

# **Human Resource Policies**



# TABLE OF CONTENTS

## SECTION 1: HUMAN RESOURCE MANAGEMENT AND PLANNING

<b>Policy #</b>	<b>Name</b>	<b>Page #</b>
1-10	Human Resource Management Policy	1
1-20	Human Resource Services Policy	4
1-30	Collective Agreement Bargaining Policy	6

## SECTION 2: POSITION CLASSIFICATION AND EVALUATION

<b>Policy #</b>	<b>Name</b>	<b>Page #</b>
2-10	Job Descriptions Policy	7

## SECTION 3: EQUAL OPPORTUNITY EMPLOYMENT

<b>Policy #</b>	<b>Name</b>	<b>Page #</b>
3-10	Equal Opportunity Employment Policy	9

## SECTION 4: STAFFING

<b>Policy #</b>	<b>Name</b>	<b>Page #</b>
4-10	Recruitment and Hiring Policy	10

## SECTION 5: EMPLOYMENT

<b>Policy #</b>	<b>Name</b>	<b>Page #</b>
5-10	Staff Orientation Policy	13
5-20	New Employee Safety Orientation Policy	14
5-30	Probationary Period Policy	15
5-40	Occupational Health and Safety Policy	16

**SECTION 6:  
EMPLOYEE COMPENSATION AND REVIEW**

<b>Policy #</b>	<b>Name</b>	<b>Page #</b>
6-10	Employee Compensation and Review Policy	18
6-20	Travel, Meal and Miscellaneous Allowances Policy	22
6-30	Hours of Work Policy	24
6-40	Vacation Leave Policy	26
6-50	Sick Leave Policy	28
6-60	Leave of Absence Policy	29
6-70	Employee Benefits Policy	31

**SECTION 7:  
EMPLOYEE TRAINING AND DEVELOPMENT POLICY**

<b>Policy #</b>	<b>Name</b>	<b>Page #</b>
7-10	Training and Development Policy	33

**SECTION 8:  
EMPLOYEE CONDUCT**

<b>Policy #</b>	<b>Name</b>	<b>Page #</b>
8-10	Code of Ethics Policy	34
8-20	Employee Conduct Policy	38
8-30	Sexual Harassment Policy	39
8-40	Workplace Harassment/Discrimination Policy	42

**SECTION 9:  
EMPLOYEE GRIEVANCES**

<b>Policy #</b>	<b>Name</b>	<b>Page #</b>
9-10	Employee Grievances Policy	44

**SECTION 10:  
PERFORMANCE MANAGEMENT**

<b>Policy #</b>	<b>Name</b>	<b>Page #</b>
10-10	Performance Management Policy	45

**SECTION 11:  
HUMAN RESOURCE RECORDS**

<b>Policy #</b>	<b>Name</b>	<b>Page #</b>
11-10	Human Resource Records Policy	47

**SECTION 12:  
AWARDS OF RECOGNITION**

<b>Policy #</b>	<b>Name</b>	<b>Page #</b>
12-10	Awards of Recognition	49

**SECTION 13:  
EXIT QUESTIONNAIRE AND INTERVIEW**

<b>Policy #</b>	<b>Name</b>	<b>Page #</b>
13-10	Exit Questionnaire and Interview Policy	50



# Human Resource Policy

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## 1-10 Human Resource Management Policy

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Category: Human Resource Management & Planning  
Policy Number: 1-10  
Effective Date: 20 October 2008  
Approval by Council: 20 October 2008  
Supersedes:  
Amended:

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It is the policy of the municipality to recognize the importance and value of the development, maintenance, and application of a comprehensive program of human resource management.

### 1.0 Specific Objectives

The municipality seeks to:

- a) **promote understanding of** the terms, conditions, requirements and policies governing employees of the municipality
- b) **clarify the authority for, and purpose of,** all policies currently in use, or those new policies required, for the effective and efficient operation and administration of the municipality
- c) **ensure that** consistent, fair, and equal treatment of all employees in the municipality will be attained through the application of approved policies
- d) **ensure that** human resource policies will be updated on an ongoing basis in order to reflect changes in society, provincial legislation, and economic circumstances
- e) **define** responsibilities and working relationships throughout the municipality
- f) **encourage** ongoing professional development of all employees.

The human resource policies adopted by the municipality are designed to serve as a guide for all municipal personnel with respect to the human resource management function. A copy of each policy will be maintained in a policy manual, which will be easily accessible by all employees of the municipality. Copies of the policy manual will be available to each member of Council, to union representatives, and to all municipal personnel. As well, an up-to-date master copy will be maintained by the Director of Human Resources at the Municipal Hall.

### 2.0 Definitions

# Human Resource Policy

- a) **The Municipality:** The use of this term with respect to employees, means all employees of the municipality, from all departments and commissions.
- b) **Conflicting Laws, Policies, etc.:** Bargaining unit employees are covered within the terms of their collective agreement. These policies and practices shall be applied to non-unionized employees, where they are not in conflict with or superseded by any Provincial or Federal Legislation or the Municipality's Bylaw.

## 3.0 Responsibilities

### 3.1 The Council will:

- a) ensure that the municipality has in place a comprehensive human resource management system

### 3.2 The Chief Administrative Officer (or designate) will:

- a) administer the human resource policies of the municipality
- b) develop and maintain a comprehensive human resource policy manual which will serve as the official guide in handling human resource management matters
- c) identify necessary revisions to the human resource policies and, in consultation with other managerial and supervisory staff, recommend revisions to Council for consideration
- d) ensure the implementation and application of the municipality's human resource policies and establish a mechanism which will facilitate employee awareness and understanding of the approved human resource policies of the municipality
- e) ensure that any proposed amendments to this policy are reviewed by the municipality's solicitor

### 3.3 Department heads, managers, supervisory personnel and all other municipal employees will:

- a) acquire a good working knowledge of the policies contained in this manual
- b) apply these policies in an equitable and fair manner at all times, utilizing sound judgment
- c) advise the immediate supervisor of revisions, deletions, or additions to the municipality's human resource policies which are considered appropriate
- d) encourage awareness of the municipality's human resource policies

# Human Resource Policy

- e) encourage a positive attitude towards employment with the municipality
- f) promote excellence in the municipality's service delivery

All proposed changes to the municipality's human resource management policies will, after due consideration, be referred to Council for review, amendment, and adoption.

## **4.0 General Provisions**

Human resource management policies, which are approved and adopted by the Council of the municipality, will, unless otherwise noted, apply to all employees of the municipality and their related agencies. Any policies which do not refer to all employees of the municipality, will be so noted. Please refer to Policy #1-30, Collective Agreement Bargaining Policy for clarification on employees within the bargaining unit.

## **5.0 Organization for Human Resource Management**

Overall administration of the human resource management function, as outlined in the policies adopted by the municipality will, unless otherwise determined by Council, be the responsibility of the Chief Administrative Officer. For the purposes of this policy, the position responsible will be hereinafter referred to as the "*Chief Administrative Officer*." Nothing in this policy will restrict the Chief Administrative Officer from delegating responsibility for the human resource management function to one or more staff members of the municipality.

