



**THE CORPORATION OF THE UNITED TOWNSHIPS
OF HEAD, CLARA AND MARIA**

BYLAW NUMBER 2022-27

**BEING A BYLAW TO CODIFY HUMAN RESOURCE RECRUITMENT
AND MANAGEMENT POLICIES**

Legal Authority

Scope of Powers

Section 8(1) of the *Municipal Act*, 2001, S.O. 2001, c.25, ("*Municipal Act*") as amended, provides that the powers of a municipality shall be interpreted broadly so as to confer broad authority on municipalities to enable them to govern their affairs as they consider appropriate, and to enhance their ability to respond to municipal issues.

Powers of a Natural Person

Section 9 of the *Municipal Act* provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act.

Powers Exercised by Council

Section 5 (1) of the *Municipal Act* provides that the powers of a municipality shall be exercised by its Council

Powers Exercised by By-law

Section 5(3) of the *Municipal Act* provides that a municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by bylaw unless the municipality is specifically authorized to do otherwise.

Municipal Administration

Section 227 of the *Municipal Act* provides it is the role of the officers and employees of the municipality to implement Council's decisions and establish administrative practices and procedures to carry out Council's decisions.

Adoption of Policies

Section 270 of the *Municipal Act* requires the council of a municipality to adopt and maintain policies with respect to, among other things, its hiring of employees and the relationship between members of Council and the officers and employees of the municipality.

Health Benefits

Section 281 and 282 of the *Municipal Act* provide that the council of a municipality may establish a sick leave and benefit program for the municipality.

Employment Standards & Workplace Safety

Municipalities must comply with the *Employment Standards Act* R.S.O 1990 (the "*Employment Standards Act*"), as amended and the *Occupational Health and Safety Act* R.S.O. 1990 (the "*OHSA*") as amended.

Related Municipal Policy

Council and Staff Communication Policy/Guidelines

Workplace Anti-Violence, Harassment & Sexual Harassment Policy

Preamble

Council for the Corporation of the United Townships of Head, Clara and Maria has adopted the following vision and mission statement for the Township.

VISION: Providing a healthy, connected, and sustainable community teeming with possibilities for our citizens now and into the future.

MISSION: At your service; working effectively to bring together people, partnerships and potential for a strong, connected community.

Council has adopted an organizational structure in which all officers and employees of the United Townships of Head, Clara and Maria report to the

Municipal Administrator and it is the responsibility of this position to ensure that all officers and employees of the Township perform their work in a manner that exhibits the fundamental values or principles established by Council and facilitates the achievement of Council's Vision and Mission.

Council is committed to building a workplace in which employees can feel safe, engaged and productive.

Council will do this by adopting policies that relate to all aspects of the Employee Life Cycle.

Council further acknowledges that this Bylaw and the attached schedules have been prepared by Expertise for Municipalities Non-profit Association ("E4m") and legally reviewed by Wishart Municipal Law Group/Wishart Law Firm LLP (WMG) for compliance with all applicable legislation and E4m or WMG are not responsible for the results of any edit to this policy other than as expressly authorized or directed by E4m and WMG.

Council acknowledges and agrees that all rights are reserved by E4m, and no part of this Bylaw may be reproduced or copied in any form or by any means (graphic, electronic or mechanical, including photocopying, recording, taping or information and retrieval systems) without the written permission of E4m.

Council acknowledges that E4m has given license to the Township to print, copy, save, or post on its official website for its own use only and the Township may not repurpose or resell this Bylaw in any way.

Decision

Council of the Corporation of the United Townships of Head, Clara and Maria decides it in the best interest of the Corporation to establish certain policies related to the recruitment and management of Officers and Employees of the Township.

Direction

NOW THEREFORE the Council of the Corporation of the United Townships of Head, Clara and Maria directs as follows:

1. That the Municipal Administrator adopt administrative practices and procedures that are compliant with the *ESA*, the *OHSA*, case law and any other applicable Act or Regulation or such successor Acts or Regulations to carry out the direction of Council as expressed in this Bylaw (hereinafter referred to as guidelines).
2. That these guidelines be submitted to Council for information within ninety (90) days from the passing of this Bylaw.
3. That the Municipal Administrator cannot unilaterally amend, change, or fail to follow the established guidelines without notification to Council prior to any amendment, change or decision not to follow an established guideline.
4. That the guidelines be reviewed on a bi-annual basis and a report be delivered to Council by June 30, of any given year in which a report is required, regarding adequacy of each of the Schedules attached to this Bylaw and if there are any recommended changes.
5. That Municipal Administrator be responsible to keep up to date on changes in law affecting the guidelines and that changes in law which require amendments to the guidelines and/or this Bylaw be delivered to Council in a report within thirty (30) days of the Municipal Administrator becoming aware of the changes.
6. That the direction outlined in the schedules attached to this Bylaw applies to all fulltime and part-time officers and employees of the Township ("Officers and Employees"; "Officers or Employees"). It does not apply to the Municipal Administrator, volunteers or short-term contract positions.
7. That the following schedules attached hereto form part of this bylaw:
 - a. Schedule "A" - Attraction
 - b. Schedule "B" - Recruitment

- c. Schedule "C" - Onboarding
 - d. Schedule "D" - Development
 - e. Schedule "E" - Retention
 - f. Schedule "F" - Separation
 - g. Schedule "G" - Officer & Employee Code of Expected Behavior
8. That any changes to the Schedules may be adopted by resolution.
9. That this Bylaw supersedes any Bylaw previously passed that is contrary to this Bylaw.
10. That this Bylaw repeals the following Bylaws/Policy:
- Merit or Bonus Pay Policy – January 2013
 - Professional and Courteous Conduct Policy
 - HR-02 - Alternate Work Schedule Policy
 - HR-04 - Employee Code of Conduct Policy
 - HR-06 - Holiday, Sick, Personal and Vacation Leave Policy
 - HR-08 - Employee Training and Development Policy
 - HR-09 - Pregnancy and Parental Leave Policy
 - HR-10 - Bereavement -Compassionate Leave Policy
 - HR-11 - General Unpaid Leave of Absences Policy
 - HR-13 - Policy on Privacy of Personal Information
 - HR-14 - Court Leave Policy
 - HR-15 - Termination and Resignation Policy
 - HR-16 - Retirement and Early Retirement Policy
11. This by-law takes effect on the day of its final passing.

Read and adopted by Resolution 22/11/02/001 this 2nd Day of November, 2022.

D. Grills
Mayor

C. Meher
Clerk

Schedule "A" – Attraction

PREAMBLE

Council acknowledges that a successful public service requires individuals with the appropriate skillset and personal/professional attributes to provide services and achieve the vision/mission/goals/priorities of Council. Council also recognizes that to attract and retain these individuals they must ensure that they support a workplace culture where Officers and Employees feel valued and respected; are included and consistently engaged; and can perform at their best and be successful as a public servant.

Council is committed to fostering inclusive employment and employee management practices. Council is also committed to a workplace culture that is focused on continuous and proactive improvement to ensure Officer and Employee success in the workplace as well as within role professional development.

Diversity, Equity, and Inclusion

The Township will aim to foster, cultivate, and preserve a culture of diversity, equity and inclusion.

Council recognizes that human capital is the most valuable asset the Township has. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, and talent that our Officers and Employees invest in their work represents a significant part of not only the workplace culture, but also the effective and efficient delivery of municipal services.

Council will support a workplace that embraces and encourages differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make Officers and Employees unique.

All Officers and Employees have a responsibility to always treat others with dignity and respect and are expected to conduct themselves in a manner that reflects inclusion in the workplace and at work-related functions.

The Municipal Administrator will promote a positive working environment where Officers and Employees collaborate to achieve the Township's goals while cultivating a culture of diversity, equity, and inclusion.

Safe Workplace

Physical Safety

The Municipal Administrator will promote a positive working environment where management and employees collaborate to achieve the Township's goals while promoting the physical health and safety of all employees.

Officers and Employees will:

- Fully comply with the *Occupational Health and Safety Act* and all related legislation.
- Prevent risk of injury and illness arising from the workplace environment.
- Ensure the physical health of all employees is protected.
- Encourage the co-operation of all employees, in complying with the Health & Safety Policy and Procedures.
- Establish and maintain a Health & Safety program in co-operation with the Joint Health & Safety Committee or Health and Safety Representative (Where applicable)

Psychological Safety

Council considers the mental health and psychological safety of its employees to be as important as other aspects of health and safety and is committed to supporting a mentally healthy workplace through appropriate policies, programs, and services which will be developed in accordance with the National Standard of Canada for Psychological health and safety in the workplace.

Council recognizes that workplace factors can contribute to psychological health. While it is understood that a certain amount of stress is inherent in work, the Township aspires to a work environment where continuous improvement in work practices and processes address psychological safety and support mental health.

Further, Council acknowledges that psychologically healthy and safe workplaces:

- Support individuals and departments in creating a respectful, healthy and engaging work and learning environment
- Acknowledge psychological risk factors where they exist
- Provide the tools to positively, effectively and efficiently address any identified issues

The Municipal Administrator will promote a positive working environment where Officers and Employees collaborate to achieve the Township's goals while promoting a psychologically healthy and safe workplace.

Compensation & Benefits

The Municipal Administrator will establish an equitable, comprehensive, and competitive compensation and benefits program to attract, retain and motivate qualified Officers and Employees. Compensation and benefit entitlements and practices and procedures will be compliant with the *Employment Standards Act, 2000* ("ESA"); *Pay Equity Act, 2018*; and other applicable legislation.

Compensation

The Township will attempt to be competitive in its salary schedule/wage grid ("Pay Grid") for each position and/or classification of similar positions ("Classification") in the municipal organization. The Pay Grid will cover a period of not less than five (5) and not more than seven (7) years. Council shall review and consider the Pay Grid every five (5) years.

The Pay Grid will be adopted by Bylaw and shall:

1. Establish base pay rates for each Classification based on the *ESA*, Pay Equity Plan, market comparison and/or survey of municipalities of similar size and structure, internal equity, and the municipal budget;
2. Provide merit-based step increases for all Classifications; and
3. Be presented to Council for consideration prior to the adoption of the municipal budget with a report that addresses:
 - a. The rationale for the rates established for each Classification;
 - b. How the proposed Payroll Grid meets pay equity obligations and follows *ESA* and case law.
 - c. The overall impact to the municipal budget.

New employees will start at a Classification and Pay Grid level that has been agreed upon in their employment contract, or employment offer and in accordance with the Municipal Administrator's guidelines.

Merit-based increases shall be determined by the Municipal Administrator based on Officer and Employee performance. Employee performance will be assessed on an annual basis in accordance with the direction of Council adopted in Schedule D of this Bylaw. Upon receiving a satisfactory performance review, Officers and Employees may be moved to a higher level of pay within their position's Classification by the Municipal Administrator upon receiving a recommendation from the individual's supervisor/manager and if the increase can be supported by the Township's budget.

Cost of Living: Council shall consider wage increases or cost-of-living increases for individuals who have reached the top level for their Classification in the Pay Grid or, for the entirety of the pay rates in the Pay Grid upon request of Municipal Administrator prior to the adopting of the Township's budget.

Acting Pay: The Municipal Administrator may offer an Officer or Employee a temporary Acting assignment during the course of their employment. A regular full-time or part-time employee is in an Acting assignment when they are filling a position whose duties are outside of those tasked in the employee's regular position. For the duration of an approved Acting assignment, the employee shall be paid Acting pay, which shall be in accordance with the guidelines established by the Municipal Administrator.

Benefits

The Township will offer a competitive group insurance plan to its eligible full-time Officers and Employees in the following categories:

- i. Regular, Full-Time Employees (under 70 years):
 - Extended health coverage
 - Dental coverage
 - Long-term disability
 - Life insurance
 - Accidental death and dismemberment insurance
- ii. Regular, Full-Time Employee (70) years or older):
 - Health Care Spending Account
 - Upon reaching age 70, eligible employees enrolled in a Group Extended Health and Dental plans will be transitioned into a Health Care Spending Account.
 - Flat amount of life insurance
- iii. Full-Time, Contract Employees:
 - Health Care Spending Account

Benefits for officers or employees continue until retirement or the age of 70.

Pension: All full-time municipal employees will participate in the pension plan, in accordance with AGF's administration guidelines. All municipal employees will also concurrently contribute to the Canada Pension Plan (CPP).

Employee Wellness/Employee Assistance Program

Council is committed to providing a healthy and psychologically safe work environment for its Officers and Employees at all municipal work sites.

A healthy and psychologically safe workplace leads to improved workplace satisfaction, higher level of employee morale, and generally a more effective/productive workplace. The Township will encourage, support, and offer health related programs that will assist Officers and Employees in improving their own physical, mental, and emotional wellbeing.

The Municipal Administrator will provide Council with an annual or multi-year wellness initiative that at a minimum will include:

- Organizing or permitting time for Officers and Employees to participate or watch wellness education sessions relating to mental, physical, and emotional wellness;
- Improving employee access to healthy snack options in the workplace by providing healthy food options during events, meeting, etc.; and
- Encouraging and organizing friendly fitness and wellness competitions.

At the request of the Municipal Administrator Council may approve paid wellness days or alternative working hours or remote work opportunities or other measures that support a healthy and psychologically safe work environment.

Voluntary Participation

We encourage employees to participate in our wellness program, but their participation is completely voluntary. Any employee who chooses not to participate in the wellness initiatives will not be subject to punishment or adverse action.

Council will implement an Employee Assistance Program negotiating services with a benefit provider.

Vacation

The Township recognizes the importance for officers and employees to take time off from their regular work duties to spend time with family and friends to escape the daily pressures and stresses of work. It has been proven that employers who provide their employees with time away from work with pay, are rewarded with more productive and dedicated employees, which benefits the employer in more ways than one.

The Township shall provide vacation time and pay entitlements up to a maximum of five (5) weeks and in accordance with guidelines established by the Municipal Administrator.

Vacation entitlements will be prorated for the first year for any Officer and Employee hired based on their start date and documented in the employment contract.

Officers and employees are required to take their vacation time during the calendar year. Only under exceptional circumstances and with the express approval of Council will vacation time be carried over to the next calendar year or paid to an employee in full prior to the 31st of December of the year in which the vacation time was earned and not taken.

Seasonal and part-time employees shall receive vacation pay in accordance with the *Employment Standards Act*.

In December of any given year, the Treasurer will provide the Municipal Administrator the number of vacation days each Officer and Employee is entitled to during the next year. The Municipal Administrator will ensure that all Officers and Employees are aware of their vacation entitlement.

Officers and Employees will advise their supervisor of the days they would prefer to take their annual vacation entitlement by a set date of any given year. The Municipal Administrator will establish a system/guideline to approve vacation leave for Officers and Employees that ensures:

- a) Levels of service are not interrupted;
- b) Any Officer or Employee is not on vacation leave for more than three (3) weeks in a row unless exceptional circumstances arise; and
- c) How requests for the same vacation leave period will be considered and resolved including when seniority may not be the determining factor.

Statutory Holidays

The following are paid statutory holidays:

Public Holidays

- New Year's Day
- Good Friday
- Victoria Day
- Canada Day
- Labour Day
- Thanksgiving Day
- Christmas Day
- Boxing Day

Civic Holidays

- Family Day
- First Monday of August

Municipal Holidays

- Easter Monday

From time-to-time others may be approved by resolution of Council.

An Officer or Employee who fails to work their scheduled regular day of work preceding or following a paid holiday, will not be entitled to the paid statutory holiday except where the Officer or Employee has taken scheduled vacation time.

Leaves of Absence

From time-to-time Officers and Employees may need to take leaves of absence from the workplace for various reasons that may be paid or unpaid based on the nature of the leave.

The Municipal Administrator shall establish guidelines for Officers and Employees to give notice for statutory leaves and be approved for non-statutory leaves.

Statutory leaves include:

- Bereavement Leave
- Domestic or Sexual Violence leave
- Emergency Leave
- Family Responsibility
- Parental Leave
- Pregnancy Leave
- Short- and Long-term Sick Leave

Non-statutory leaves include:

- Temporary Leave of Absence Without Pay
- To Vote in an Election
- For Jury Duty
-

The Municipal Administrator will also establish guidelines for how non-statutory leaves will be approved and how Officers and Employees may seek workplace accommodations.

Overtime

Council encourages Officers and Employees to carry out their work during normal working hours. However, Council recognizes that from time-to-time Officers and Employees may be required to work beyond their normal work hours. Salaried Officers and Employees will be required to track all overtime and will be compensated in accordance with the terms established in their employment contract. All other Officers and Employees will receive payment, or time-in-lieu of financial compensation, for approved overtime worked and amounts owed will be calculated in accordance with ESA standards.

Supervisors are required to approve all overtime prior to an Officer or Employee working the overtime. Overtime will not be approved in those circumstances in which an Officer or Employee can negotiate with their supervisor to manage their workload more effectively or the purpose is not urgent/necessary.

Every effort should be made for supervisors to allow Officers and Employees to work flexible hours to avoid overtime when possible.

The Municipal Administrator will establish a system for documenting overtime worked by Officers and Employees and provide an annual report to Council in preparation for the budget process which outlines the total number of hours worked and the overall cost to the Township.

Flexible Work Arrangements/Remote Work

Council recognizes that Officers and Employees may require flexible work arrangements from time-to-time to effectively manage work and competing personal priorities. Council further recognizes the importance of Officer and Employee health and wellness and supports flexibility in Officer and Employee work arrangements and scheduled hours of work whenever it is possible and practical to do so without compromising the efficiency or effectiveness of the Municipal corporation or overall service delivery.

Flexible work arrangements are any working arrangements or schedules that differ from the Officer's or Employee's standard hours or days of work, and may include, but are not limited to, any of the following types or combinations of working arrangements:

- Compressed Work Week

- Flex Time
- Reduced Work Week
- Telecommuting/Remote Work
- Job Sharing
- Gradual Retirement
- Leaves and Sabbaticals
- Flexible Paid Leave
- Child Care/Elder Care Requirements
- Banking of Hours/Annualized Hours

The Municipal Administrator may authorize flexible work arrangements and will establish guidelines to implement flexible work arrangements.

Schedule "B" - Recruitment

PREAMBLE

Council acknowledges that a successful public service requires individuals with the appropriate skillset and personal/professional attributes to provide services and achieve the vision/mission/goals/priorities of Council. Additionally, Council acknowledges that recruitment processes may vary depending upon the position needing to be filled.

Council directs the Municipal Administrator to ensure that all recruitment processes adhere to the requirements of this Bylaw.

Position Vacancy

When an employee's position becomes vacant, the Municipal Administrator shall conduct a position needs assessment and report the result to Council prior to starting the process to fill the position. At a minimum the position needs assessment will consider:

- a) The job profile/job description to determine if it is adequate and still meets the needs of the municipal corporation;
- b) The communication and other internal relationships impacted by the position within the organizational structure and propose changes to the overall organizational structure if necessary;
- c) If there is still a need for the position or if the position needs to be modified or realigned or changed completely; and
- d) The most appropriate recruitment strategy to fill the position expediently and with an individual that is the best fit for the workplace.

New Position

From time to time, it may be necessary to create a new position within the municipal organization to achieve a level of service set by Council. The position may be permanent full/part time or a short-term, non-permanent or contract, position.

All new permanent positions shall be approved by Council prior to recruiting for/filling the position internally when:

- a) the position is being created to comply with law;
- b) the position has not been included in the salaries/wages established by the budget;
- c) the payroll grid needs to be modified to accommodate the new position;
- d) the position is being created by external funding; and/or
- e) the position is best filled by an individual currently employed by the Township.

In the circumstances noted above, the Municipal Administrator will submit to Council a business case that outlines:

- a) The name of the position and the expected duties;
- b) The value of the position and need for the position to the municipal operation/the level of service defined by Council;
- c) The communication and other internal relationships impacted by the position within the organizational structure and propose changes to the overall organizational structure if necessary;
- d) The qualifications and personality type/communication style necessary to be successful in the position; and
- e) The most appropriate recruitment strategy to fill the position expediently and with an individual that is the best fit for the position, the department and the overall workplace if the position is not being filled from within.

Position Profile

All Officers and Employees of the Township will have a Position Profile which at a minimum clearly describes and/or explains:

- a) The title of the position;
- b) The requirement for professional designations or certifications;
- c) The preferred education, skills and professional attributes required to successfully fulfill the obligations of the position;
- d) How the position fits within the operating structure of the Township;
- e) Who the position reports to within the municipal operating structure;
- f) The permitted channels of communication (i.e. interdepartmental, committees, external stakeholders etc.);
- g) The internal and external relationships that directly affect the position;
- h) General performance expectations for the position;
- i) Day to day duties and responsibilities; and
- j) Hours of work/work schedule.

Position Profiles will be attached to the employment contract.

Hiring and Selection

The hiring of Officers and Employees shall be carried out in an objective and impartial manner. The relatives of elected officials and Officers and Employees of the Township may be considered for employment.

Relatives of existing employees or elected officials may apply for and secure employment with the Township provided that:

- 1. They have made application for employment or promotion in accordance with established recruitment and selection policies and procedures.
- 2. They possess the necessary qualifications.
- 3. They are considered to be the most qualified and the most suitable candidate.
- 4. That the decision to hire was free from any real or perceived improper influence by the elected official, Officer or Employee who is the relative of the candidate.
- 5. The individual being hired will not be directly supervised by their relative.

All vacant, soon to be vacant or new positions with the Township will be filled in accordance with this Bylaw.

The hiring and selection of Officers and Employees is the responsibility of the Municipal Administrator who will provide Council with a recruitment strategy ("Recruitment Strategy Report") for the position being filled that will include at a minimum:

- a) How and where the position will be advertised;
- b) The timeframe for recruiting and hiring;
- c) Who will be part of the selection group/committee;
- d) The selection criteria;
- e) How the evaluations of the candidates will be conducted;
- f) Potential obstacles to filling the position; and
- g) Alternatives to ensure adequate service delivery if the position cannot be filled within the expected timeframe.

For clarity, Council will not be part of a hiring committee for Officers and Employees who do not report directly to Council unless requested by the Municipal Administrator and approved by resolution of Council.

When the following positions are being recruited for, the Municipal Administrator shall ensure that the top Candidate be introduced to and interviewed by Council prior to a formal offer being made:

- Municipal Clerk;
- Municipal Treasurer;
- Fire Prevention Officer/Chief;
- Chief Building Official; and
- Community Emergency Management Coordinator.

Reference and Internet Checks

All Candidates will be subject to reference and Internet checks. Candidates are required to provide a minimum of three (3) employment related witnesses and sign a form acknowledging that their listed references may be contacted along with other individuals who they have not listed and that they will be subject to an Internet search that will include social media sites.

Reference and Internet checks will be conducted prior to any offer being made to a Candidate. The Municipal Administrator will ensure that all reference checks conducted internally are done by two (2) individuals one of whom should be trained in how to conduct reference checks. A minimum of two (2) past employers will be contacted.

The Municipal Administrator shall establish guidelines and applicable forms to be used.

Criminal Records Check

Many positions at the Township are safety or security sensitive or are otherwise assumed by the Township by placing a high degree of trust in the integrity of its Officers and Employees.

As a provider of public services, it is incumbent on the Township to exercise due diligence by ensuring, to the extent reasonably possible, that Officers and Employees who provide such services do not pose a risk to vulnerable individuals or to the Township's interest.

To minimize risk to the Township, Council directs the Municipal Administrator to ensure that police background checks are conducted prior to the hiring of an Officer or Employee. Dependent upon the nature of the position and identified risks associated with the position, the Officer or Employee will be required to provide either a criminal record check or a vulnerable sector screening check before commencement of employment, or being permitted to volunteer for the Township.

Employees may be required to provide a renewed police background check if required by law at designated intervals. Additionally, any individual being assigned or promoted into a position requiring vulnerable sector screening check where it was not required or submitted at the start of their employment will be required to provide such prior to starting their new position.

Letter of Offer and Employment Contracts

A successful Candidate will be given a Letter of Offer that gives them a minimum of five (5) business days to consider the offer of employment and any terms and conditions set out in the Employment Contract. The number of days for consideration should take into account enough time to allow the Candidate time to have the Employment Contract reviewed by their legal counsel. To be clear, the Letter of Offer and Employment Contract will be given to the Candidate at the same time.

Employment Contracts

All Officers and Employees of the Township will be required to enter into an Employment Contract that:

- a) Identifies the position;
- b) The performance requirements of the position;

- c) Initial wage rate, any increase after successful completion of the probationary period, benefit entitlements and vacation entitlements as may be negotiated/prorated;
- d) The length of the probation period;
- e) The requirement to adhere to Council policies as may be amended from time to time;
- f) Identifies how the employment relationship may be terminated;
- g) Progressive discipline guidelines;
- h) Circumstances in which may result in layoff; and
- i) An acknowledgement that they receive legal advice related to the contract.

Employment contracts for management or supervisory positions shall be drafted by an Employment Lawyer. Employment contracts for non-management/supervisory positions may be drafted internally and subject to a legal review.

Schedule "C" - Onboarding

PREAMBLE

The Township is an exciting place to work and offers numerous opportunities to grow and develop future careers. Orientation for new Officers and Employees begins with onboarding. Officer and Employee onboarding is critical to learning job responsibilities, becoming familiar with performance expectations, and building positive working relationships. As such the Township will provide an Officer and Employee onboarding program.

Definitions

Onboarding: Onboarding is a one-year process focusing on integrating a new employee into the organization to facilitate the acquisition of skills, knowledge, and behaviors necessary to be successful in their position. Onboarding begins the moment a candidate is interviewed and ends when a new employee is fully integrated and performing as expected.

Orientation: Orientation is a stage of onboarding where a new employee learns about the Township and their job responsibilities. This typically occurs on their first day but could span over their first week.

Onboarding Program

The Onboarding Program will provide key information needed by Officers and Employees when commencing employment with the Township. The Onboarding Program will set out roles and responsibilities to ensure all new employees feel welcome at the Township.

It will include the provision of key information Officers and employees will need immediately on topics such as:

- Pay
- Pensions and Benefits
- Occupational Health and Safety
- Municipal Policies
- Standards of Conduct
- Learning and Development Opportunities

It will also include:

- Orientation; and
- An "onboarding buddy" for the first (3) months. An Onboarding Buddy is a peer coach who assists the new hire to navigate the Township's systems. An Onboarding Buddy partners with a new Officer or Employee for the first few months of their employment to assist them by:
 - Offering encouragement and resources to help introduce them to the Township's culture;
 - Explaining basic operational issues;
 - Supporting their immediate productivity on the job;
 - Helping them build confidence; and
 - Exemplifying the Township's values.

The Municipal Administrator is responsible to establish an onboarding program and guidelines that will support the success of any new Officer and Employee.

Schedule "D" - Development

PREAMBLE

Officers and Employees of the Township are our most important asset. They are responsible to deliver the programs and services of the Township which often requires them to have a professional designation, a special licence, and/or specific technical knowledge all of which require continuous learning. Additionally, it requires Officers and Employees who are committed to their work and professional improvement.

- Learning & Professional Development
- Performance Management
- Succession Planning

Learning and Professional Development

Council is committed to supporting a continuous learning workplace by investing in Officer and Employee professional development opportunities that improve the performance of both the individual and the Township. Moreover, Council will:

- a) Invest in Officer and Employee development to ensure that employees maintain their acquired skills and job qualifications;
- b) Provide opportunities for Officers and Employees to add to and improve their skills to support future advancement with the Township;
- c) Promote shared accountability between the Officers and Employees and the Township for the Officer's and Employee's professional development; and
- d) Ensure fairness and equity in the application of employee professional development opportunities.

Council will commit a minimum of \$3000 in the Township's budget for Officer and Employee professional development. Additionally, a reserve fund and applicable reserve fund policy shall be established for any portion of the budgeted amount not spent during the fiscal year to be used in the future. To be clear, any amount in the reserve fund is for future professional development opportunities over and above annual budget allocations.

Annually Council will adopt an Officer and Employee Professional Development Plan prior to the adoption of the Township's budget.

The Municipal Administrator will provide Council with a report by July 31st of any given year that outlines:

- All Mandatory professional development required to be budgeted for in the next fiscal year;
- All professional development identified as necessary during the performance evaluation process that will need to be part of the Officer and Employee Professional Development Plan for the next fiscal year including expected outcomes (i.e. improved performance, increased knowledge etc.);
- A proposal for any additional professional development which must include:
 - The nature of the professional development and how the investment will benefit the individual and the Township;
 - Measurable expected outcomes;
 - Timeframe for completion (can be multi-year); and
 - Cost
- Planned internal development opportunities:
 - Mentoring/Coaching
 - Knowledge sharing
 - Special or temporary work assignments
 - Cross training

- How the Officer and Employee Professional Development Plan fits within the Township's Succession Plan.

The Municipal Administrator will provide Council with a report by November 30th of any given year that outlines:

- The success of the Officer and Employee Professional Development Plan which at a minimum will include:
 - What were the expected outcomes of the planned opportunities;
 - Who participated in each of the opportunities;
 - An analysis of whether the expected outcomes were achieved.
 - What was the total investment in professional development opportunities to date and if there is a projected surplus that should be reallocated to the reserve fund; and
 - A report of how the training developed knowledge, skill and/or job proficiency as well as how what has been learned impacts the Township.

Performance Management

The work of Officers and Employees is critical to the Township being able to provide the desired levels of service and to the achievement of Council's Vision. Council is committed to effective and efficient service delivery which requires the appropriate alignment of human capital, resources, and workplace systems. The most effective way to achieve this is through appropriate human capital management practices.

The Municipal Administrator will adopt a practice of Officer and Employee performance management that includes:

- a) Officer and Employee engagement;
- b) On-going feedback related to work performance;
 - Informal – ongoing communication between supervisor and worker which is not documented
 - Formal – communication between supervisor and worker that is documented i.e. annual performance evaluation, progressive discipline
- c) Learning and professional development opportunities;

Officer and Employee Engagement

Key to a healthy and resilient workplace culture is having engaged employees. Engaged employees care about the work that they do, their workplace generally and the success of their employer. Most importantly, employees who feel engaged also feel that their efforts make a difference. Council is committed to a workplace where Officers and Employees are engaged.

On an annual basis, the Municipal Administrator will carry out a workplace satisfaction survey for all Officers and Employees to complete. The survey will provide feedback on how satisfied the Officers and Employees are with the workplace. The survey will be anonymous, and each Officer and Employee will be required to confirm that they did complete the survey. A report on the findings will be submitted to Council by August 31 of any given year. The report will contain at a minimum:

- The questions asked;
- The response summaries;
- Analysis of the results; and
- Recommendations for policy changes, if any.

Once per term of Council, the workplace satisfaction survey will be conducted by a qualified external party.

Work Performance Feedback

Foundational to Officer and Employee success is work performance feedback. