

Board of Directors

Governance & Human Resources Policies

Board approved: January 25, 2024



**Board of Directors
Governance & Human Resources Policies
January 2024**

Governance Processes (GP)

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POLICY TITLE:	Board Conflict of Interest	POLICY #:	GP-1
AUTHORIZATION:	Governance & Human Resources Committee	DATE EFFECTIVE:	AUGUST 15, 2018
		DATE REAFFIRMED:	JANUARY 25, 2024
		DATE REVISED:	November 28, 2023

Policy Statement

Board members are committed to transparency and accountability to preserve and enhance public trust and confidence in business activities. All Board members have the responsibility to uphold the reputation of the Cancer Agency, to maintain public confidence, and to promote a positive and ethical work environment.

Wherever possible, conflicts of interest are to be avoided. Board members shall disclose and prevent or manage actual, potential or perceived conflicts of interest. While travelling on Cancer Agency business, members continue to be bound by this policy.

Board members are accountable to all applicable legislation. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. This accountability supersedes the personal interest of any Board member, including as a consumer of the organization's services.

Definitions:

- **Conflict of Interest:** Any situation (actual, potential or perceived) in which a team member uses their position with the Agency to benefit themselves or a related person. Conflicts of Interest can be:
 - Actual – a direct conflict between a member’s current duties and responsibilities and existing private interests.
 - Potential – where private interests could conflict with duties in the future. A potential conflict of interest exists when a member can foresee that a private interest may someday influence the exercise of their duty.
 - Perceived – situations where it could be perceived, or appears, that a member’s private interests could improperly influence the performance of their duties, whether or not this is the case.
- **Related Person(s)** is any person or entity associated with a Board member, including a relative, personal friend, business associate or partner, or any corporation, joint venture, partnership or business entity owned or operated wholly or in part by the member.
- The term “conflict of interest” includes both material interest and representation group interest. A conflict of material interest usually exists for members who use their positions on the Board to benefit themselves, their related persons (such as families or relatives), their friends or a corporation that they or a family member holds a material interest in. A conflict of representation group interest often exists when members act for their representation or interest group even though such action conflicts with their duties to the Board as a whole.
- “Interests” include, but are not limited to:
 - Any position or financial interest in any concern from which the Saskatchewan Cancer Agency purchases services or goods or which is in competition with the Saskatchewan Cancer Agency.

- Any direct or indirect competition with the Saskatchewan Cancer Agency in the purchase or sale of property, property rights or services.
- Any governing body membership or management or consulting relationship with any concern that does business with or competes with the Saskatchewan Cancer Agency.
- Any other matter in which the individual's ability to act in the best interest of the Agency may be compromised by a competing outside interest.
- "Associate" refers to a body corporate, a partner (other than a limited partner), a trust or estate, or the partner, spouse, child, parent, or any other person who has the same residence as the Member.

Accordingly:

1. Responsibilities

- 1.1. Review and adhere to the Conflict of Interest Policy.
- 1.2. Identify and disclose, in writing, all actual, potential or perceived conflicts of interest as set out in this policy.
- 1.3. Take reasonable action to reduce and minimize the conflict of interest where it cannot be avoided, and the action is determined by the Board to be in the best interest of the Board.

2. Disclosure of Conflict

- 2.1. Members must make full written disclosure to the chairperson of any actual, potential or perceived conflict of interest before taking any action that gives rise to the conflict of interest, or, if it could not be foreseen, immediately upon becoming aware of the actual, potential or perceived conflict of interest. When in doubt it is better to disclose.
- 2.2. Any Member who has a direct or indirect interest in any matter before the Agency or any of its committees or who has an Associate who has a direct or indirect interest in any matter before the Agency or any of its committees shall declare his or her interest and shall excuse himself/herself from the meeting until discussion and voting (if applicable) on the matter has been completed.
- 2.3. All members are required to complete an Annual Conflict of Interest Disclosure Declaration Form (herein called the Sign-off Documentation) on an annual basis in the 1st quarter of the fiscal and submit to the Board Secretary. In the event that the Board member has a change to any element of the Sign-off Documentation they are responsible to bring that to the attention of the Agency.
- 2.4. A member shall declare a perceived conflict of interest of another member at the beginning of the item's discussion at a meeting of the Agency or one of its committees.
- 2.5. The member shall be given the opportunity to state why the other member should or should not be allowed to discuss and/or vote on the issue, and the affected member will be given an opportunity to respond.
- 2.6. After discussing the issue, the Board shall determine whether or not there is a conflict of interest.
- 2.7. Any member who is determined to be in a conflict of interest in a matter before the Board will be excused from the meeting until discussion and voting has been completed.
- 2.8. If a person declaring the perceived conflict of interest of another member is the Chairperson, then he or she shall not chair the meeting during the discussion or voting on that issue. If the Vice Chairperson also has declared a perceived conflict of interest of another member, then a member who has not declared a perceived conflict of interest shall be appointed by the Board of Directors to chair that portion of the meeting.
- 2.9. If any member of the Board perceives there may be a conflict of another member, they shall make the declaration to the Chairperson of the Board. The Chairperson will in turn discuss the matter with the identified Board member and make a final determination with respect to a potential conflict of interest.

- 2.10. All members that seek nomination or are candidates in a federal, provincial, or municipal election must provide disclosure to the Agency on the Sign-off Documentation.
3. Unacceptable conduct or actions
- 3.1. Use or exercise their position within the Agency to influence or seek to influence a decision made, or to be made, on behalf of the Agency that would have the potential of benefiting their private interests or that of a related person.
 - 3.2. Grant or receive preferential treatment in the exercise of any position within the Agency to benefit their private interests or that of a related person. This includes team members using their position within the Agency to obtain preferential treatment in the delivery of care to themselves or a related person.
 - 3.3. Members must not use their positions of trust or information to secure special privileges or gain for themselves or any other persons.
 - 3.4. Members shall respect the confidential nature of the business of the Board and its committees. Use or communicate knowledge or information not available to the general public and gained in the scope of their duties to the Agency that have the potential of benefiting their private interest or those of a related person.
 - 3.5. Use equipment, supplies, facilities, employees or other resources of the Agency to benefit their private interest or those of a related person.
4. Acceptance of Gifts or Benefits
- 4.1. Board members must not solicit or accept gifts, favours, or services from individuals, organizations, or corporations doing business with the Agency, other than normal exchanges of hospitality or tokens of gifts exchanged for reasons of protocol or participation in public functions.
 - 4.2. Acceptance of gifts and entertainment may only be accepted or offered by a member in the normal exchanges common to establish business relationships for the Board and cannot exceed \$20.
 - 4.3. Members must not accept money or a gift akin to money (such as a gift card) from patients, clients, families or vendors regardless of the value.
 - 4.4. Inappropriate gifts offered should be returned to the donor or suggested to be provided to the Cancer Foundation of Saskatchewan.
 - 4.5. Full and immediate disclosure to the chairperson of borderline cases.

Reference:

SCA Conflict of Interest HR-511

POLICY TITLE:	Code of Conduct	POLICY #:	GP-2
AUTHORIZATION:	Governance & Human Resources Committee	DATE EFFECTIVE:	JANUARY 25, 2024
		DATE REAFFIRMED:	JANUARY 25, 2024
		DATE REVISED:	

Policy Statement

On appointment to the Board of Directors, members are expected to abide by the principles and behaviours as outlined in the SCA Code of Conduct Policy in the daily performance of Board members duties. This commitment includes proper use of authority and appropriate decorum in groups and individual behaviour when acting as Board members.

All Board members of the Cancer Agency are expected to adhere to the highest ethical standards in the performance of their duties to foster an environment of integrity, respect and trust and to preserve and enhance the Cancer Agency’s reputation.

Any behaviour or conduct that is deemed unacceptable to the Agency will be addressed in a fair, consistent and timely manner.

This Code of Conduct intends to offer a broad range of guidance about the standards of integrity and business conduct, but no code can address every situation that individuals may encounter. For this reason, this Code does not relieve individuals of the responsibility and accountability to exercise good judgement and, in circumstances, where they are unsure as to the proper course of action, to seek guidance from others.

Responsibility

With respect to responsibility, the following principle should be followed:

- the Board should behave, and be perceived, as an ethical Board.
- each member should adhere to the minimum standards described herein and in the Board’s code of conduct, and to the standards set out in applicable policies, guidelines or legislation.
- integrity, honesty, and trust are essential elements of the Board’s success. Any member who knows or suspects a breach of the Board’s code of conduct and ethics has a responsibility to report it to the chairperson.
- to demonstrate determination and commitment, each member should review and declare compliance with the Board’s code of conduct and ethics annually; and
- Annually each member will review and affirm in writing their commitment and compliance with this Code of Conduct.

Board Authority

- Board members do not have authority over the Agency except as explicitly set forth in Board policies.
- Board members' interaction with the Chief Executive Officer or with staff must recognize the lack of authority in any individual Board member or group of Board members except as noted above.
- The expertise of individual members will be used to enhance the knowledge and ability of the Board as a whole, rather than being the exclusive basis for Board action.

- Only the Chairperson or Chief Executive Officer, or persons delegated by the Chairperson or Chief Executive Officer, may make official statements on policy matters or controversial issues on behalf of the Board.
- After advising the Chairperson, or designate, individual members may speak on public issues of concern both before and after decisions have been taken by the Board in relation to those issues. The member must ensure that he/she clearly states that his/her remarks reflect a personal opinion, and this shall be done in a manner which does not undermine confidence in the Board.

Exclusions

- Specifics of contractual relationships
- Personnel matters including medical staff
- Labour relations including negotiations
- Client confidentiality
- Details of pre-budget discussions
- Legal issues

Accordingly

See Appendix B – SCA Code of Conduct Principles and Behaviours

References

SCA Code of Conduct Policy HR-0509-1PO-1

POLICY TITLE:	Board Orientation	POLICY #:	GP-3
AUTHORIZATION:	Governance & Human Resources Committee	DATE EFFECTIVE:	MAY 1, 2017
		DATE REAFFIRMED:	JANUARY 25, 2024
		DATE REVISED:	NOVEMBER 28, 2023

Policy Statement

On appointment to the Board of Directors, the Board Member will have an orientation with the Chief Executive Officer and the Board Chairperson.

Accordingly:

- Supporting materials and information will be provided electronically at the orientation meeting. A comprehensive Orientation and Onboarding Checklist outlines a guide to the orientation of new Board members, including supportive reading material. Refer to the Board of Directors Orientation and Onboarding Checklist.
- An outline of the topics to be reviewed at the orientation meeting will be provided.
- Orientation is the introductory step in the ongoing learning of Board members.
- An evaluation of the orientation process, including the identification of the individual’s learning needs will be conducted for each new Board member. (Appendix A)

POLICY TITLE:	Board of Directors Remuneration and Reimbursement of Expenses	POLICY #:	GP-4
AUTHORIZATION:	Governance & Human Resources Committee	DATE EFFECTIVE:	AUGUST 22, 1996
		DATE REAFFIRMED:	JANUARY 25, 2024
		DATE REVISED:	NOVEMBER 28, 2023

Policy Statement

Board members are eligible to be paid an honorarium and reimbursement of expenses while attending Board and committee meetings or when on other Agency business authorized by the Board. Per Diems, hourly rates, travel time and expense payments shall be consistent with the current Order in Council, Government of Saskatchewan.

Accordingly

Agency Business refers to:

- Attendance at Agency Board and committee meetings.
- Attendance at Agency sponsored events (i.e. committee meetings, service recognition awards, social events).
- Attendance at programs required by Saskatchewan Health. In addition, attendance at such programs as deemed appropriate and as authorized by the Board Chairperson
- Board members attending conferences, workshops, etc. on behalf of and sponsored by the Board are accountable for submitting a report to the Cancer Agency shortly after the event date for inclusion in the next Board information package.

Per Diems, Hourly Rates, Meeting Prep and Travel Time are defined as:

- Per Diem: an amount paid for all regularly scheduled Board meetings of at least five hours.
- Hourly rate: the hourly remuneration rate paid to Board members for preparation and attendance at meetings/events of less than five hours.
- Travel time payments will be paid to Board members attending qualifying functions/meetings as stipulated above and as per the current Order in Council.

Expenses refer to:

- Meals, accommodation and travel expenses which will be reimbursed as per current Public Service Commission policy.
- Conference registration and other reasonable expenses, which will be reimbursed.
- Signed expense claim forms will be completed in a timely manner and submitted to the Cancer Agency. Expense claims, following the rules outlined above, will be approved for payment by the Chief Executive Officer.

POLICY TITLE: Expectations of Board Members

POLICY #: GP-5

AUTHORIZATION: Governance & Human Resources Committee

DATE EFFECTIVE: MARCH 24, 2010

DATE REAFFIRMED: JANUARY 25, 2024

DATE REVISED: NOVEMBER 28, 2023

- Understands the role and responsibility of governance.
- Understands the organization’s purpose and mission.
- Have current knowledge and understanding of emerging challenges and opportunities related to the Saskatchewan Cancer Agency’s mission.
- Have current knowledge and understanding of the emerging challenges related to the provincial health system.
- Challenges the status quo, innovates and takes calculated risks.
- Have financial literacy to contribute to the Board’s fulfillment of its fiduciary responsibility.
- Contributes as a collaborative team member and can work effectively with other Board members and the CEO.
- Monitors the progress of strategic initiatives relative to their desired outcome.
- Promotes a collective agenda that supersedes individual agendas or interests.
- Governs with an external vision.
- Supports voicing of minority views/opinions to ensure that they receive full consideration in decision making.
- Fosters an environment that builds and maintains trust among Board members and with the CEO.
- Preserves appropriate levels of confidentiality.
- Contributes to the work of the Board through regular attendance at meetings and by participating in standing and special committees as assigned.
- Builds on the expertise and knowledge of the Board.
- Continuously learns and develops.

POLICY TITLE:	Board Communication Policy	POLICY #:	GP-6
AUTHORIZATION:	Governance & Human Resources Committee	DATE EFFECTIVE:	SEPTEMBER 12, 2019
		DATE REAFFIRMED:	JANUARY 25, 2024
		DATE REVISED:	NOVEMBER 28, 2023

Policy Statement

- The Communications Policy applies to all members of SCA’s Board of Directors. Its purpose is to ensure effective communications among SCA, stakeholders and the public.
- The Board of Directors is responsible for reviewing and approving a corporate communications policy and plan (when available), including stakeholder and public relations.
- The Board of Directors speaks with one voice on all Board decisions.

Accordingly, the Board will:

In terms of formal communications:

- Formal communication is the exchange of official information that follows an appropriate route of communication and is deliberately managed. It complies with organizational hierarchy and adheres to the approved rules, policies, standards, and regulations of the organization.
- The Chair, or designate, and the President and CEO, or designate, are the authorized spokespersons of, and communicate on behalf of, SCA.
- The President and CEO, or designate, communicates on behalf of SCA on all matters other than Board matters.
- The Chair, or designate, communicates on behalf of the Board of Directors of SCA on all Board matters.
- An important principle is that the Chair and the President and CEO, or their designates, co-ordinate all communications with any parties so that SCA is heard to speak with only one voice.
- Individual Board members refer all enquiries to the President and CEO, or designate.

In terms of informal communications:

- Individual Board members will inevitably and legitimately have informal communications with stakeholders and the public; in all cases, it is incumbent on Board members to be explicitly clear that they are communicating in a personal capacity. In particular, the Chair and Board members need to exercise discretion and restraint when speaking with external parties including our patients, clients, suppliers, the media or other SCA stakeholders, as even informal remarks can be construed as an official SCA position that could unintentionally undermine the efforts of SCA’s management and staff in dealing with these parties.
- There may be instances when individual Board members are requested to participate in various other events by virtue of their association with SCA. For these situations, such as a speaking engagement to a professional organization or community group:
 - The Board member should advise the Board Chair, or designate, of the request.

- The request will be considered and vetted by the Board Chair; or designate.
- The Board member may be provided with generic speaking notes for the occasion.
- The Board member will make it clear that he/she is not speaking on behalf of SCA, but in a personal capacity.
- The Board member will provide the Board Chair with a verbal debrief of the event.
- Occasions may arise from time to time whereby a Board member is approached, either in writing or otherwise, by an individual or organization requesting their assistance in resolving an issue with SCA. Under these circumstances, the request should be directed to the President and CEO's office that will route the enquiry or request for appropriate action within SCA.

Maintaining Board Confidences:

- The aspect of confidentiality permeates any interaction a Board member may have with others, exclusive of fellow Board members. This includes other individuals, colleagues, governments or organizations.
- All information about the Board or its activities should be presumed to be confidential. The business of the Board should not be discussed outside the boardroom.
- Should an instance arise which prompts a Board member to have concern, it should be discussed with the Chair of the Board, at the earliest opportunity.

Media Relations:

- The primary media spokesperson for SCA is the President and CEO or his/her designate(s). The Chair of the Board, or designate, may also speak (e.g. Board matters, or matters concerning the CEO.) An important principle is that the Chair and the President and CEO, or designates, coordinate all communications with any parties so that SCA is heard to speak with only one voice.
- Board members will refer any requests for media interviews to the President and CEO and/or his/her designate. In referring a media enquiry, Board members should be mindful that:
 - Media requests for information may require a speedy response or no response and should be handled on a priority basis.
 - By referring the enquiry to the President and CEO, Board members provide a signal as to the limit of their authority.
 - Be careful not to talk "off the record".

POLICY TITLE:	Board Correspondence	POLICY #:	GP-7
AUTHORIZATION:	Governance & Human Resources Committee	DATE EFFECTIVE:	MARCH 24, 2010
		DATE REAFFIRMED:	JANUARY 25, 2024
		DATE REVISED:	NOVEMBER 28, 2023

Policy Statement

All correspondence to the Board, or to individuals in their capacity as Board members, shall be brought to the Board as correspondence.

Accordingly:

- Individuals receiving correspondence in their role as Board members are responsible for bringing this correspondence to the attention of the Chairperson.
- Board correspondence shall be filed and made accessible for Board use.
- All correspondence received between Board meetings will be available at the next Board meeting.

POLICY TITLE:	Appointment to Board Committees	POLICY #:	GP-8
AUTHORIZATION:	Governance & Human Resources Committee	DATE EFFECTIVE:	JUNE 23, 2010
		DATE REAFFIRMED:	JANUARY 25, 2024
		DATE REVISED:	NOVEMBER 28, 2023

Policy Statement

Special committees and standing committee appointments will be made in an inclusive and transparent manner best matching committee needs with member’s abilities.

Accordingly:

- Committee membership appointments including committee chairs are recommended by the Governance Committee in consultation with the Chair of the Board and brought to the Board for consideration.
- The term of office for a Board standing committee member is one year and renewable.
- A list of current committees and membership will be provided to all Board members.

POLICY TITLE:	Board, Board Committee, Individual Board Member and Board Chairperson Evaluation	POLICY #:	GP-9
AUTHORIZATION:	Governance & Human Resources Committee	DATE EFFECTIVE:	AUGUST 28, 2008
		DATE REAFFIRMED:	JANUARY 25, 2024
		DATE REVISED:	NOVEMBER 28, 2023

Policy Statement

The Board will assess the performance of itself, its chairperson, its committees and its individual members in relation to their respective roles and responsibilities to determine its success in achieving its accountabilities. It is also intended as a process for self-improvement, to inform Board renewal, and to influence change in policy and/or practice.

Accordingly

The Board will complete an annual comprehensive self-evaluation survey, which evaluates the function and process of the Board, Board Committees, individual Board member self-evaluation, Board chairperson, Committee chairperson's performance and the relationship between the Board and CEO.

POLICY TITLE:	Board Development and Education	POLICY #:	GP-10
AUTHORIZATION:	Governance & Human Resources Committee	DATE EFFECTIVE:	MARCH 24, 2010
		DATE REAFFIRMED:	JANUARY 25, 2024
		DATE REVISED:	NOVEMBER 28, 2023

Policy Statement

The Board recognizes that continual updating of skills and awareness are vital to ensure the highest performance and contribution of all Board members.

Accordingly:

- New Board members shall receive an orientation as per Board Orientation Policy GP-2.
- Each Board member shall annually identify specific areas in which additional knowledge is desired related to governance and cancer-related issues. This input, along with advice from the Chief Executive Officer, shall form the basis for developing a program for Board development and education, which is coordinated through the Board Quality, Safety and Risk Committee.
- The Board will annually develop a Board budget, which includes member education and development.
- Remuneration will be provided to Board members attending developmental and educational programs consistent with the Board of Directors' Remuneration and Reimbursement of Expenses Policy GP-3.

POLICY TITLE:	Board Linkage with Community	POLICY #:	GP-11
AUTHORIZATION:	Governance & Human Resources Committee	DATE EFFECTIVE:	MARCH 24, 2010
		DATE REAFFIRMED:	JANUARY 25, 2024
		DATE REVISED:	NOVEMBER 28, 2023

Policy Statement

The Board Members of the Saskatchewan Cancer Agency shall represent the Agency according to and as determined by the needs and priorities of the Cancer Agency. This representation may include attendance at or presentations to:

- community meetings with outside organizations including the Cancer Foundation of Saskatchewan
- surveys
- community advisory committees
- public forums
- presentations to the Board
- media events
- open Board meetings
- interviews by third parties
- dialogue with other Boards or public officials
- conduct self in accordance of the Code of Conduct policy
- correspondence

POLICY TITLE:	Political Contributions Policy	POLICY #:	GP-12
AUTHORIZATION:	Governance & Human Resources Committee	DATE EFFECTIVE:	JULY 1, 2015
		DATE REAFFIRMED:	JANUARY 25, 2024
		DATE REVISED:	NOVEMBER 28, 2023

Policy Statement

The political process significantly impacts the Saskatchewan Cancer Agency through government policies, legislation, and judicial and regulatory decisions. The Saskatchewan Cancer Agency encourages the advancement of sound public policy that supports our Mission. This policy outlines the Agency’s prohibition of corporate political contributions, even where permitted by law.

Corporate Political Contributions:

As an organization, the Saskatchewan Cancer Agency is not permitted in Canada to make any financial or in-kind contributions to a federal or provincial political party, federal, provincial or municipal election candidate or federal/provincial/municipal electoral district association. Corporate political contributions include: any direct or indirect payment, distribution, subscription, loan, advance, deposit, or gift of money, services or anything of value to any candidate, campaign committee, political committee, or political party in connection with any municipal, provincial or federal election.

1. The Saskatchewan Cancer Agency does not make political contributions using corporate funds.
2. The use by employees, contractors or directors of the Agency's financial or material resources for political purposes is strictly prohibited.
3. The Saskatchewan Cancer Agency shall not pay admission fees to partisan political activities. These activities are generally organized for the purpose of raising funds and may take the form of cocktails, meetings, banquets, meals, sporting events or other similar activities. Activities organized by, and with all proceeds going to, a recognized and registered charity, are not covered by this Policy.
4. Any exception to this Policy must have the prior written approval of the President and Chief Executive Officer and the Vice-President, Corporate Services.
5. The Vice-President, Corporate Services is responsible for implementation of this Policy.
6. Nothing in this Policy shall restrict, in any way, personal political contributions made by employees to candidates for public office, political parties or any other political activity.

Individual Political Contributions:

Saskatchewan Cancer Agency employees, contractors or Board members may choose to become involved in or contribute to political activities on their own behalf and may, on a personal level, give to any political party or candidate but any reimbursement from the Agency is prohibited. Any political activity shall reflect individual interest and not the interest of the Saskatchewan Cancer Agency.

