, name-calling), or displays (e.g. posters, cartoons). The Canadian Human Rights Act prohibits harassment related to race, national or ethnic origin, colour, religion, age, sex, marital status, family status, disability, pardoned conviction, or sexual orientation. Sexual harassment includes offensive or humiliating behaviour that is related to a person's sex, as well as behaviour of a sexual nature that creates an intimidating, unwelcome, hostile, or offensive work environment, or that could reasonably be thought to put sexual conditions on a person's job or employment opportunities. Abuse of authority occurs when a person uses authority unreasonably to interfere with an employee or the employee's job. It includes humiliation, intimidation, threats, and coercion. It does not include normal managerial activities, such as counselling, performance appraisals, and discipline, as long as these are not done in a discriminatory manner.

Policy Type: General
Policy Name: Vehicle Policy
Policy ID: E/30/201902
Date of Approval: February 25, 2019

VEHICLE TRACKING POLICY

INTRODUCTION

The SPCA utilizes vehicle tracking devices using GPS (Global Positioning System) because of the operational efficiencies, safety and security benefits they offer. Vehicle tracking devices (GPS) or Vehicle Telematics, as it has now more commonly become known provide a more sophisticated range of information which offers significant benefits.

The Nova Scotia SPCA started using GPS in vehicles in 2019 due to the proven advantages of using such technology.

The purpose of this policy is to make employees aware of the presence of tracking devices in most vehicles and explain the purpose of the devices, the rules on their use and to explain what data the system can provide and how the data gathered will be used by supervisors.

SCOPE OF POLICY

Vehicle tracking devices are now fitted to almost all vehicles across the Nova Scotia SPCA fleet.

HOW DOES GPS VEHICLE TRACKING WORK?

Vehicle tracking systems were originally used for military purposes and rely on satellite technology. Initially the information provided was restricted to location and speed and direction of travel which was transmitted from a tracking device fitted in the vehicle to a computer via the satellite. However this has now developed over time and far more sophisticated information is now available including how the vehicle is being used and driven. Such information is picked up from the vehicle's engine management system. This data is formatted and can be stored for potential later use or viewed real time using a computer application. The information is highly accurate.

WHAT ARE THE BENEFITS OF A GPS VEHICLE TRACKING SYSTEM?

The overall aims of using GPS are fivefold:

1. Safety and legal compliance – to increase driver safety and security, through safer and compliant driving as well as helping ensure the safety and consideration for other road users.
2. Operational efficiencies – to provide data that supports operational improvements e.g. start and finish times.
3. Vehicle cost efficiencies – to reduce maintenance costs, reduce the frequency of accidents and other costs e.g. hire costs associated with vehicle downtime.
4. Maintenance compliance and efficiencies – to locate vehicles so that it can be maintained at the appropriate frequencies and also accurately locate broken down vehicles.
5. Environment – improve fuel efficiency and other environmental benefits.

More specific aims are:

- Provide better protection for lone workers and volunteers.
- Provide accurate locations so that vehicles can be found in the event of a breakdown.
- Ensure a safe operation by monitoring instances of speeding.

EMPLOYEE

- Assist managers to improve productivity.
- Provide an asset management/recording tool.
- Provide information which can be shared with the client to give reassurance that we are doing what we say we are doing.
- Assist managers to improve employee driving standards, reduce fuel usage, Maintenance costs and potentially reduces the Society's cost of insurance premiums.

WHAT DATA CAN BE GATHERED FROM A GPS VEHICLE TRACKING SYSTEM?

The system can provide both real time and historical information which can be obtained direct from the tracking devices via a computer system with little or no intervention from the driver.

Exception reports will also be available and provided to supervisors on a regular basis to enable them to monitor certain data sets. Examples of exception reports available for managers are as follows:

- Instances of harsh braking, acceleration or cornering.
- Instances of excessive engine idling.
- Instances of over-revving.
- Instances of speeding.
- Seatbelt Usage.

Please note that the above list is not exhaustive and new and additional reports will be designed and produced for managers/supervisors as the system is further developed. Managers/supervisors can also access ad hoc reports. It will be their responsibility to follow up on any issues identified by the exception reports, for example, through coaching, arranging driver retraining etc.

In addition, with justification authorized staff will be able to interrogate the system to obtain information

EMPLOYEE GUIDELINES

You are required to adhere to the following guidelines when operating Nova Scotia SPCA vehicles:

Do

- Be aware that the vehicle tracking device and system is there for your safety and to protect you from prosecution or unwarranted claims.
- Be aware that information gathered by a vehicle tracking system can be used in a court of law should this become necessary.
- Always follow the designated route where this is set down or where that is not the case always take the shortest and/or most practical route to your destination.
- Be aware that the system can identify the vehicle's location, direction of travel, speed etc. at any given time whether in real time or historically.
- Shut off the engine when the vehicle is stationary for any length of time. Remember that it is an offence to leave a vehicle unattended whilst idling.
- Always drive smoothly and avoid harsh braking, acceleration and cornering. Do not over rev the engine.
- Always drive within the speed limits and comply with all other provisions of the Motor Vehicle Act.

Do Not

- Allow vehicles to idle for any longer than operationally necessary. The vehicle tracking system will monitor and report on all excessive idling time. Unnecessary idling burns fuel needlessly.
- Brake, corner or accelerate harshly or over rev the vehicle as again the vehicle tracking system will monitor and report on this. Such behaviour is unsafe, causes undue wear and tear to the vehicle and burns excessive fuel.
- Do not under any circumstances tamper with or attempt to deactivate the vehicle tracking device fitted to a vehicle.

EMPLOYEE

- Do not use a The Nova Scotia SPCA vehicle for any other reason other than in the execution of The Nova Scotia SPCA business unless permission has been given from the CEO or their designate.

NOTE: Only licensed drivers who have been included in the Nova Scotia SPCA's insurance policies are permitted to operate Nova Scotia SPCA vehicles.

PROTOCOL FOR ACCESSING DATA FROM THE VEHICLE TRACKING SYSTEM

Only users authorized, who have been assigned a personal user name and password, may access the vehicle tracking system. This password should be treated in the same way as any other IT password and kept secure at all times. Passwords should not be shared with anyone else.