# Human Resource Policy

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## 1-20 Human Resource Services Policy

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**Category:** Human Resource Management & Planning  
**Policy Number:** 1-20  
**Effective Date:** 20 October 2008  
**Approval by Council:** 20 October 2008  
**Supersedes:**  
**Amended:**

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It is the policy of the municipality to recognize the benefit of human resource planning.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) review a vacant position with a critical eye to determine if the vacancy presents an opportunity to improve business processes, allocate resources in a more effective way, or update the job profile to better reflect the current and foreseeable demands of the job.
- b) provide an accurate record of past, current, and anticipated changes in the municipality's human resource requirements
- c) enable managers to perform accurate budgetary and financial planning, for both current and future years

### 2.0 Definitions

- a) **Approved Position:** permanent and/or full time seasonal position which has been approved by the Chief Administrative Officer and included in the organizational structure of the municipality.
- b) **Person-years:** refers to one unit of 1,820 hours per year, based on a five-day work week, fifty-two weeks a year at eight hours per day (or one unit of 2,080 hours for employees working 40 hours per week).
- c) **Person-years are used\*:**
  - when staff are retained (including permanent, temporary, part-time, casual/students, seasonal, and help supplied by private agencies and employees on contract)
  - for employees on sick leave or vacation leave
  - on a straight-time basis to indicate hours of overtime worked

# Human Resource Policy

- d) **Wage and Salary Expenditure:** refers to all monies and costs allocated by the municipality for the remuneration of employees and the payment of fees for individuals retained by personal service contract. Wage and salary expenditure includes:
- All monies allocated to all employees, including the employer's share of statutory contributions and deductions, pension contract, group insurance and employer benefits
  - Money paid to employees for shift differentials, call-back pay, standby pay, and money paid to augment Worker's Compensation payments
  - Other monies expended on employees, as defined by wage and salary expenditure, but not covered previously

*\* Person-years are not used when employees are on leave without pay, including maternity leave.*

## 3.0 Responsibilities

1.1 The Council will review, amend, and approve:

- a) increases in the number of approved positions within the municipal unit.

# Human Resource Policy

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## 1-30 Collective Agreement Bargaining Policy

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**Category:** Human Resource Management & Planning  
**Policy Number:** 1-30  
**Effective Date:** 20 October 2008  
**Approval by Council:** 20 October 2008  
**Supersedes:**  
**Amended:**

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It is the policy of the municipality to recognize the importance and value of negotiating effective collective agreements with and for all unionized employees. The principles and policies of the municipality are a collective initiative intended to work towards establishing common practices and are not intended to contradict collective agreements or interfere with collective bargaining. It is possible that unionized and non-unionized employees will work under slightly different terms and conditions depending on contract negotiations.

### 1.0 Specific Objectives

The municipality seeks to:

- a) treat both unionized and non-unionized employees equitably and fairly;
- b) freely negotiate terms for all employees that promote the overall goals of the municipality workplace.

### 2.0 Responsibilities

The Chief Administrative Officer will act, or appoint a person to act, as bargaining agent for the municipality in the negotiation of contracts between the municipality and trade unions and employee associations and recommend such contracts to Council.

Council will approve negotiated employee contracts and benefits through contract negotiations.

# Human Resource Policy

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## 2-10 Job Descriptions Policy

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Category:	Position Classification and Evaluation
Policy Number:	2-10
Effective Date:	20 October 2008
Approval by Council:	20 October 2008
Supersedes:	
Amended:	

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It is the policy of the municipality to promote a clear understanding of the duties and responsibilities of all positions in the municipality. Descriptions for each position in the municipality will be developed and maintained through consistent, formal reviews.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) translate the organizational goals and objectives into action by defining and delegating the responsibilities and duties to the appropriate municipal employee
- b) provide a basic source of information to be used for:
  - recruitment
  - training and professional development
  - performance management
  - compensation
- c) define the responsibilities and duties of each position within the municipality as it relates to the organizational goals and objectives.
- d) provide each employee with a clear understanding of the responsibilities and duties of each person.
- e) ensure that employees perform an equitable share of the duties.

### 2.0 Definitions

- a) Position/ Job Description is an outline of the duties and responsibilities.
- b) Statement of Qualifications – This describes the basic requirements for the position (i.e. education, experience, competencies etc.) and is used for

# Human Resource Policy

publicizing vacancies, screening applications, and for evaluating strengths and weaknesses.

- c) Critical Accountabilities are criteria that identify the “bottom line” for the job, and describe the required outcome of successful performance. These are often used in senior positions, are limited to 5 or 6 areas, and are specific to their order of importance.

*Note: The critical accountabilities should always be ordered by order of importance, from most important to least important, in order to allow incumbents to focus on what is most important first.*

## **3.0 Responsibilities**

1.1 The Council will:

- a) review, amend, and adopt changes to the municipality's job descriptions for the Chief Administrative Officer.

# Human Resource Policy

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## 3-10 Equal Opportunity Employment Policy

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Category: Equal Opportunity Employment  
Policy Number: 3-10  
Effective Date: 20 October 2008  
Approval by Council: 20 October 2008  
Supersedes:  
Amended:

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It is the policy of the municipality to ensure a commitment to the principle of equal access to employment, remuneration, promotion, and training based on job-related factors such as performance, knowledge, ability, and experience.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) ensure that the municipality's staffing process and human resource management practices are applied in a fair and consistent manner to all employees and to all applicants seeking employment with the municipality
- b) provide a procedure through which employees and applicants can address incidents of alleged infringement to the *Equal Opportunities Employment Policy*.

### 2.0 Definitions

- a) **Discrimination:** can be direct or indirect; can target one person or a group of people; and includes discrimination on the basis of race, colour, ancestry, religion, creed, ethnic, national or aboriginal origin, gender, age, physical or mental disability, sexual orientation, marital status, family status, source of income, irrational fear of contracting disease, political belief, affiliation or activity, association with those having characteristics listed above, and any other described discrimination as contained in the Human Rights Act of the Province of Nova Scotia.

### 3.0 Responsibilities:

1.1 The Council will:

- a) review, amend, and adopt changes to the *Equal Opportunity Employment Policy*

# Human Resource Policy

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## 4-10 Recruitment and Hiring Policy

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<b>Category:</b>	Staffing
<b>Policy Number:</b>	4-10
<b>Effective Date:</b>	20 October 2008
<b>Approval by Council:</b>	20 October 2008
<b>Supersedes:</b>	Hiring Policy #1221-20
<b>Amended:</b>	

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It is the policy of the municipality to ensure that the most suitably qualified candidates are hired to fill vacant positions within the municipality.

All hiring will be undertaken in accordance with the approved policies of the municipality. Each employee of the municipality participating in the hiring process will seek to maintain the principles of equal opportunity and merit with respect to the selection of candidates for all vacant positions.

### 1.0 Specific Objectives

The objectives of the Recruitment and Hiring Policy are to:

- a) establish clear guidelines and standards for the recruitment, interview, selection, and orientation processes
- b) ensure that all recruitment and selection activity is carried out in accordance with the following principles:
  - merit
  - equity
  - equal opportunity
  - fairness
  - consistency
  - in accordance with the requirements and characteristics of the position being filled
- c) promote a positive public image through the application of the above principles
- d) ensure that an adequate range of candidates are attracted for municipal position vacancies

# Human Resource Policy

## 2.0 Definitions

- a) **Permanent Position:** a position which has been approved by the Chief Administrative Officer and is provided for in the municipality's organizational structure as a permanent position within the budget approved by Council.
- b) **Temporary, Contract or Casual Position:** a position which is not a permanent position, as provided for in the municipality's organizational structure
- c) **Vacant Position:** a position which has been established and approved in the course of the budget process but for which there is currently no incumbent

The following definitions of an "employee" will apply:

- a) **Full-time Employee:** an individual who has been appointed to a permanent position and who has successfully completed the required probationary period (see *Probationary Period Policy #5-30*), and who works the defined person years (see *Planning Policy #1-20*).
  - o **Exempt Employee:** Employees who are exempt from payment for overtime. {i.e. Department Heads (Directors) and Supervisory Staff}
  - o **Non-Exempt Employee:** Employees who are not exempt from payment of overtime. These employees receive overtime premium pay for work over their normal weekly hours of work.
- b) **Probationary Employee:** an individual who has been appointed to a position but who has not completed the required probationary period (see *Probationary Period Policy #5-30*); or has been placed on probation through a disciplinary or corrective action.
- c) **Casual Employee:** an individual who has been hired to perform temporarily the duties of a permanent or probationary employee on vacation or leave, or to fill a position that is not normally in the municipality's organizational structure on an as-needed basis.
- d) **Seasonal Employee:** a full-time or part-time employee who works less than the full year and who is seasonally laid off and recalled.
- e) **Temporary Employee:** an individual who is filling a temporary position or is hired for a definite period of time, either full-time or part-time.
- f) **Part-time Employee:** an individual who consistently works less than the normal full work week and who is normally paid on an hourly or daily basis.
- g) **Contract Employee:** an individual who has been appointed for a defined period of time, subject to the terms and conditions of a specific contract .

# Human Resource Policy

- h) **Student Employee:** an individual who has been hired for a specifically defined term and who, at the conclusion of that defined term, will be returning to study at an academic institution.

## 3.0 Categories

There are two categories of competition:

- a. **Internal Competition:** will normally be used, at the discretion of the municipality, for specific positions for which there are candidates considered to be qualified currently within the employ of the municipality. In some cases, internal applicants will be covered by the promotion and vacancy clauses of collective agreements. Competition for these positions is closed to all but those individuals currently employed by the municipality. If no successful applicant is found through this process, the position vacancy will be posted as an open competition.

If an employee feels that the hiring decision was not conducted fairly, the decision may be appealed in accordance with the *Employee Grievances Policy #9-10*. If the position is covered under the terms of a collective agreement, the appeal is to be launched through the grievance process outlined in the applicable collective agreement.

- b. **Open Competition:** will be used at the discretion of the municipality when it is considered that situations warrant open competition because qualified applicants are not available through the internal process, or when it is not certain whether there are qualified applicants currently working for the municipality. This competition will be open to both internal and external applicants.

**Merit Principle:** is the hiring of the candidate who, for any vacancy, is most suitably qualified to meet the requirements of the position.

**Equal Opportunity:** the promotion of equal access to employment, promotion, and training for all employees, free from discrimination and based solely on job-related factors such as performance, knowledge, and ability (see *Equal Opportunity Employment Policy #3-10*).

# Human Resource Policy

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## 5-10 Staff Orientation Policy

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**Category:** Employment  
**Policy Number:** 5-10  
**Effective Date:** 20 October 2008  
**Approval by Council:** 20 October 2008  
**Supersedes:**  
**Amended:**

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It is the policy of the municipality to ensure that new employees are familiar with the areas of the municipality's operation of which they should have knowledge, and to assist the employee in becoming an integral part of the municipality workforce as quickly as possible.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) Provide an overview of municipal government and its relationship with other levels of government;
- b) familiarize new employees with general departmental operating procedures, goals, rules, and regulations that pertain to that employee in the performance of their job
- c) familiarize new employees with the duties and responsibilities of their new jobs, working relationships to subordinates and senior staff, and acquaint new employees with the physical location and facilities of departments and other members of staff, particularly as they pertain to the performance of the new employees' duties and responsibilities
- d) encourage a high level of morale, teamwork, and motivation between new and existing staff members of the municipality
- e) demonstrate the commitment of the municipality to the well-being of its employees

# Human Resource Policy

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## 5-20 New Employee Safety Orientation Policy

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**Category:** Employment  
**Policy Number:** 5-20  
**Effective Date:** 20 October 2008  
**Approval by Council:** 20 October 2008  
**Supersedes:**  
**Amended:**

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As part of the municipality's continued commitment to Occupational Health & Safety as it relates to all employees and the organization as a whole, all new employees will be given a safety orientation by the immediate supervisor on commencement of employment.

### **1.0 Specific Objectives**

The objectives of this policy are to:

- a) Familiarize new employees with their rights with respect to safety in the workplace
- b) Familiarize new employees with general and departmental operating procedures, goals, rules and regulations that pertain to safety in the performance of their job
- c) Demonstrate the commitment the municipality has to the safety of its employees

# Human Resource Policy

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## 5-30 Probationary Period Policy

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**Category:** Employment  
**Policy Number:** 5-30  
**Effective Date:** 20 October 2008  
**Approval by Council:** 20 October 2008  
**Supersedes:**  
**Amended:**

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It is the policy of the municipality to ensure that a period of probation for employees appointed to municipal positions as a result of competitions, promotions, transfers, or reclassifications, is implemented.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a. ensure that measures are taken to evaluate a new employee's performance in a position prior to permanent employment or the performance of a permanent employee who has been promoted or transferred to a new position, or the performance of a permanent employee who has been placed on probation due to disciplinary action
- b. encourage fair and uniform treatment of all employees with respect to probation
- c. impart a better understanding of the principles and objectives of the probationary period in the municipality

### 2.0 General Provisions

All employees in the various groups be classified as "probationary" employees during the following periods:

- Department Head level and above: Up to one-year probationary period as negotiated.
- Supervisory Level: Six to twelve month probationary period.
- Non-Supervisory Personnel: Three to six month probationary period.

# Human Resource Policy

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## 5-40 Occupational Health and Safety Policy

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Category:	Employment
Policy Number:	5-40
Effective Date:	20 October 2008
Approval by Council:	20 October 2008
Supersedes:	1222-34 Safety Policy (May 15, 2000)
Amended:	

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The adoption of this policy by the municipality is a requirement of the Nova Scotia Occupational Health and Safety Act. It is required to be reviewed on a yearly basis. The policy has been developed cooperatively with management, the Joint Occupational Health and Safety Committee, and employees.

### **Purpose and Goal**

This policy is a commitment by the municipality to co-operate with its employees to provide a workplace where the personal health and safety of each employee is of primary concern and importance. The objective of this commitment is to minimize the number of workplace injuries and illnesses through effective safety programs and procedures. The enduring goal shall be zero accidents in the municipal workplace.

### **1.0 Policy Statements**

This policy shall provide for the following:

- 1.1 The Municipality is committed to providing a healthy and safe work environment for its employees and will take every precaution reasonable in the circumstances to ensure the health and safety of its employees while at work. This will include the provision of appropriate training, equipment and facilities to conduct work safely and the identification of hazards in the workplace.
- 1.2 The Municipality, through all levels of management, will co-operate with the Joint Occupational Health and Safety Committee and employees to create a healthy and safe work environment.
- 1.3 The Municipality and its employees shall ensure that safety is not compromised or placed in competition with issues of operating convenience.

# Human Resource Policy

## 2.0 Definitions

Note: Words that are italicized in this policy are defined in the Nova Scotia Occupational Health and Safety Act and shall carry the same meaning in this policy.

- a) “**Town**” means the municipality , a body corporate.
- b) “**Act**” means Occupational Health and Safety Act of the Province of Nova Scotia.
- c) “**Workplace**” means any place where an employee is or is likely to be engaged in any *occupation* and includes any vehicle or mobile equipment used or likely to be used by an employee in an occupation

## 3.0 Responsibilities

- 3.1 The Council will ensure that the municipality has in place an effective occupational health and safety management system
- 3.2 The Chief Administrative Officer (or designate) shall appoint a Safety Coordinator who shall be responsible for promoting, fostering and enforcing safety in all Municipal workplaces (this may be in conjunction with other responsibilities of a municipal employee).
- 3.3 Department heads, managers, and supervisory personnel will:
  - a) ensure that employees, under their supervision, follow this policy
  - b) ensure that employees use safe work practices and receive training to protect their health and safety
  - c) ensure the safety of equipment and facilities
- 3.4 Employees of the municipality are responsible for safety in the workplace and are required to:
  - a) take every reasonable precaution in the circumstances to protect their own health and safety and that of others at or near the workplace
  - b) cooperate with the municipality, other employees and the Joint Occupational Health and Safety Committee
  - c) Follow all applicable health and safety regulations
  - d) Report any observed workplace hazards

# Human Resource Policy

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## 6-10 Employee Compensation and Review Policy

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<b>Category:</b>	Employee Compensation and Review
<b>Policy Number:</b>	6-10
<b>Effective Date:</b>	20 October 2008
<b>Approval by Council:</b>	20 October 2008
<b>Supersedes:</b>	Employee Compensation Policy (2000)
<b>Amended:</b>	

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It is the policy of the municipality to ensure that employees are provided with information on salaries, wages and benefits offered by the municipality and that they are adequately remunerated for the work they undertake for the municipality .

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) impart a better understanding of the principles of salary administration
- b) maintain and monitor, through periodic reviews and surveys, salary levels and benefits to ensure consistency with those of the local area and those of other municipal units in the province or region
- c) provide a means to regularly review each individual's progress in a position, recognizing achievements and suggesting areas for possible improvement
- d) determine a uniform structure of relationships which will adequately compensate each employee for work performed and provide opportunities for advancement and promotion
- e) encourage consistency and equity with respect to salaries and benefits and further to ensure that job/position hierarchy is properly developed and reflective of the organizational structure
- f) develop and implement a system of total compensation so that all staff members will be remunerated fairly with reference to their specific duties, responsibilities and job requirements, as well as their level of total compensation relative to other employees of the municipality
- g) provide incentives, through the proper administration of salaries and other means of compensation, for each individual to put forth his/her best effort on the job.

### 2.0 Definitions

# Human Resource Policy

- a) **Consumer Price Index:** A measure of the rate of price change for goods and services bought by Canadian consumers. It is the most widely used indicator of price changes in Canada
- b) **Promotion:** The movement of an employee to a position in a class or level with a higher maximum salary or wage and an increased level of duties/responsibilities.
- c) **Demotion:** The movement of an employee to a position in a class or level with a lower maximum salary or wage and a decreased level of duties/responsibilities.
- d) **Transfer:** The movement of an employee from one position to another position of equal value within the pay-range system.
- e) **Re-evaluation:** The examination of a position's duties and responsibilities to determine whether a position should be reclassified to another level and salary range.
- f) **Reclassification:** A reclassification is based upon a change in the duties and responsibilities assigned to a position either on an identifiable date or gradually over a period of time. The change in duties may result in the position being moved to a pay range with either a higher or lower maximum salary or wage. The position may remain in the same pay range or level if the change in duties or responsibilities is not significant enough to warrant movement.
- g) **Pay Range:** A range of pay for a level of duties with a minimum and a maximum and one or more rates of pay in between. The level of pay will be established in accordance with performance and, in some cases, seniority.
- h) **Step:** A salary rate within a pay range established for a position. Wages will be specified in the collective agreement for union employees.
- i) **Increment:** The difference between one salary rate and the next higher salary rate within a pay range established for a position.
- j) **Base Rate:** The rate or range established for a position, not including any premiums for non-standard hours, shifts or service pay.
- k) **Area of Comparability:** Reflects the necessity of hiring and retaining staff in particular professions and skill groups. For most jobs in the municipality, the areas of comparability will be other municipal units of similar size and complexity in the province or region. For senior employees, or for employees whose job is relatively rare, the area of comparability might cover a larger area or include other organizations in the MUSH (Municipalities, Universities, Schools, and Hospitals) sector.
- l) **Total Compensation:** For purposes of this policy, the municipality recognizes that total compensation is comprised of:

# Human Resource Policy

- **direct remuneration:** primarily salaries and overtime compensation
  - **indirect remuneration:** vacation benefits, group insurance, pension contributions, and sick leave (if not included in primary salary)
- m) **Levels of Compensation:** The objective will be to provide equivalent levels of compensation to employees based upon levels of duties and responsibilities performed. The municipality will not attempt to follow precisely the details and changes in detail of compensation packages of other municipal employers in the region. The municipality will maintain total direct and indirect remuneration, or total compensation, at levels relative to the designated comparable employers.
- n) **Relativities:**
- **external relativities:** the relation of the levels of total compensation paid by one municipal unit relative to comparable employers, i.e. other municipal units and/or organizations will be reviewed independently every four (4) years
  - **internal relativities:** the relation of all employees within the organization. For the purposes of this policy, the objective will be to provide an internal system of total compensation that remunerates employees fairly with reference to their job duties and responsibilities. This will be reviewed every two (2) years.

## 2.0 Responsibilities

### 2.1 The Council will:

- a) review, amend, and adopt changes to the *Employee Compensation Policy*
- b) authorize any changes in the overall compensation and benefits provided to the Chief Administrative Officer
- c) approve or amend employee compensation plans as provided by the Chief Administrative Officer

## 3.0 Salary Administration for Employees not Covered by Collective Agreements

- a) Each employee will automatically receive an increase representative of the current CPI rate subject to budgetary consideration and approval by the Chief Administrative Officer.

Once salary scales have been established, they will be increased annually by the increase in the cost of living (increase of the Consumer Price Index) in order to recognize the decrease in the purchasing power of money and in order to maintain the standard of salary scales established by policy. The CPI factor used for this calculation will be the average

# Human Resource Policy

CPI for Nova Scotia as reported by Statistics Canada for the twelve month period – March of the prior year to February of the current year. This factor will be used as a guide. Council will attempt to match non-union increases to union agreements. CPI increases will be effective as of the first of each fiscal year – April 1<sup>st</sup>.

# Human Resource Policy

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## 6-20 Travel, Meal and Miscellaneous Allowances Policy

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Category:	Employee Compensation and Review
Policy Number:	6-20
Effective Date:	20 October 2008
Approval by Council:	20 October 2008
Supersedes:	Travel Expense Policy #1221-17
Amended:	

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It is the policy of the municipality to reimburse elected officials and municipal employees for travel, meal and other approved expenses associated with travel when on approved municipal business.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) outline which expenses employees and Councillors are eligible for reimbursement
- b) outline the process for reimbursement for expenses incurred through travel and on other municipal business
- c) travel expenses will be compensated at the rates approved by the Federal Government per their policy for allowances paid for expenses in Nova Scotia

### 2.0 Definitions:

- a) **Municipal Business:** Any legitimate conduct of business for the purposes of the governance and administration of the municipality which includes, but is not limited to:
  - a function, meeting, seminar, or conference associated with any Provincial or Federal Government department or agency,
  - a function sponsored by a training or educational institution,
  - a function sponsored by the Union of Nova Scotia Municipalities, Towns' Caucus, Federation of Canadian Municipalities, Association of Municipal Administrators, Canadian Association of Municipal Administrators, Recreation Association of Nova Scotia, Tourism Industry Association, a regional development authority or professional association,
  - meetings with representatives of other municipal units,

# Human Resource Policy

- trips to and from locations outside the municipality for securing supplies or services for work-related purposes, or consulting with other groups or individuals
  - travel by recreation and tourism staff relating to municipality sponsored recreation and tourism programming.
- (b) Travel Expense: Includes but is not limited to accommodations, air fare, rail or ferry transport, mileage (kilometers driven), meals, gratuities, taxi, parking, bridge tolls, and work-related phone calls and faxes. Items excluded are vehicle fuels and vehicle operating costs including repairs to personal vehicles.