In no circumstances shall any Saskatchewan Cancer Agency employee, contractor or Board member be permitted to leverage their position or office with the Saskatchewan Cancer Agency with any political activity or donation or in any circumstances in which any such association could be reasonably inferred.

The Saskatchewan Cancer Agency will not make any financial contributions to any political party, electoral candidate, political associations or the like in any other foreign jurisdictions.

Interaction with Representatives of Government Agencies:

It is the Agency's business practice to maintain cordial and harmonious relations with officials and employees of governments at various levels. Although the Saskatchewan Cancer Agency encourages such relations, it is absolutely essential that they comply with legislation.

1. Under Canadian law, the offer and acceptance by an elected representative or government employee of compensation, advantages, or benefits, for consideration of collaboration, help, influence, acting or failure to act, etc., constitutes a criminal offense subject to fines and/or imprisonment. This statutory offense involves both the giver and the taker, and certain jurisdictions do not set a minimum amount (e.g., "no cup of coffee rule.") Gifts shall not be provided by Agency to elected and appointed officials.
2. If a long-term personal relationship has been maintained by an Agency employee, contractor or director and a government official, such relationship shall be declared and documented. In cases such as this, any applicable federal or provincial regulation shall be adhered to.
3. If the Agency hosts an elected or appointed government official for a facility visit, or otherwise as part of an education component, applicable laws and regulations must be followed with regard to meals provided and any samples, goods with Agency logo, etc. that might be provided. Advice in this regard should be sought in advance from the President and CEO and Vice-President, Corporate Services.
4. Prudence and good judgment must be exercised and in case of doubt, the Vice-President, Corporate Services should be consulted.

POLICY TITLE:	CEO Recruitment	POLICY #:	GP-13
AUTHORIZATION:	Governance & Human Resources Committee	DATE EFFECTIVE:	OCTOBER 18, 2018
		DATE REAFFIRMED:	JANUARY 25, 2024
		DATE REVISED:	NOVEMBER 28, 2023

Policy Statement:

The Board recognizes the importance of ensuring effective leadership for the Saskatchewan Cancer Agency (the Agency).

The Board is responsible for conducting an effective, responsible, transparent process for the recruitment of the President and Chief Executive Officer (CEO) of the Agency.

Accordingly:

The Governance and Human Resources Committee of the Board will establish and oversee the process advertising, recruiting and selecting the CEO for the Agency.

- The Chair of the Governance and Human Resource Committee chairs the Search Committee and coordinates the recruitment process.
- Search Committee will be appointed by the Board which will include the Chair of the Governance and Human Resources Committee, Board Chair and other members as recommended by the Board.
- Search Committee works with the Agency Human Resources (HR) Department to ensure the job description is relevant and updated.
- Develop a posting/advertisement for the vacant position with the assistance of the Agency HR Department.
- After consultation with the Chair of the Search Committee, the Agency HR Department will arrange for posting/advertisement of the vacancy.
- External consultant may assist with the posting of the vacancy and/or receive the applications if there is perceived to be a conflict of interest in using the Agency HR Department.
- The Search Committee may decide to utilize an external consultant to assist with the recruitment process. If so, a transparent, fair process will be used to select the consultant.
- The external consultant or Agency HR Department will assist the Search Committee to develop interview guides for use in the interview process.
- The external consultant or Agency HR Department will assist the Search Committee to develop selection criteria.
- With the assistance of the Agency HR Department or external consultant a short list of candidates will be established.
- Pre-employment testing may be used.
- Psychometric testing may be used.
- Criminal record check.
- Digital identification check (Facebook, Instagram, etc.)
- Interviews will be conducted with the short listed candidates.
- A second set of interviews or “meet and greet” may be conducted including all Agency Board members.

- The Agency HR Department and/or external consultant will check references, including global references.
- The Search Committee will recommend a candidate to the entire Board.
- The Board Chair will make the offer of employment.
- The Agency HR Department will assist with the preparation of a contract and/or Letter of Offer.

It is recognized that circumstances could warrant the use of a search firm to coordinate and conduct the recruitment process.

POLICY TITLE:	Evaluation and Monitoring of CEO Performance	POLICY #:	GP-14
AUTHORIZATION:	Governance & Human Resources Committee	DATE EFFECTIVE:	MAY 29, 2008
		DATE REAFFIRMED:	JANUARY 25, 2024
		DATE REVISED:	NOVEMBER 28, 2023

Policy Statement

The Governance & Human Resource Committee shall, on behalf of the Board of Directors, coordinate activities related to evaluating the performance of the Chief Executive Officer. This will include the following:

Overview

- Facilitating an annual comprehensive evaluation of the CEO.
- Reviewing and making appropriate recommendations to the Board of Directors regarding evaluation tools and processes for conducting the evaluation.
- Making recommendations to the Board of Directors regarding the completed evaluation.
- Communicating to the Ministry of Health by letter of the annual compliance with the CEO evaluation.