Authorized users will be given training on the vehicle tracking system to ensure responsible use of the system. All information that is obtained from the vehicle tracking system will be held in a safe and secure manner.

BREACH OF VEHICLE TRACKING POLICY

Any employee found to be in breach of this policy may be subject to a disciplinary investigation and action in accordance with the Nova Scotia SPCA's Policy and Procedures.

Any employee who believes that the vehicle tracking system is being used inappropriately by a supervisor and not for the purposes, for which it was introduced, can submit a complaint in line with the Nova Scotia SPCA's Policies.

Policy Type: General
 Policy Name: Time Clock Policy
 Policy ID: E/31/201902
 Date of Approval: February 25, 2019

INTRODUCTION

The Nova Scotia SPCA uses an electronic time tracking system called Dayforce Touch Clock to capture and record all employee time records. Dayforce Touch Clock collects actual time entered by the employee using time clock, computer, cell phone app, or by the Accounting Department using the Dayforce Touch Clock software. The data is linked to the Ceridian payroll system where the information is processed. Dayforce Touch Clock allows employees to accurately monitor and keep track of their time and enables the organization to efficiently process employee time worked and leave taken for payroll purposes. The following procedures and guidelines have been created to ensure accurate recordkeeping and compliance within the organization.

OFFICIAL TIME OF RECORD

The Dayforce Touch Clock electronic timekeeping system and associated work records will become the official basis for recording hours worked for all employees of the SPCA. Any disputes over actual hours worked or attendance will be resolved by referring to the Dayforce Touch Clock records.

EMPLOYEE TIME REPORTS

Nova Scotia Labour Standards requires that employers keep detailed records on time and payment for all employees. Nova Scotia Labour Standards guide utilization of the time clock system at the SPCA.

CLOCK LOCATIONS

Time clocks are located at each of the SPCA buildings (Animal Shelters, Provincial Office and Cape Breton Thrift Store). An employee should check with his/her supervisor regarding clock locations in each area. Every employee can use the time clock at each location.

USE OF TIME CLOCKS

All employees must report time and attendance via the Dayforce Touch Clock system. The time card must be reviewed by the employee and approved by the supervisor each pay period. The Dayforce Touch Clock system tracks Lieu Time for both salaried and hourly employees. If an employee is missing hours and has Lieu to use, an email must be sent to their Supervisor and Regional Coordinator at payroll@spcans.ca so that an adjustment can be made to the time card. All Lieu requests should be entered through Time Clock before the time off has occurred.

DAILY CLOCK IN/CLOCK OUT REQUIREMENTS

It is a job requirement that all employees must 'clock in' at the start of their shift and 'clock out' at the end of their shift. All employees leaving for personal reasons during the day must 'clock out' when leaving and 'clock in' upon returning.

Any falsification or misrepresentation of time and attendance information may result in disciplinary action, up to and including termination. Regional Coordinators and Supervisors are responsible for ensuring that the work and Lieu time reported accurately reflects each employee's activity for each pay period and validate this by approving the employee's time card. Intentional errors in reporting hours worked can result in serious consequences to the individuals involved.

ROUNDING HOURS WORKED

Nova Scotia Labour Standards allows an employer to round employee time to the nearest quarter hour. Dayforce Touch Clock punches will be rounded according to a seven-minute grace period with a fifteen- minute round. Use the following guide when determining the round:

7:53am to 8:07am = 8:00am
 8:08am to 8:22am = 8:15am
 8:23am to 8:37am = 8:30am
 8:38am to 8:52am = 8:45am

Employees are expected to clock in and out at their regularly scheduled times, as close to the beginning and end of their shift as possible. Employees should punch in no sooner than seven (7) minutes prior to the beginning of their shift and punch out

no later than seven (7) minutes after their shift ends. Employees who continually punch in late or punch out early without approval from Supervisors are subject to disciplinary action.

MISSED PUNCHES AND ADJUSTMENTS

An employee who misses a punch should notify the Provincial Director of Programs and Administration by sending an email to payroll@spcans.ca of any edits that need to be made to the timecard.

Under certain conditions, such as a training course at an off-site location, when an employee cannot clock in at their worksite, the employee should report times worked to Provincial Director of Programs and Administration by sending an email to payroll@spcans.ca via email so their times can be manually entered.

LUNCHES

Employees do not have to clock in and out for their unpaid lunch break.

BREAKS

Employees are allowed paid breaks during their shift as defined by their work schedule and their supervisor.

UNREPORTED HOURS

All hours must be reported using the Dayforce Touch Clock electronic timekeeping system. Employees are required to clock in before performing any work and are not permitted to clock out until all work has stopped.

Examples of 'working off the clock' may include:

- Forgetting to clock in or out
- Voluntarily continuing to work at the end of regular working hours
- Taking work home to complete on the weekend or in the evening
- Checking/reading/reviewing work-related emails or listening to work-related voice mails while away from the office or workplace.

Once an employee has clocked in, he/she is responsible for starting work. When a shift has been completed, it is the employee's responsibility to clock out. Employees conducting personal business or simply not working while clocked in may be considered 'riding the clock' and could be subject to corrective action up to and including termination.

SALARIED AND HOURLY FULL TIME EMPLOYEES AND OVERTIME PAY

'Salaried' refers to employees who are paid a pre-determined salary, not an hourly rate. Full time salaried employees who work less than 40 hours in a work week are required to substitute Lieu to make up the difference.

All overtime must be pre-approved by the Regional Coordinator or Supervisor before working overtime.

An employee may not accumulate overtime by arriving early or leaving late unless specifically pre-authorized by his/her supervisor. If an hourly employee has accumulated unapproved hours beyond his/her work schedule in the course of a week, he/she may be required to leave work early. Disciplinary action will occur for reoccurrence of non-compliance with this policy.

Full time hourly employees are expected to record 40 hours in a work week, between actual hours and Lieu. They will automatically be docked for less than 40 hours in a week. Each week should be reviewed separately. An employee should refer to the Provincial Director of Programs and Administration if help with the Dayforce Touch Clock system is needed. An employee is only allowed to use enough Lieu to make a full paycheck.

TIME OFF REQUESTS AND LIEU

Lieu must be requested in Dayforce Touch Clock before the time is actually taken. If an employee was unable to request the time off in advance, the employee must email payroll@spcans.ca to inform them of what Lieu was taken.

The Dayforce Touch Clock system will accrue Lieu for salaried employees. The hours will be accurate and accessible in the Dayforce Touch Clock system. Employees are not paid for Lieu taken in excess of the available balance. Lieu does not count towards hours worked for computing overtime.

HOLIDAYS

Holiday pay will automatically be given to eligible employees in the Dayforce Touch Clock system.

CLOCK OR SYSTEM PROBLEMS

Clocks will continue to collect data during power outages, network, clock or system malfunctions. Employees should continue to make all necessary punches.

DISCIPLINARY ACTION

An employee may be subject to disciplinary action up to, and including, termination for the following:

- Any attempt to tamper with the timekeeping hardware or software
- Interfering with another employee's use of time clocks
- Falsifying another employee's clocking transactions or requesting another employee falsify your clocking transactions
- Failure to use the Dayforce Touch Clock system properly
- Failure to promptly verify and reconcile time and Lieu records
- Falsification of hours actually worked
- Excessive missed punches without a valid (specific) reason
- Excessive early or late punches
- Excessive unauthorized overtime

EMPLOYEE

Policy Type: Employee
Policy Name: Professional Development Policy
Policy ID: E/31/201904
Date of Approval: July 29, 2019

Introduction

Veterinarians and Registered Veterinary Technicians are required replenish their knowledge and acquire new skills to maintain accreditation. Fund Development Staff need to replenish their knowledge and acquire new skills to do their jobs in a perpetually changing donor environment.

Scope

This policy applies to all Veterinarians, Registered Veterinary Technicians and Fund Development Staff who have been employed by the SPCA for a minimum of one full year.

A Professional Development Allowance (PDA) will be available to all eligible staff in an amount of up to 3% of their annual salary which can accumulate up to 2 years. Any unused portion of the credit from Year 1 can be used in Year two. However, if the allocation from Year one is not used in Year Two, it expires.

Exceptions to this policy must be presented to and approved by the CEO.

Requirements for Compensation

- Conferences, training and learning opportunities must be specific to an employees' role with the Nova Scotia SPCA and be pre-approved by the CEO.
- Employees can be absent from work for professional development opportunities for up to 3 days per year.
- The PDA is inclusive of any membership dues required to maintain their good standing with the Eastern Veterinary Technician Association (EVTA) and Nova Scotia Veterinary Medical Association (NSVMA)
- Employees can choose to attend as many training programs as they want, provided they don't exceed the budget and day limit. If they do, they'll have to use their lieu time and/or vacation days and pay any extra fees themselves.
- Employees have to bring proof of attendance.
- Veterinarians and Registered Veterinarian Technicians must use their PDA to maintain good standing with the EVTA and NSVMA as maintaining good standing may be a required aspect of continued employment.
- Accommodation and travel expenses for the conference, training and learning opportunities will be covered only if the distance the employee needs to travel for participation exceeds 100km.
- Receipts will be required to receive reimbursement of employee costs.

EMPLOYEE

Policy Type: Employee
Policy Name: Salary and Wages - Salaries and Wages and Employee Withholding/Remittances
Policy ID: E/001/201003
Date of Approval: January 6, 2011; March 1997; August 31, 2009; March 29, 2010; July 26, 2010;
November 28, 2011

Amounts to be paid to employees as salaries and/or hourly wages are to be determined by the Chief Executive Officer. The Chief Executive Officer will review salary and wage amounts annually with the Board Executive prior to approval of the budget for the upcoming year. Salary/wage amounts are to be retained in the employees' personnel file.

All personnel files are to be held at the Provincial Office.

Amounts withheld from employee salary/wages are to be determined in accordance with Revenue Canada Taxation Regulations and any other agreements in place (e.g. Health Benefit Plans, Pensions Plans).

It is the responsibility of the Chief Executive Officer, Chief Inspector, Provincial Director of Animal Care or Provincial Foster and Shelter Coordinators to inform new employees of available benefit plans, and to determine the proper amount to be withheld from an employees' pay to properly satisfy the requirements of Revenue Canada Taxation and the other employee benefit plans in place. It is the responsibility of the Chief Executive Officer, Chief Inspector, Provincial Director of Animal Care or Provincial Foster and Shelter Coordinators to inform existing staff of changes to deductions, as they occur from time to time, and/or the changes in withholding rates, as they affect an employees' pay.

All required documentation relating to the withholding of amounts for Revenue Canada Taxation, and any benefit plans applicable to employees of the Society, is the responsibility of the Chief Executive Officer, Chief Inspector, Provincial Director of Animal Care or Provincial Foster and Shelter Coordinators and is to be maintained in the personnel file for each employee, properly approved by the employee where appropriate.

It is the responsibility of the Chief Executive Officer, Chief Inspector, Provincial Director of Animal Care or Provincial Foster and Shelter Coordinators to ensure timely remittances of all withheld amounts to ensure all deadlines are met in relation to Revenue Canada Taxation and employee benefit plans. In addition, the preparation of annual reporting forms for Revenue Canada Taxation (e.g. T4 forms) and their timely distribution to employees and to Revenue Canada Taxation is the responsibility of the Chief Executive Officer, Chief Inspector, Provincial Director of Animal Care or Provincial Foster and Shelter Coordinators.

For all of the above noted, in the absence of the Chief Executive Officer, Chief Inspector, Provincial Animal Care Director or Provincial Community Engagement Coordinator (due to vacation, illness, leave, etc.) their designate will be responsible for these procedures and it will be the responsibility of the Chief Executive Officer, Chief Inspector, Provincial Director of Animal Care or Provincial Foster and Shelter Coordinators.

EMPLOYEE

Policy Type: Employee
Policy Name: Salary and Wages – Hours of Work
Policy ID: E/002/201003
Date of Approval: November 23, 2019

The hours of work for all full-time employees shall be 8 hours in a day (40 hours per week) or 80 hours bi-weekly. Meal breaks are not included in paid hours of work. The employee is expected to flex his/her work hours to best address the duties of the job while obtaining adequate rest periods to ensure the employee is able to work effectively and safely. The rest periods should occur, so the employee is never working more than five (5) consecutive hours without a break.

Salary is based on a 40-hour work week or 80 hours biweekly. Other duties may be required, such as on call duties.

EMPLOYEE

Policy Type: Employee
Policy Name: Salary and Wages – Compensation for Overtime for Salaried Employees
Policy ID: E/015/201101
Date of Approval: November 23, 2019

Definitions

Time in Lieu: Paid leave given to compensate an employee for additional hours worked.

The standard work week for Nova Scotia SPCA full-time salaried employees is 40 hours. When a salaried employee works more than 40 hours in a week with written permission from their supervisor/manager the excess hours are designated as Time in Lieu. The SPCA 'overtime form' must be completed and signed by the employee's supervisor/manager. The first eight hours above scheduled 40 hours are compensated at a rate of one hour per hour worked; hours worked in excess of 48 hours in a week are compensated at a rate of 1.5 hours per hour worked. The minimum amount a salaried employee will be compensated for is 1/4 hour (15 minutes).

Time in Lieu should be taken within ten working days of being earned; Time in Lieu not taken within ten working days can be banked and taken at a later date with written permission from the employee's supervisor/manager. At any time, the amount of time in lieu that an employee has banked cannot exceed 20 hours. A maximum of 20 hours may be carried over into the next calendar year but must be used in the first three months of the next year. This time must be scheduled with permission of a direct supervisor.

Employee requests for time off using banked time in lieu will be granted at the discretion of their supervisor, subject to the operational requirements of the Society.

The SPCA reserves the right, at any time on 48 hours-notice, to require an employee to use time from their lieu bank.

Hourly staff is eligible for no less than the minimal benefits as specified in the NS Labour Standards Code.

EMPLOYEE

Policy Type: Employee
Policy Name: Personnel Files
Policy ID: E/019/201009
Date of Approval: September 27, 2010; November 28, 2011

Personnel files will be maintained at the Provincial Office. These files must be kept in a secure location that is accessible only to the Chief Executive Officer or a member of the Provincial Senior Management Team. The employee has the right to access their personnel file at any time by request to his/her supervisor. The employee file must contain: a current job profile or signed contract with job description, signed code of conduct, tax forms, performance record documentation, a resume or application and copies of relevant certifications, training or oaths. The employee file may not leave the premises. Upon termination or departure of an employee, the file must be retained for a period of seven years and then may be discarded appropriately.

EMPLOYEE

Policy Type: Employee
Policy Name: Holidays, Vacation and Special Leaves – Holidays
Policy ID: E/016/201009
Date of Approval: February 1993; April 1993; March 29, 2010; October 25, 2010; November 28, 2011;
December 27, 2016

All employees will be paid for the statutory holidays listed below if qualified under the Labour Standards Code of Nova Scotia:

- New Year's Day
- Nova Scotia Heritage Day
- Good Friday
- Canada Day
- Labour Day
- Remembrance Day
- Christmas Day

Employees required to work these holidays are compensated at double time and a half (i.e. 8 hours is equivalent to 20 hours of regular pay). Only the actual time worked (i.e. 8 hours versus the 20 hours) is counted as hours worked in the week so no further overtime benefits may be derived.

Hours in excess of a standard hours worked will be compensated as time off in lieu.

When the holiday falls on a day that is normally a day off for the employee, a day off with pay shall be granted either:

- a) on the day immediately following the holiday
- b) the day immediately following the next vacation of the employee, or
- c) another day, by mutual agreement between the employee and a Regional Coordinator.

For further clarification of holiday entitlements please go to: www.gov.ns.ca/lae/employmentrights/holidaychart.asp

EMPLOYEE

Policy Type: Employee
Policy Name: Holidays, Vacation and Special Leaves – Vacation
Policy ID: E/004/201003
Date of Approval: February 1993; April 1993; March 29, 2010; October 25, 2010; November 28, 2011;
December 27, 2016

The Labour Standards Code states that employers must give every employee Vacation Pay. Employees who work full time must take vacation time. Employees who work less than 90 percent of the regular working hours during the 12 months when they earned vacation can give up vacation time and just collect their Vacation Pay. To do so, an employee tells an employer in writing that he/she will not take vacation time, the employer must pay vacation pay no later than one month after the date the 12-month period ends. Part time employees (who regularly work less than 32 hours a week) will have vacation pay paid out with their regular pay.

Vacation entitlement for full time employees of the Nova Scotia SPCA shall be:

| | | Equivalent vacation days based on an 8 hour a day 5 days a week work week |
|---|----------------|---|
| Less than one year's service | Accrued at 4% | None |
| Over one year's service but less than five years | accrued at 4% | 10 days |
| Service for five years but less than ten years | accrued at 6% | 15 days |
| Service for ten years but less than twenty-five years | accrued at 8% | 20 days |
| Service for over twenty-five years | accrued at 10% | 25 days |

Employees with less than 1 year of service accrue vacation pay at a rate of 4% of salary/wages. Although not entitled to take vacation time within the first year of employment, the employee may request vacation either unpaid or paid (up to the amount of vacation accrued to date). Approval is at the discretion of the Provincial Regional Coordinator.

The Chief Executive Officer may approve vacation entitlement of longer duration for employees, or in excess of the vacation accrual account balance. Vacation entitlement will be specified in the employee's contract. The date of change of entitlement shall be the anniversary date of employment less any unpaid leaves of absence (e.g. parental leave).

The vacation year starts January 1st. Vacation entitlement increases outlined above will be prorated in the first year of employment and in the year of any change in status. A request to take vacation must be made in writing using the Leave Request Form. An employee shall be granted vacation leave by the employer at such time as the employer determines is operationally feasible. Every reasonable effort, however, will be made to accommodate the employee's preferences. Where operational requirements permit the employer shall make every reasonable effort to grant an employee his/her vacation entitlement in a single unbroken period to a maximum of two weeks.

Accumulated sick leave of 3 consecutive days or more may be substituted for vacation where it can be verified that an employee:

- a) became ill or had an accident prior to the start of a vacation, or
- b) where an employee is hospitalized during a vacation.