# Human Resource Policy

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## 6-30 Hours of Work Policy

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**Category:** Employee Compensation and Review  
**Policy Number:** 6-30  
**Effective Date:** 20 October 2008  
**Approval by Council:** 20 October 2008  
**Supersedes:**  
**Amended:**

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It is the policy of the municipality to clearly outline for its employees the expected and regular hours of work which includes issues such as overtime, meeting attendance, office closure, and inclement weather.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) establish the Municipal Offices hours of operation
- b) clearly define the hours of work regularly expected of all employees
- c) familiarize employees of the different classifications of overtime and payment of such

### 2.0 Definitions

The following definitions of “overtime” will apply

- a) **Exempt Employees:** employees who are not eligible to accumulate overtime hours.
- b) **Voluntary overtime:** that overtime worked, in excess of normal weekly hours of work, at the employee’s discretion.
- c) **Involuntary overtime:** those hours worked, in excess of the normal weekly hours of work, at the direction of the Department Head.
- d) **Overtime for Meetings:** those non-exempt employees who are required to attend meetings beyond their normal work hours (as part of the responsibilities of their positions) will be compensated for the actual hours worked, at 1 and ½ times their hourly rate or a minimum of 3 hours, whichever is greater.
- e) **Week:** the period between midnight on Saturday and midnight on the following Saturday.

# Human Resource Policy

## **3.0 Business Hours**

- a) The core business hours for the municipality are between 8:30 a.m. and 4:30 p.m. from Monday to Friday, excepting statutory holidays or other closures as deemed by The Chief Administrative Officer. This means that the public can expect offices to be open for business during these times and services will be provided during these hours. Different parts of the operations may have longer hours in order to provide a necessary level of service to the public.

Accordingly, the standard work week for non-union employees is 35 hours per week and 40 hours per week for unionized employees (per the Collective Agreement).

- b) Provisions within the Collective Agreement for shift work supersedes the above-noted hours of work for unionized employees. Earned Days Off SOP provides for variation on the daily hours worked, with eligible employees working a compressed work week.

# Human Resource Policy

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## 6-40 Vacation Leave Policy

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<b>Category:</b>	Employee Compensation and Review
<b>Policy Number:</b>	6-40
<b>Effective Date:</b>	20 October 2008
<b>Approval by Council:</b>	20 October 2008
<b>Supersedes:</b>	Vacation and Vacation Pay Policy #1221-18
<b>Amended:</b>	

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It is the policy of the municipality to establish a policy for providing annual vacation benefits for municipal employees which shall include vacation time off or vacation payment compensation.

This policy will not apply to any employee with a current employment contract within the municipality or any employee covered under a collective agreement unless the contract or agreement contains a direct reference to this policy.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) determine the vacation entitlements of employees based on years of service with the municipality
- b) define how and when vacation entitlements are calculated and awarded
- c) outline public holidays which the municipality will generally be closed to the public

### 2.0 Definitions

Refer to Policy #4-10 Recruitment and Hiring Policy for Employee Classification definitions.

### 3.0 General Provisions

#### 1.1 Vacation Entitlements

- a) The municipality's vacation year begins April 1<sup>st</sup> and ends March 31<sup>st</sup> of the following year. Term and contract employees shall have vacation entitlements outlined in their employment letter from existing policy entitlements. Full-time employees are granted vacation with pay in accordance with years of completed service as follows:
  - Ten (10) days at commencement of employment (less than one year

# Human Resource Policy

of service to March 31 will be prorated based on this entitlement);

- Fifteen (15) days commencing with the month in which the employee's third (3) year anniversary of continuous employment occurs;
  - Twenty (20) days commencing with the month in which the employee's tenth (10) year anniversary of continuous employment occurs.
  - Twenty-five (25) days commencing with the month in which the employee's nineteenth (19) year anniversary of continuous employment occurs.
- b) Permanent part-time and permanent seasonal employees shall be granted vacation with pay on a pro-rata basis.
- c) Casual, seasonal, part-time and temporary employees shall be paid vacation pay on a pro-rata basis but shall not take vacation time off. Payment will be in that amount of 4% of gross pay earned in any given pay period and added to each pay cheque or direct deposit. Employees who fall under these classifications may, subject to Department Head approval and operational requirements, take unpaid leave during their employment.

## 1.2 Public Holidays

- a) Holidays shall be granted to full-time employees for each of the following:
- |   |                    |
|---|--------------------|
| ▪ New Year's Day                              | ▪ Canada Day       |
| ▪ Good Friday                                 | ▪ Labour Day       |
| ▪ Floating Holiday (in lieu of Easter Monday) | ▪ Thanksgiving Day |
| ▪ Victoria Day                                | ▪ Remembrance Day  |
|   | ▪ Christmas Day    |
|   | ▪ Boxing Day       |

... and any other day legally proclaimed as a holiday by the Federal, Provincial or Municipal (Town) Government. The holiday shall be observed on the day in which it falls unless the Holiday falls on a weekend, in which case an alternate day will be designated.

- b) Only employees who are actively working are entitled to be paid for holidays. Employees on Workers Compensation and unpaid leaves of absence shall not be paid for holidays. If an employee is sick on a holiday, the employee shall be paid for the holiday but no sick pay shall be deducted.

# Human Resource Policy

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## 6-50 Sick Leave Policy

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<b>Category:</b>	Employee Compensation and Review
<b>Policy Number:</b>	6-50
<b>Effective Date:</b>	20 October 2008
<b>Approval by Council:</b>	20 October 2008
<b>Supersedes:</b>	Sick Leave Policy #1221-16
<b>Amended:</b>	

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It is the policy of the municipality to establish a policy for awarding and use of sick leave benefits.

This policy will not apply to any employee with a current employment contract with the municipality or any employee covered under a collective agreement unless the contract or agreement contains a direct reference to this policy.

### **1.0 Specific Objectives**

The objectives of this policy are to:

- a) determine the sick leave benefits of employees
- b) define how and when sick leave benefits are accumulated and used.

**2.0** Employees who are eligible for group insurance benefits accumulate sick leave credits of one and one-half (1.5) days per month up to a maximum of 90 days for those employees hired after March 16, 1998, and 180 days for those employees hired prior to that date. Sick leave is available to employees who are medically unable to work due to sickness or injury. Sick leave is not available for any absence compensable under Workers Compensation.

**3.0** All permanent seasonal or part time employees will be granted a prorated portion of one and one-half (1.5) days sick leave per month based on the percentage of working days completed in that month.

**4.0** No payment will be made to any employee in settlement of or in payment of any sick leave accumulation or portion thereof.

# Human Resource Policy

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## 6-60 Leave of Absence Policy

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<b>Category:</b>	Employee Compensation and Review
<b>Policy Number:</b>	6-60
<b>Effective Date:</b>	20 October 2008
<b>Approval by Council:</b>	20 October 2008
<b>Supersedes:</b>	Compassionate or Bereavement Leave Policy #1221-13
<b>Amended:</b>	

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The municipality recognizes that an employee may, at certain times, require a leave of absence from work and will attempt to cooperate with employees, where possible, in granting such requests for leaves. An employee's job performance, the impact on municipal operations, and the employee's length of service are factors that will be considered when a request for leave is made.

This Policy applies to all permanent municipal employees. For bargaining unit employees, Leave of Absence provisions of the Collective Agreement will apply if they are more liberal than those outlined herein. Temporary and casual employees are not eligible for leaves of absence.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) familiarize employees with the various types of leaves of absence that are available for municipal employees

### 2.0 Absenteeism

Absenteeism shall not be confused with leaves of absence. All absences from regular working hours shall be termed excused or non-excused. All approved leaves of absence shall be classed as excused absences. Cases of unexcused absences from work, such as continual reporting late to work, leaving early from work or any unapproved absence during working hours, are matters of performance appraisal and discipline.

### 3.0 Types of Leave

#### 3.1 Bereavement Leave

- a) For a death in the employee's immediate family (spouse, common law partner, same-sex partner, parent, legal guardian, child, and sibling

# Human Resource Policy

including step relations) the employee shall be granted five (5) consecutive working days leave with pay. Where the burial is outside the province, additional time shall be granted for travel up to a maximum of three (3) days.

- b) For the death of an employee's father-in-law, mother-in-law, son-in-law, daughter-in-law, grandson or granddaughter, the employee shall be granted five (5) consecutive working days leave with pay.
- c) For the death of an employee's relative not in his immediate family (grandfather, grandmother, brother-in-law, sister-in-law, aunt and uncle), the employee shall receive two (2) days leave with pay.
- d) Four hours leave (without loss of pay) will be granted to employees to attend funerals of other relatives.
- e) At the discretion of the Chief Administrative Officer, the Municipal Office may be closed for employees to attend the funeral of a former or fellow employee, or current councillor.
- f) Employees shall be granted one-half (½) day leave of absence without loss of wages to attend a funeral as a pallbearer.
- g) Employees may, at the discretion of the Director of Human Resources & Administration, use sick leave benefits beyond the above noted bereavement leave, should the individual circumstance warrant and sick leave credits are available.

# Human Resource Policy

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## 6-70 Employee Benefits Policy

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<b>Category:</b>	<b>Employee Compensation and Review</b>
<b>Policy Number:</b>	<b>6-70</b>
<b>Effective Date:</b>	<b>20 October 2008</b>
<b>Approval by Council:</b>	<b>20 October 2008</b>
<b>Supersedes:</b>	<b>Group Insurance Policy 1221-14</b> <b>Pension Plan Policy 1221-15</b>
<b>Amended:</b>	

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It is the purpose of this policy to provide group insurance and other benefits to the municipal employees.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) provide and familiarize employees with the various group insurance, financial and other health and medical benefits that are available to through employment with the municipality .

### 2.0 Definitions

- a) **Employee Assistance Program (EAP):** confidential short-term counseling and advisory services, provided through an external provider, for municipal employees, Council members and their immediate families.
- b) **Group Insurance:** includes health, dental, long term disability, accidental death and dismemberment, and life insurance.

### 3.0 General Provisions

- a) Permanent full-time and permanent part-time employees shall participate in the group insurance benefit program. This policy shall be in effect regardless of the group insurance carrier's enrolment requirements with regards to the percentage of number of participants.

Under the eligibility clause of the Group Insurance plan "an Employee is deemed to be on the full-time staff of the municipality if customary employment with the employer is for at least 15 or more hours per week"

Seasonal Works Department Employees hired prior to October 1, 2002 shall also participate in the full benefit program but will not be covered for long term disability during the period they are on lay off.

# Human Resource Policy

Seasonal Works Department Employees hired after October 1, 2002 will only be eligible to participate in the Health and Dental Portions of the Group Insurance benefit program.

- b) The employee shall pay 40% of the costs of monthly premiums and the municipality will pay the remaining 60%. In cases where it is advantageous (for income tax purposes) for the employee to pay 100% of the premiums for a particular benefit, the municipality will pay an increased percentage of other benefit premiums in the plan to a maximum of 60% of the total plan premiums. Seasonal Works Department employees will contribute their share of annual costs over the number of pay periods they are expected to work in that year. The number of pay periods will be determined and advised by the Director of Public Works.

## **4.0 Pension Plan**

- a) The municipality shall contribute 6% of base earnings and the employee shall contribute 6% of base earnings to the pension plan. Deductions from employees are to be made from each pay cheque or direct deposit with remittances to be made by the municipality to the Pension Company on a monthly basis. Pension contributions for Unionized employees are specified within the Collective Agreement.

# Human Resource Policy

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## 7-10 Training and Development Policy

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<b>Category:</b>	Employee Training and Development
<b>Policy Number:</b>	7-10
<b>Effective Date:</b>	20 October 2008
<b>Approval by Council:</b>	20 October 2008
<b>Supersedes:</b>	Training Policy #1221-38
<b>Amended:</b>	

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It is the policy of the municipality to promote a climate within the organization, which recognizes the importance of staff training and professional development for employees.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) ensure the continued growth in skills and abilities of municipal employees so as to ensure that the employees are capable of initiating and utilizing the most appropriate modern practices and techniques in the conduct of municipal business
- b) provide a consistent and equitable method of meeting the training, development, and professional needs of employees in accordance with municipality's requirements
- c) provide appropriate cross-training of staff to ensure business continuity
- d) to budget an amount of 3.5% of the total payroll annually toward the training of staff and elected officials, which will be included in the annual budget process.

# Human Resource Policy

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## 8-10 Code of Ethics Policy

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**Category:** Employee Conduct  
**Policy Number:** 8-10  
**Effective Date:** 20 October 2008  
**Approval by Council:** 20 October 2008  
**Supersedes:**  
**Amended:**

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It is the policy of the municipality to ensure that municipal employees:

- a) are aware of what constitutes a conflict of interest or breach of trust
- b) are aware of the level of conduct and integrity which is expected of municipal employees

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) provide municipal employees with guidelines for identifying potential conflicts of interest and breaches of trust
- b) help ensure that municipal employees do not place themselves, or permit themselves to be placed, in a position which would constitute a conflict of interest or breach of trust
- c) promote high standards of professional conduct and values among municipal employees

### 2.0 Responsibilities of Municipal Employees and Officials

- a) Municipal employees and public officials are agents of the public whose primary objective is to address the needs of the citizens. As such, they are entrusted with upholding and adhering to the bylaws of the municipality as well as all applicable federal and provincial laws. As public servants, they must observe a high standard of morality in the conduct of their official duties and faithfully fulfill the responsibilities of their offices, regardless of their personal or financial interests.
- b) **Dedicated Service:** All officials and employees of the municipality should faithfully work towards developing programs to address the needs of its citizens. In the course of their duties, officials and employees should strive to perform at a level which is expected of those who work in the public's interest.

# Human Resource Policy

- c) Employees should not exceed their authority, breach the law, or ask others to do so, and should work in full co-operation with other public officials and employees, unless prohibited from doing so by law or by formally recognized rules of confidentiality.
- d) **Soliciting Appointments:** Soliciting members of Council directly or indirectly in order to obtain preferential consideration in connection with any appointment to the municipality service will disqualify the candidate from further consideration for the appointment.
- e) **Use of Public Property:** No employee will request or permit the use of municipality-owned vehicles, equipment, materials, or property for personal convenience or profit, except where such privileges are granted to the general public.
- f) **Obligations to Citizens:** No employee will grant any special consideration, treatment, or advantage to any citizen or group of citizens beyond that which is accorded to all citizens.
- g) **Conflict of Interest:** No employee, whether paid or otherwise, will engage in any business transaction or have a financial or personal interest, direct or indirect, which is incompatible with the proper discharge of their official duties or would impair their independence of judgement or action in the performance of their official duties. Personal interest, rather than financial, includes any interest arising from family or marriage relationships or close business or political associations. Over and above the provisions below, employees shall follow the provisions of Conflict of Interest found within the Municipal Government Act of Nova Scotia. The following are situations which constitute conflicts of interest for municipal employees:
  - **Incompatible Employment:** No employee will engage in or accept private employment or render services for private interests when such employment or services are incompatible with the proper discharge of their official duties or would impair his/her independence of judgement or action in the performance of his/her official duties.
  - **Disclosure of Confidential Information:** No employee will, without proper legal authorization, disclose confidential information concerning the property, government, or affairs of the municipality ; nor will he/she use such information to advance the financial or personal interest of him/herself or others.
  - **Gifts and Favours:** In keeping with established private-public business practices, no employee will show favouritism or bias toward any vendor, contractor, or others doing business with the municipality. Employees are prohibited from accepting gifts or favours from any vendor, contractor or others doing business with the municipality that

# Human Resource Policy

would tend to influence them in the proper discharge of their official duties.

- **Representing Private Interests before a Municipal Agency:** No employee whose salary is paid in whole or in part by the municipality will appear on behalf of private interests before any agency or court of the municipality without the consent of the Chief Administrative Officer. The employee will not represent private interests in any action or proceeding against the interests of the municipality or in any litigation to which the municipality is party. Furthermore, no employee will accept compensation or a retainer, which is conditional upon the actions of a municipal agency.
- **Contracts with Municipalities:** No officer, agent or employee of the municipality will have any interest, direct or indirect, in any legal municipal contract issued by him/her or by any public committee, board, commission or department of which they are a member, agent, or employee.

However, an officer, agent, or employee of the municipality may enter into a legal contract with the municipality or any agency thereof for the sale and purchase of supplies, materials, or equipment or for the construction of public improvements if:

- they are not authorized by law to act on behalf of the municipality or any agent thereof in the awarding of the contract
  - the tender is let in a written, public, and openly competitive manner
  - all bids received and all documents pertaining to the awarding of the contract are made available for public inspection for at least three (3) months following the date of the awarding of the contract
- h) **Disclosure of Interest:** Any municipal employee who has a financial or personal interest in any proposed Council legislation, and who participates in discussion with or gives an official opinion to Council, will disclose on the records of Council the nature and extent of the interest.
- i) **Political Activity:** No employee of the municipality will perform work, either volunteer or paid, on behalf of any political party or candidate during his/her hours of employment with the municipality .

### 3.0 Reporting Breaches of this Code

Employees who have reason to believe that this *Code of Ethics Policy* has been breached in any way are encouraged to bring their concerns to the Chief Administrative Officer or Council. No adverse action will be taken against any employee who, acting in good faith, brings forward such information.

# Human Resource Policy

## **4.0 Corrective Action**

Violation of this *Code of Ethics Policy* by a municipal employee may constitute a cause for corrective action (see *Employment Conduct Policy #8-20*). Any reported violation of this policy will be subject to investigation by the Chief Administrative Officer and/or Council in the case of the Chief Administrative Officer. If an investigation finds an employee guilty of a breach of the *Code of Ethics Policy*, the corrective action pursued against the employee will be commensurate with the nature and severity of the violation.

## **5.0 Revisions**

The municipality's *Code of Ethics Policy* and/or the sections contained therein will be reviewed and amended by Council, as recommended by the Chief Administrative Officer, as required.

## **6.0 General**

When administering this policy, employees must adhere to the Municipal Government Act (MGA) or any other provincial Acts governing the municipality and all relevant legislation pertaining to the subjects covered in this policy. The administration of this policy is further subject to the provisions of applicable collective agreements for unionized municipal employees.

# Human Resource Policy

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## 8-20 Employee Conduct Policy

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**Category:** Employee Conduct  
**Policy Number:** 8-20  
**Effective Date:** 20 October 2008  
**Approval by Council:** 20 October 2008  
**Supersedes:**  
**Amended:**

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It is the policy of the municipality to promote and ensure appropriate conduct among staff and to facilitate the fair and consistent treatment of all employees.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) encourage positive employee/employer relations by providing for the fair and consistent treatment of staff throughout the municipality
- b) encourage the proper conduct of municipal employees
- c) ensure that all employees of the municipality are aware of their obligations and the consequences of disregarding those obligations
- d) ensure that employee misconduct is dealt with in an appropriate manner

### 2.0 Definitions

- a) **Corrective Action:** Corrective actions are measures which are applied to an employee in order to address unsatisfactory conduct. This action may consist of:
  - i) measures taken in instances where the employee should be aware of the performance and conduct expected of him/her, and/or where the employee has the capacity to meet the performance or conduct expected, but fails to provide satisfactory performance or conduct
  - ii) measures taken in instances where the employee is not aware of the performance standard. This lack of awareness may reflect a lack of communication between the supervisor and the employee and **may** be considered as a mitigating circumstance in the conduct of investigations and the implementation of corrective actions.

# Human Resource Policy

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## 8-30 Sexual Harassment Policy

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<b>Category:</b>	Employee Conduct
<b>Policy Number:</b>	8-30
<b>Effective Date:</b>	20 October 2008
<b>Approval by Council:</b>	20 October 2008
<b>Supersedes:</b>	Sexual Harassment Policy (adopted 1994)
<b>Amended:</b>	

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The municipality values its employees and is therefore committed to providing a work environment in which all individuals are treated with dignity and respect. Each individual has the right to work in a professional atmosphere which promotes equal opportunities and prohibits discriminatory practices.

Sexual harassment is a form of discrimination based on sex. It is prohibited in Nova Scotia by Section 5(2) of the Human Rights Act and is illegal. Sexual Harassment is offensive, degrading and threatening. The municipality has adopted this policy to make clear that sexual harassment will not be tolerated. This policy applies to all employees and members of Council.

If an employee is subjected to harassment by individuals conducting business with the municipality, the municipality acknowledges its responsibility to do all in its power to support and assist the person subject to such harassment.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) maintain a working environment that is free from sexual harassment;
- b) alert all employees of the municipality to the fact that sexual harassment in the workplace is an offense under the law;
- c) establish a mechanism for receiving complaints of sexual harassment and to provide a procedure by which the municipality will deal with these complaints.
- d) provide education about sexual harassment and the policy.

# Human Resource Policy

## 2.0 Definitions:

2.1 **Sexual harassment** - is defined in the Nova Scotia Human Rights Act and means:

- a) any sexual conduct or a curse or comment that is known or ought reasonably to be known as unwelcome.
- b) 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
- c) a reprisal or threat of reprisal against an individual for rejecting a solicitation or advance.

While the following list is not comprehensive, sexual harassment may include:

- a) unwelcome remarks, jokes, or innuendoes about a person's body, gender or attire;
- b) displaying of pornographic or other offensive or derogatory pictures or written materials;
- c) unwelcome invitations or requests, whether indirect or explicit, and intimidation;
- d) unnecessary physical contact such as touching, patting, or pinching;
- e) a reprisal or threat of reprisal against an individual for rejecting a sexual solicitation or advance;
- f) leering or other obscene or offensive gestures;
- g) stalking;
- h) sexual assault.

2.2 **Complainant** - the individual who files the harassment complaint.

2.3 **Respondent** - the individual who is named as the alleged harasser in the complaint.

2.4 **Bad Faith** - complaints that are fabricated with the intent of damaging the integrity of an individual or individuals.

# Human Resource Policy

## **3.0 Confidentiality**

All sexual harassment inquiries and complaints will be handled in a confidential manner. Where an investigation is required, the investigation will be handled with as much discretion as is consistent with obtaining the information needed to make a decision on the complaint.

## **4.0 Protection Against Retaliation**

Retaliation against a complainant will not be tolerated. No member of management or staff will intimidate, discharge, suspend, or impose any other penalty on, or otherwise discriminate against an individual who has made a complaint or given evidence or assisted in any way in the investigation and resolution of a complaint of sexual harassment.

## **5.0 Bad Faith**

The municipality is committed to taking any sexual harassment complaint seriously. Employees who make complaints that are fabricated with the intent of damaging the integrity of an individual or individuals will be subject to disciplinary action up to and including dismissal.

## **6.0 Discipline**

- 6.1 Disciplinary action for substantiated complaints will range from a verbal or written reprimand to a suspension or dismissal. A verbal or written warning may include a recommendation for counseling.
- 6.2 A member of management who is in receipt of a harassment complaint or is aware of sexual harassment and fails to take appropriate action will be subject to disciplinary action.

# Human Resource Policy

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## 8-40 Workplace Harassment/Discrimination Policy

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<b>Category:</b>	Employee Conduct
<b>Policy Number:</b>	8-40
<b>Effective Date:</b>	20 October 2008
<b>Approval by Council:</b>	20 October 2008
<b>Supersedes:</b>	No Discrimination Policy #1221-52
<b>Amended:</b>	

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The municipality values its employees and is therefore committed to providing a work environment in which all individuals are treated with dignity and respect. Each individual has the right to work in a professional atmosphere which promotes equal opportunities and prohibits discriminatory practices. It is the employer's responsibility to keep the workplace free from harassment and discrimination. Therefore, the municipality does not, and employees of the municipality must not, condone any act of harassment or discrimination.

If an employee is subjected to harassment by individuals conducting business with the municipality, the municipality acknowledges its responsibility to do all in its power to support and assist the person subject to such harassment.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) maintain a working environment that is free from harassment and discrimination;
- b) alert all employees of the municipality to the fact that harassment and discrimination in the workplace is an offense under the law;
- c) establish a mechanism for receiving complaints of harassment and discrimination and to provide a procedure by which the municipality will deal with these complaints.
- d) provide education about harassment and discrimination and the policy.

### 2.0 Definitions:

- 2.1 Workplace Harassment/Discrimination: harassment and discrimination may be based on race, colour, creed, nationality, aboriginal or ethnic origin, ancestry, religion, age, gender, marital status, family status, source of income, sexual orientation, physical or mental disability, irrational fear of contracting diseases, political belief, affiliation or activity or association with those

# Human Resource Policy

having characteristics listed above. Workplace harassment/discrimination can be verbal or physical, deliberate, unsolicited, or unwelcomed and may consist of one incident or several incidents. While the following list is not comprehensive, workplace harassment may include:

- a) unwelcome remarks, jokes, or innuendos in relation to any of the categories mentioned in the above section
- b) displaying of racist or other offensive material
- c) inappropriate requests
- d) intimidation
- e) verbal abuse or threats
- f) practical jokes which cause awkwardness or embarrassment
- g) action intended to clearly undermine the self-respect of an individual
- h) physical assault

# Human Resource Policy

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## 9-10 Employee Grievances Policy

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Category:	Employee Grievances
Policy Number:	9-10
Effective Date:	20 October 2008
Approval by Council:	20 October 2008
Supersedes:	
Amended:	

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It is the policy of the municipality to establish an efficient and fair procedure for the resolution of staff complaints and problems.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) provide a means of fair, expedient and equitable treatment of all employees
- b) minimize potential causes of employee dissatisfaction
- c) provide a mechanism for the acceptable solution of problems regarding the municipality's employees

### 2.0 Definitions

- a) **Grievance:** A complaint which is registered by an employee as a result of an unresolved problem, misunderstanding or disagreement

### 3.0 Revision to Policies

- a) Any agreed upon changes or revisions to the formal policies utilized by the municipality, which arise as a result of the employee grievance process, will be developed by the Chief Administrative Officer, or designate, and forwarded to Council for review, amendment, and approval.

# Human Resource Policy

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## 10-10 Performance Management Policy

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<b>Category:</b>	Performance Management
<b>Policy Number:</b>	10-10
<b>Effective Date:</b>	20 October 2008
<b>Approval by Council:</b>	20 October 2008
<b>Supersedes:</b>	
<b>Amended:</b>	

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It is the policy of the municipality to ensure that formal and informal performance appraisal processes are developed and implemented for all non-union and unionized employees.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) establish a process whereby the work performance of each employee in the municipality can be informally evaluated on an ongoing basis
- b) establish standards for quality and quantity of work
- c) provide an annual formal review of each employee's work performance
- d) encourage employees to continually consider their own work performance and to set personal performance standards and goals
- e) assist in identifying specific requirements for the training and development of individual employees or if applicable, groups or categories of employees
- f) permanently record, on an objective basis, the work performance of each employee
- g) encourage the use of a performance appraisal system as a means of determining whether or not salary adjustments are warranted

### 2.0 Responsibilities

1.1 The Council will:

- a) review, amend, and adopt changes to the *Performance Appraisal Policy*
- b) annually review the performance of the Chief Administrative Officer in accordance with the CAO's employment contract and specific references within the Municipal Government Act

# Human Resource Policy

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## 11-10 Human Resource Records Policy

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**Category:** Human Resource Records  
**Policy Number:** 11-10  
**Effective Date:** 20 October 2008  
**Approval by Council:** 20 October 2008  
**Supersedes:**  
**Amended:**

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It is the policy of the municipality to recognize the importance of written and/or computerized records pertaining to human resources and the need for an effective means of the systematic collection, organization, protection, and retrieval of this information.

### 1.0 Specific Objectives

The objectives of this policy are to:

- a) provide for the systematic collection, retention and retrieval of human resource information, as required
- b) ensure proper handling and confidentiality of this information
- c) ensure that employees are aware of, and provided adequate access to, the appropriate files, records and documents
- d) provide management, with information to make decisions, respecting the human resource policies of the municipality

### 2.0 Definitions

- a) **Record:** Written and/or computerized documentation of any relevant event. A record may be a completed form, letter, memo, note or report.

### 3.0 Expunging of Personnel Records

Files pertaining to disciplinary actions and conduct warnings, for example, will remain part of an employee's permanent record. In the case where an employee leaves the organization, the personnel files should be kept for a period of at least five years, since information may be required for medical and/or pension-related reasons (e.g. leave without pay, breaks in service to the municipality, etc.). All expunged records will be shredded.

### 4.0 General Enquiries

# Human Resource Policy

Responses to general enquiries from other municipal units respecting employee turnover, compensation levels, workforce compensation, the general composition of the municipality 's workforce, and specific human resource programs and policies will be referred to the person responsible for the function related to the enquiry.

## **5.0 Other Requests**

Other requests for information, including those which exceed the parameters outlined above, will be referred to the Chief Administrative Officer.

# Human Resource Policy

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## 12-10 Awards of Recognition Policy

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<b>Category:</b>	Awards of Recognition
<b>Policy Number:</b>	12-10
<b>Effective Date:</b>	20 October 2008
<b>Approval by Council:</b>	20 October 2008
<b>Supersedes:</b>	Service Awards Policy #1221-53
<b>Amended:</b>	

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It is the policy of the municipality to recognize excellence in service delivery and high-quality work performed by the municipality 's employees.

### **1.0 Specific Objectives**

The objective of this policy is to ensure that long service, dedication, and special achievements are recognized.

### **2.0 Retirement and Long-Service Awards**

The municipality will annually recognize those employees who are retiring and those individuals who have been employed in the municipality for an extended period of time.

# Human Resource Policy

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## 13-10 Exit Questionnaire and Interview Policy

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**Category:** Exit Questionnaire and Interview  
**Policy Number:** 13-10  
**Effective Date:** 20 October 2008  
**Approval by Council:** 20 October 2008  
**Supersedes:**  
**Amended:**

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It is the policy of the municipality to ensure that exit interviews and/or exit questionnaires, are completed by employees who are leaving the employment of the municipality .

### 1.0 Specific Objectives

The objective of the exit interview or questionnaire is to:

- a) identify reasons why employment is being terminated with a view to improving the municipality's work environment

### 2.0 Definitions

- a) **Exit questionnaire:** a confidential questionnaire which is completed by an employee who is leaving the employ of the municipality
- b) **Exit interview:** a confidential interview conducted by the Chief Administrative Officer or department head with an employee who is leaving the employ of the municipality