Accordingly:

- The Governance & Human Resource Committee will develop a process and establish evaluation tool(s) including input from the Board, Senior Leadership Team, stakeholders and CEO. This may include the completion of a 360 feedback tool to solicit this information from stakeholders.
- The Committee will collate and analyze data.
- Following consultation with the Board, the Committee will review goals, plans and objectives for the coming year with the CEO. This will include reaching agreement on setting of performance management objectives, deliverables, timelines and measurements.
- Following consultation with the Board, the Committee will meet with the CEO to discuss and finalize the CEO evaluation.
- The Committee will make recommendation regarding the CEO evaluation to the Board for approval and the Board will address CEO compensation as per Ministerial Directive.
- A letter of the results from the CEO evaluation will be submitted to the Ministry of Health.
- Each stage of the process will be duly documented and provided to the next in-camera meeting of the Board.
- The Chair of the Governance and HR Committee will also solicit feedback from Board members throughout the year. The Committee Chair and the Board Chair will meet with the CEO for a performance feedback conversation at the mid-year point.

POLICY TITLE: CEO Succession

POLICY #: GP-15

AUTHORIZATION: Governance & Human
Resources Committee

DATE EFFECTIVE: MARCH 24, 2010

DATE REAFFIRMED: JANUARY 25, 2024

DATE REVISED: NOVEMBER 28, 2023

Policy Statement

The Board shall ensure there is a current succession plan in place and reviewed annually in accordance with the Governance and HR Committee Work Plan.

Appendix A – Board Orientation Evaluation

Board Orientation Evaluation

- 1. Was the information valuable?
- 2. Did you feel supported in this process?
- 3. Is there anything further you require?
- 4. How can the orientation process be improved?

Date: _____

Name: _____

Appendix B – SCA Code of Conduct Principles and Behaviours

1. Statement of Values

The Agency's values describe our beliefs in providing our programs and services, and reinforce the behaviors that support our beliefs. Adhering to our values reinforces the integrity of our service and builds confidence in all those who use our services. The Agency's values include the following:

Courage: We are willing to do things that are difficult. This means we:

- Have confidence to make difficult decisions.
- Continue to persevere in the face of obstacles.
- Challenge the status quo when appropriate.
- Face adversity and embrace challenge without sacrificing personal and professional relationships.

Integrity: We are fair and honest, open and accountable. This means we:

- Are empowered to make decisions, own our individual decisions and learn from our mistakes without fear of retribution.
- Respect diversity and treat everyone as equals.
- Support the decision-making process and the decisions once they are made.
- Are accountable to each other and to our commitments.
- Act in an honest and ethical manner to establish trust.
- Believe in the inherent worth of people and self.

Vision-driven:

- We work collectively towards a healthy population free from cancer. This means we:
- Are open minded and forward thinking.
- Act as one to achieve our vision.
- Adapt to the environment around us.
- Capitalize on our individual strengths to achieve our vision.
- Listen and understand the needs of the population as we work towards achieving our vision.

Innovation: We think and act creatively in the pursuit of excellence. This means we:

- Are willing to take strategic risks without compromising safety.
- Constructively challenge how we do things today (challenge status quo/aren't afraid to try)
- Strive to continuously improve through creativity, using available resources.
- Recognize, appreciate and build on the innovative practice of others.
- Seek out opportunities for different approaches.

Collaboration: We work together as a team to achieve common goals. This means we:

- Recognize and appreciate the roles of all stakeholders through inclusion and engagement.
- Listen and strive to understand, respect and anticipate each other's needs.
- Sometimes lead, sometimes follow, and sometimes support.
- Think and act as one through a focus on both individual and team successes.
- Challenge each other in a respectful and constructive way.

These values should guide the decisions we make each day. With every encounter, each of us has the ability to make a positive difference in the lives of our patients, clients, families and each other. Together we can contribute to a more fulfilling and enjoyable work experience by living these values.

2. Respect in the Workplace

We are committed to creating a safe and welcoming workplace where all employees are treated in a fair and impartial manner. All employees must behave in a respectful manner in all dealings related to their employment, whether dealing with other employees, patients, clients, suppliers, consultants, or members of the public. Behaviour that is disrespectful, offensive, racist, intimidating or humiliating, intentional or otherwise, will not be tolerated. Behaviour of this nature not only demeans/threatens others, but also inhibits the Agency's ability to build a workplace where everyone can feel safe, comfortable and able to produce their best work.

All employees are responsible to interact without discrimination based on the Saskatchewan Human Rights Code prohibited grounds of religion, religious creed, marital status, family status, sex, sexual orientation, disability, age, colour, ancestry, nationality, place of origin, race or perceived race, receipt of public assistance, and gender identity, as well as other related characteristics as may be cited within the Saskatchewan Employment Act, the Saskatchewan Human Rights Code, the SGEU-SCA Collective Bargaining Agreement, or other SCA policies. We are committed to identifying areas in our practices and our organization that may lead to discrimination or bias. We are committed to developing policies, tools, and best practices that will help us recognize and mitigate instances of discrimination and bias when they occur. We will be sensitive to diversity and the unique needs of individuals and groups. Specifically, we will work to create an inclusive and culturally safe workplace for First Nations and Metis employees and staff, in keeping with the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), to which Canada is a signatory, and the Truth and Reconciliation Commission of Canada, (including Call to Action #24, which acknowledges the need for skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism for healthcare professionals). For more information, please consult the following policy: HR – 508 Respectful Workplace Policy

3. Privacy

We are committed to protecting the privacy of our patients and clients we serve and our fellow employees. The Agency adheres to The Health Information Protection Act (HIPA). HIPA addresses the collection, storage, use, access and disclosure of personal health information. The Agency also adheres to The Local Authority Freedom of Information and Protection of Privacy Act to the extent it applies to personal information collected, used or disclosed by the Agency. For more information, please consult the following policy: HR - 501 Confidentiality Agreement, PRI-0100 - Privacy Program and PRI-0200 - Collection, Use and Disclosure of Personal Health Information

4. Conflict of Interest

A conflict of interest is any situation (actual, potential or perceived) in which a team member uses their position with the Agency to benefit themselves or a related person. All employees are responsible to avoid placing themselves in a conflict of interest. If you become aware that a conflict of interest might exist, you should immediately cease the activity and disclose it in writing to your supervisor as soon as possible. For more information, please consult the following policy: HR – 511 Conflict of Interest

5. Compliance with Laws

All employees need to be aware of, and comply with, laws and regulations that affect how they do their jobs including professional obligations with the applicable regulatory body and profession. The reputation of the Agency depends upon the commitment from all employees and ability to fulfil this responsibility. All employees are required to disclose any convictions of criminal charges for illegal conduct, occurring on or off the job if the conviction is clearly related to job performance or is of such a nature that to have the individual continue in his/her position would constitute negligence in regards to the Agency's duties to the public or its employees.

6. Commitment to Quality

All employees shall continually strive to improve the services they provide to both internal and external stakeholders. As part of a just culture, employees shall be encouraged to bring forward incidents without fear of blame, and will be treated fairly and encouraged to help discover contributing factors. Employees will not be held accountable for system and/or organizational errors over which they have no control, but will be held appropriately accountable for intentional wrongdoing, illegal or unethical behaviour will not be tolerated. Employees who are aware of such wrongdoing have an obligation to make prompt and full disclosure to their manager. Every effort will be made to protect the confidentiality of such information subject to provisions of the collective bargaining agreement and legal reporting requirements. All employees shall cooperate fully during an investigation of suspected wrongdoing.

7. Use of Agency Property/Resources

All employees are expected to take good care of Agency property and not expose it to loss, damage, misuse or theft.

For further information, please consult the following policy: ISM-001-02 Network Acceptable Use Policy ISM-001-06 Stolen and Lost Information Technology Assets Policy

Appendix C – SCA Annual Attestation



Annual Attestation Form

Annual Self-Attestation for the period of [insert fiscal year]

I have read, understand and agree to comply with the Code of Conduct policy as appended to the Governance and HR Policies.

As outlined in the Accreditation Canada Governance Standards, there is also an annual requirement to attest to the following¹. I understand and attest that in exercising my powers and in performing my duties, I shall:

- Act honestly and in good faith with a view to the best interests of the Cancer Agency;
- Exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances and comply with the Acts and the regulations and any other applicable legislation; and
- Notify the Board chairperson of any reasons or changes in circumstances that would cause a disqualification or a failure to meet or cease to meet any qualification for being a member set out in the Acts or regulations.

I acknowledge and understand my role and responsibilities, my fiduciary duty and duty of care to the Cancer Agency, including the expectations of the position and legal duties as outlined in *The Provincial Health Authority Act*, *The Cancer Agency Act*, the Bylaws, the Board and Committee Charters.

I understand and agree to attend meetings regularly and will be adequately prepared to participate meaningfully in discussions.

I understand and will comply with the Cancer Agency's ethics framework and as a member, will use the approved Ethics Checklist for my role in Board decision making.

I understand and agree to comply with communication requirements and expectations established by the Board regarding my interaction with other members, the media, Cancer Agency Leadership, patients, residents, clients, families and the community.

I am committed and will participate in self-evaluation and Board evaluation. I am also committed and will participate in Board orientation and ongoing education as required.

Dated this _____ day of _____, _____.

Member Name (please print)

Member Signature

¹Accreditation Canada, Governance Standards, 2.2.5
Reference: SHA Annual Attestation Form