Please check the NS Labour Standards Code for specific details.

EMPLOYEE

Policy Type: Employee
Policy Name: Holidays, Vacation and Special Leaves – Sick Leave
Policy ID: E/005/201003
Date of Approval: February 1993; April 1993; August 31, 2009; March 29, 2010; December 27, 2016; October 23, 2021

Sick leave applies to permanent hourly and salaried employees who may accumulate sick leave credits as outlined below:

Hourly staff

Can accumulate sick leave at a rate of 4% of hours paid per month to a maximum of 80 hours.

Salaried staff

Can accumulate sick leave at a rate of 4% of hours paid per month to a maximum of 60 days.

Sick leave credits are not time or money owed to an employee but rather function as an insurance plan in the event of sickness or accident. If sick leave credits are not used, they are not negotiable for any other purpose or compensation.

An employee off work due to illness for more than three (3) consecutive days may be asked for a physician's certificate.

Sick leave days also include illness in the immediate family, which requires the employee to take time off from work to arrange care for the family member, appointments with physicians, dentists, lawyers, which cannot be arranged outside regular working hours.

Employees are not paid for unused sick leave upon termination of employment.

EMPLOYEE

Policy Type: Employee
Policy Name: Holidays, Vacation and Special Leaves – Bereavement Leave
Policy ID: E/001/201003
Date of Approval: November 23, 2019

All regular full-time employees may take up to five (5) consecutive days off with three (3) of those days being paid upon the death of the employee's spouse, parent, guardian, child or ward, grandparent, grandchild, aunt, uncle, or sibling.

All regular full-time employees may take up to five (5) consecutive days off without pay upon the death of the employee's mother/father-in-law, daughter/son-in-law or sister/brother-in-law.

All part-time staff, as per Nova Scotia Labour Standards Code may take five (5) consecutive days off without pay upon the death of the employee's spouse, parent, guardian, child or ward, grandparent, grandchild, aunt, uncle, sibling, mother/father-in-law, daughter/son-in-law or sister/brother-in-law.

Bereavement leave may be extended at the discretion of the CEO.

EMPLOYEE

Policy Type: Employee
Policy Name: Holidays, Vacation and Special Leaves - Court leave
Policy ID: E/008/201003
Date of Approval: February 2003; April 1993; March 2010; November 28, 2011

An employee is entitled to a paid leave of absence for such time as the employee is required to perform jury duty or is required by subpoena or summons to attend court or other legal hearing, as a witness in cases that are not associated with the Society. The amount paid by the Court to an employee called as a juror will be deducted from the salary of the employee.

EMPLOYEE

Policy Type: Employee
Policy Name: Holidays, Vacation and Special Leaves - Maternity and Parental Leave
Policy ID: E/006/201003
Date of Approval: February 2003; April 1993; August 31, 2009; March 29, 2010

Where an employee takes maternity leave and also elects to take parental leave, the parental leave shall begin upon completion of the maternity leave and without the employee returning to work.

The employee shall give the employer at least four weeks' notice of the date the leave will begin and the anticipated date of return.

EMPLOYEE

Policy Type: Employee
Policy Name: Holidays, Vacation and Special Leaves - Compassionate Care Leave
Policy ID: E/010/201111
Date of Approval: November 28, 2011

Compassionate care leave is an unpaid, eight-week leave for employees who need to care for a seriously ill family member who has a high risk of dying within 26 weeks.

To take compassionate care leave, employees must be employed for at least three months with the same employer. Also, they must give their employer as much notice as possible before taking the leave. An employer can ask an employee to provide a medical certificate, from a medical doctor, stating that the employee's family member is seriously ill. The leave can be broken up into separate periods of no less than one-week blocks.

Employees who take a compassionate care leave may qualify for a six-week compassionate care leave benefit under the federal government's Employment Insurance program.

Employee Rights during the Leave:

During compassionate care leave, an employer must let the employee keep up any benefit plans to which the employee belongs at the employee's own expense. If this option to keep up the benefits has an expiry date, the employer must give 10 days' written notice before the option to keep up the benefits is no longer in effect. An employee who returns from compassionate care leave must be accepted back into the same position or a comparable one with no loss of seniority or benefits.

EMPLOYEE

Policy Name: Employee
Policy ID: Holidays, Vacation and Special Leaves - Notification of Absence
Date of Approval: E/010/201009
February 1993; April 1993; August 31, 2009; March 29, 2010; July 26, 2010; September 27, 2010; November 28, 2011

A record of accumulation and use of benefits shall be maintained by the Chief Executive Officer, a member of the senior management team, Provincial Community Engagement Coordinator or designate in the appropriate payroll or accounting system. Employees are to notify their direct supervisor in advance by email or telephone of any anticipated absence from work.

EMPLOYEE

Policy Type: Employee
Policy Name: Benefits – Extended Health Benefits
Policy ID: E/011/201005
Date of Approval: February 2003; April 2003; August 2009; March 29, 2010; May 31, 2010; July 26, 2010; January 28, 2013; December 27, 2016, October 23, 2021

Beginning January 1, 2022, employees will participate in an extended health benefits package provided:

- they have completed 3 months of employment
- employment agreement states they are hired as permanent and full-time employees working a minimum of 32 hours per week.

Employees as above who currently have extended health benefits coverage under another plan may opt out of the health and dental benefits but must participate in the life insurance protection package.

EMPLOYEE

Policy Type: Employee
Policy Name: Benefits – RRSP & TFSA Employer Contribution Policy
Policy ID: E/18/202110
Date of Approval: October 23, 2021

To remain competitive in the labour market and to be able to recruit and retain highly qualified employees, and to assist and support its employees with their retirement objectives, the Nova Scotia SPCA contributes to an eligible individual's RRSP as part of their overall compensation structure.

The Nova Scotia SPCA has partnered with a nationally recognized investment company to provide a competitive fee structure and flexible Group RRSP & TFSA product matching employer contributions on required employee contributions.

Contributions:

- Employee contributions will occur each pay period
- Employer contributions to employee RRSP plans will occur the month following the employee contribution.
- RRSP contributions will not be retroactive to any date prior to the Nova Scotia SPCA Contribution Commencement Date. It is the Employee's responsibility to ensure that they have a valid RRSP account opened in advance of their eligibility date.
- In the case of termination of employment, employees will receive a contribution adjusted to the last pay cut off date that falls on or before the termination date.

Eligibility:

All Nova Scotia SPCA employees who have an employment agreement stating they are hired as a full-time permanent employee working a minimum of 32 hours per week and who have been consistently employed for 1 year.

Matching:

For eligible employees who contribute, the following structure will apply:

After 1 year employment

An employee will receive matching contribution from the Nova Scotia SPCA up to 2% of their gross annual salary

After 5 years employment

An employee will receive matching contribution from the Nova Scotia SPCA up to 3% of their annual gross salary

After 10 years employment

An employee will receive matching contribution from the Nova Scotia SPCA up to 6% of their annual gross salary

Related Information:

As your RRSP plan is your own, tax receipts for any contributions made by you or by the Nova Scotia SPCA into your plan shall be issued by the nationally recognized provider.


The Nova Scotia SPCA reserves the right to make changes to this policy or the plan at any time and such changes will not be a change to the terms of employment.

EMPLOYEE

Policy Type: Employee
Policy Name: Performance Management - Discipline
Policy ID: E/012/201009
Date of Approval: February 2003; April 2003; August 31, 2009; March 29, 2010; August 31, 2010; September 27, 2010; October 25, 2010; November 28, 2011

An employee or volunteer shall be subject to disciplinary action, including termination for just and sufficient cause, including but not limited to the following: unsatisfactory performance, incompetence, unacceptable behaviour towards other employees, the public or relevant agencies.

The Society retains the right to consider termination for:

- Intoxication from drugs or alcohol while on duty (this shall include the consumption of alcohol or taking of "illegal drugs" while on duty, being on duty while under the influence of same, keeping same on Society property, in a Society vehicle or in one's possession).
- Dishonesty or theft
- Inappropriate use of authority
- Immoral or inappropriate conduct
- Neglect of duty
- Willful or negligent damage to Society property or reputation.
- Harassment
- The deliberate divulgence of information that has been deemed to be confidential
-  Insubordination
- Gross discourtesy to members of the Society, agencies or the public.
- Gross violation of the Society's policies
- Incompetence

The Chief Executive Officer or a member of the senior management team will outline cause for termination in writing for the employee or volunteer.

Performance improvement notices (corrective action notice) will be provided to employees to document performance issues and expectations. The Senior management team will consult with the Chief Executive Officer on performance management as required. Poor performance resulting in termination will be reported to the Chief Executive Officer.

Standard human resources forms will be used. These forms are provided by the Provincial Office and include: annual employee review, annual management employee review, corrective action notice, impending termination notice.

EMPLOYEE

Policy Type: Employee
Policy Name: Performance Management - Termination of Employment
Policy ID: E/013/201003
Date of Approval: February 1993; April 1993; August 31, 2009; March 29, 2010; November 28, 2011

The Society may terminate employment, notwithstanding policy E013, by indicating their intent in writing, with the following notice:

- more than three months but less than two year's employment, one-week notice,
- two years or more, but less than five years, two weeks' notice.
- five years or more but less than ten years, four weeks' notice.
- ten years or more, eight weeks' notice.

Exceptions to the above require approval by the Chief Executive Officer.

Should the employee believe that they are being terminated without just cause they may request a hearing. A hearing committee, consisting of the Chief Executive Officer (or delegate), the direct supervisor of the employee, and a member of the Provincial Board of Directors, shall review the reasons for the termination with the employee. The employee may also have one additional person of his or her choosing present during the hearing.

The employee and the Society have the right to legal counsel at this hearing.

As a condition of employment, an employee who is terminated for just cause must maintain confidentiality of Society business.

Employees who have been terminated must return all property in their possession that is the property of the Society and provide passwords to any electronic files or equipment.

EMPLOYEE

Policy Type: Employee
Policy Name: Use of Technology
Policy ID: E/013/201003
Date of Approval: February 1993; April 1993; August 31, 2009; March 29, 2010; November 28, 2011

Internet usage

Internet use, on Society time and equipment, is authorized to conduct Society business only. Personal web browsing and playing computer games are not permitted. Additionally, under no circumstances may Society computers or other electronic equipment be used to obtain, view, or reach any pornographic, copyright protected property, or discriminatory Internet sites. Doing so can lead to disciplinary action up to and including termination of employment. Accessing social networking sites, such as Facebook and Twitter and other blogs is not permitted unless related to Society business. Under no circumstances are employees permitted to disclose confidential Society information on the internet.

Email usage

Email is also to be used for Society business only. Forwarding non-business emails to associates, family or friends, from employee email accounts is not permitted. Viewing pornography, or sending pornographic jokes or stories via email, is considered sexual harassment and will be subject to disciplinary action.

Emails or blogs containing discriminatory content

Any emails or blogs that discriminate against employees or the public by virtue of any protected classification including age, race, language, culture, ethnicity, gender, sexual orientation, religious or spiritual beliefs are prohibited at the Society. Sending or forwarding non-business emails will result in disciplinary action that may lead to employment termination.

Ownership of employee email

Any communication sent via email or that is stored on Society equipment is the property of the Society. Management and other authorized staff have the right to access any material in your email or on your computer at any time.

Email accounts

All official email communications of Nova Scotia SPCA employees shall be conducted through an SPCA email account (under the domain spcans.ca). All employees shall include with their emails a signature block identifying the sender and their position within the organization.

Email security

No employee shall provide another individual with their email password. Approved access to employees' email accounts will be conducted by the Provincial Community Engagement Coordinator, Chief Executive Officer, or senior management team through the Society's IT provider.

Archived emails

Any information communicated via email that is pertaining to a cruelty investigation case shall be printed and stored in the case file or maintained through an electronic backup file. Any complaints or inquiries from the public shall be stored at the discretion of the Chief Inspector.

Defamation and confidentiality

Communication of Society's confidential business in any form to a third party will not be tolerated. All communications require the direct approval of the Board of Directors, or Chief Executive Officer, or a member of the senior management team. Employees or volunteers are not permitted to defame the Society, its employees, partners or volunteers, or in any way incite or encourage others to do so, inclusive of discussing Society business or activities through any form of social media, via the internet or email.

EMPLOYEE

| | |
|-------------------|---------------------------------|
| Policy Type: | Employee |
| Policy Name: | Staff Veterinary Discount |
| Policy ID: | E/014/201612 - E/015/202103 |
| Date of Approval: | December 27, 2016/March 1, 2021 |

All employees who have completed their probationary period shall receive a discount on pet veterinary services. This discount applies to a maximum of three (3) pets of the employee, which are required to be registered with the SPCA Veterinary Hospital (SVH) prior to being seen. Any additional pet beyond three (3) must be approved by the CEO or their designate. Employee pets will be scheduled on an "as time allows" basis, with the exception of urgent or emergency care, as described below.

This benefit is designed for the employee's pets only and shall not be used for pets of friends or family members or pets that do not live in the employee's household.

DISCOUNT

- Medications and food orders will be billed at SVH's cost.
- A discount of 40% will be applied to the non-subsidized fees, which shall cover the SPCA's approximate cost of service.
- DVM Exam fees shall be \$53.94 + HST per visit for those preferring to stay with their pet.

This discount is subject to change, as may be required to cover SVH's costs.

PROCESS

Non-emergencies

Employees shall book appointments by emailing vet@spcans.ca and dropping animals off at SVH on their scheduled day. Hospital staff will look at employee animals between appointments if kennel space allows. The SPCA shall allocate one (1) employee "drop off" appointment per day.

Provincial Office employees may bring their pet to work the day of an appointment if the employee has the ability to safely contain the pet in their office. SVH staff will let the employee know when they have time between appointments or surgeries for the employee to bring their animal to the SVH.

Emergencies

Contact the Director of Programs and Administration between 7-8am at (902) 293-5708 or leave a message or text on the SVH phone at (902) 817-0954. If an employee has an urgent medical need for their pet the SVH will arrange for the employee to drop their animal off. Depending on the situation, the animal will be seen as quickly as possible between appointments.

The following shall constitute an emergency:

- labored breathing
- pale gums
- vomiting
- excessive diarrhea
- abnormal lethargy
- fever
- head tilt/stability off balance
- blood in stool or urine
- excessive bleeding that cannot be stopped
- Broken bones or fractures caused by significant trauma (hit by car, etc.)

Employees should not communicate to SVH staff directly (during the day or after hours) to book appointments, to have their pets seen, or to ask for information or updates. If employees need to reach a hospital member at SVH in regard to an update they should either leave a message or text the SVH phone at [902-817-0954](tel:902-817-0954). This phone will be checked periodically throughout the day but is not considered an emergency line.

Although the SPCA's intent is that employee animals shall be seen at SVH, employee appointments may be referred to the Dartmouth or Cape Breton Hospital if the Nova Scotia SPCA deems it appropriate.

EMPLOYEE

Policy Type: Employee
Policy Name: Employee Animal Adoption
Policy ID: E/015/201612
Date of Approval: December 27, 2016

After six (6) months of employment, the adoption fee of any one (1) adult animal will be waived or in the case of an animal under six (6) months, the fee will be reduced by 50%.

After eighteen (18) months of employment, a second adult animal may be adopted without fee or if the animal is under six (6) months, the fee will be reduced by 50%.

Employees adopting animals must meet the standard of the Society's adoption application.

Exceptions to these policies can be made at the discretion of the Chief Executive Officer or her/his designate.

Policy Type: Employee
 Policy Name: Compensation – Lodging, Meals and Per Diem
 Policy ID: E/016/201612
 Date of Approval: December 27, 2016

Reimbursement is for expenses incurred by employees who travel to fulfill the Society's work duties. Reimbursement will not be provided for per diem or other subsistence expenses incurred on the premises of an employee's own residence or other non-commercial establishment.

Meal Per Diem Reimbursement does not include any alcohol purchased.

An employee shall be reimbursed for actual cost of meals in accordance with these rules but will not exceed the total per diem allowance rates. When an employee is entitled to a full day's allowance, the amount expended for any particular meal is left to the discretion of the individual, but the total for all meals in one day shall not exceed the maximum per diem allowance.

Per Diem Rates

| | |
|-----------|---------|
| Breakfast | \$9.00 |
| Lunch | \$11.00 |
| Dinner | \$21.00 |

Partial Day Per Diem

Allowances will be based on the following:

- Breakfast: if travel begins on or before 6:00 a.m. and distance from regular work location exceeds a 90-kilometer radius.
- Lunch: if travel occurs between 10:00 a.m. and 2:00 p.m. and distance from regular work location exceeds a 90-kilometer radius.
- Dinner: if the normal workday is extended by three hours or travel begins after 6:00 p.m. and distance from regular work location exceeds a 90-kilometer radius.

Whenever meals are provided at no additional cost to the employee, the employee shall not be entitled to any meal allowance for those meals. If circumstances such as unique dietary needs make it necessary to forego the provided meal, the employee may claim up to the maximum meal allowance.

Lodging

Where an overnight stay is required, lodging reimbursement will be based upon the least expensive single room rate available, with the maximum limit to be set by reference to the Government of Canada's City Rate Limit, available online at <http://rehely-acrd.tpsgc-pwgsc.gc.ca/ACRDS/preface-eng.htm#allcityratelimits>. If a city or other location is not listed, the maximum reimbursement shall be \$100 plus tax. If the allowed maximum is insufficient due to circumstances and the Chief Executive Officer or her/his designate pre-approves, actual lodging costs will be reimbursed.

Long-Term Travel Per Diem

When employees are temporarily assigned to a locale more than 90 Kilometers from their residence and regular work location for periods greater than 30 days, but less than 365 days, this is considered long-term travel status and regular per diem rates do not apply. Long-term travel status must be approved by the CEO or designate and include lodging arrangements, requested meal per diem, and other pertinent information.

EMPLOYEE

Policy Type: Employee
Policy Name: COVID-19 Vaccination Policy
Policy ID: E/017/202110
Date of Approval: October 23, 2021

The Nova Scotia SPCA (SPCA) has an obligation under occupational health and safety legislation to protect the health and safety of our employees. This obligation includes taking reasonable measures to prevent the transmission of disease in the workplace.

The SPCA is committed to protecting our Employees, Volunteers, Students, and Clients from the risk of infection from and complications associated with COVID-19. In many cases our work requires us to work in close contact with one another and requires us to interact with a large number of individuals who visit SPCA sites around the province. It is critical for the ongoing operation of the SPCA to ensure we maintain a fully operational workforce and establish standards for health and safety to protect against COVID-19.

Public Health officials have confirmed that vaccination is a cornerstone for preventing or decreasing the effects of COVID-19. The SPCA is committed to comply with the recommendations of Public Health as it relates to COVID-19. As a result, proof of vaccination will be required for all Employees, Students, and Volunteers as of November 1, 2021, as outlined further in this policy.

Definitions:

Employee - Any person(s) in the employment of the SPCA.

Student - Any person(s) enrolled in the Nova Scotia SPCA's College of Animal Welfare.

Volunteer - Any person(s) working alongside SPCA Employees and/or enrolled in the SPCA Volunteer Program in a volunteer capacity, including Directors on the SPCA Board of Directors.

Client - Any person(s) receiving services or assistance from the SPCA.

Authorized Vaccine - Any vaccine approved by Health Canada for the prevention of the COVID-19 infection including Moderna, Pfizer, AstraZeneca, Janssen and any others receiving formal approval from Health Canada in the future.

Fully Vaccinated - Having received the full series of a vaccine or a combination of vaccines accepted by the Government of Canada.

Application:

This policy relates to all Employees, Students and Volunteers actively working for the Nova Scotia SPCA.

Procedure:

Effective November 1, 2021, all Employees, Students, and Volunteers will be required to provide documentation that they are Fully Vaccinated. Such documentation will be reviewed by the CEO or their designate who will provide confirmation in the Employee, Student, or Volunteers' file that the documentation has been reviewed. No physical records will be kept.

An exemption to this policy will be available to Employees, Students, or Volunteers that can demonstrate valid medical exemption to vaccination or an exemption based on any protected human rights grounds. Accommodations and alternative working arrangements may be provided where possible and reasonably available.

Monitoring:

The CEO will be responsible for ensuring that this policy is reviewed at least every 6 months.

The CEO or their designate shall conduct a review of the COVID-19 immunization status for Employees to assess compliance with this policy.

Appendix

Definitions

Policy (formal): A principle or rule to guide decisions and achieve rational outcomes. Approved by the Provincial Board of Directors. Enforced by the Chief Executive Officer.

Procedures or Standard Operating Guidelines (formal): A series of actions or operations which are executed in the same manner in order to always achieve the same result in the same circumstances. Approved by the Chief Executive Officer and implemented by the Senior Management Team.

Best Practices (informal): A generally accepted, proven informal practice, technique or method. These are shared informally by the Chief Executive Officer and/or the Senior Management Team.

Standardization: The process of developing and implementing standards or common practices, enforced by the Chief Executive Officer.

Strategic Plan: Is an organization's process of defining its strategy or direction and making decisions on allocating its resources to pursue said strategy. The strategic plan is drafted by the Provincial Board of Directors and executed by the Chief Executive Officer.

Operational Plan: Operational planning is a subset of a strategic work plan. It describes short term ways of achieving milestones and explains who or what portion of the strategic plan will be put into operation during a given period. Operational plans are developed by the Chief Executive Officer for the Society and carried out by the Senior Management.

Action Plans: Are simple planning programs to complete small projects effectively without missing key steps. Action plans may be developed at any operational level and be carried out by any operational level.

Terms of Reference: These describe the purpose and structure of a project, committee, meeting, negotiation or similar collection of people who have agreed to work together to accomplish a shared goal. These may be developed by the Provincial Board or the Chief Executive Officer.

About the Nova Scotia SPCA

The Nova Scotia Society for the Prevention of Cruelty (Nova Scotia SPCA): Protecting animals from cruelty since 1877, the Nova Scotia SPCA is a registered charity relies primarily on volunteers and donations to fund animal protection; care and rehabilitation; advocacy; and humane education. The Act to Protect Animals and Aid Animals in Distress allows the Society to enforce animal cruelty laws, making the Nova Scotia SPCA unique among animal welfare organizations in the province. The Nova Scotia SPCA also the distinction of being founded in the first place in North America to pass laws for the prevention of cruelty to animals.

Vision Statement

The Nova Scotia SPCA is recognized as providing expert leadership in the areas of advocacy and protection of companion animals and sets the standard of animal care for the province of Nova Scotia; the Nova Scotia SPCA operates on a philosophy of zero tolerance for animal cruelty

Strategic Goals

Today, the work of the organization is focused on the following strategic goals:

REORGANIZE/REBUILD/RESTRUCTURE

To change our organizational structure to one cohesive organization with a clear and uniform purpose.

STRATEGIC MARKETING/COMMUNICATION/EDUCATION PLAN

To build on the strength of our brand and to enhance internal and external communications, public education and awareness by developing strategic marketing, communications, and education plans.

FINANCIAL STABILITY

To build a stable financial base that ensures adequate resources are available to fulfill our vision, and to meet our operating and capital expenses.

SPAY/NEUTER/TNR STRATEGY

To reduce cat overpopulation. Cat overpopulation is problematic in and of itself; however, feral cats may also pose a health risk to humans and other animals.

APPENDIX

No Kill Model

The vision of the Nova Scotia SPCA is that Nova Scotia be a No Kill province and a safe place for all animals with a zero tolerance for animal cruelty.

The guiding principles of the SPCA's No Kill model focuses on increasing live release rates with a commitment of attaining a record of 90% or higher. All healthy and medically treatable animals will be given every opportunity for adoption and euthanasia will be reserved only for reasons of mercy or aggression.

The model employs a strategy that focuses on increasing adoptions by removing barriers; opening admission so that as many animals as possible are helped; providing community support systems through collaboration and cooperation with government, veterinarians, rescue, TNR and other animal welfare organizations; increasing donor and volunteer support; adhering to high standards of animal care; being accountable and transparent; educating the public about misconceptions and humane and responsible pet ownership; and strong leadership committed to the model and creative solutions.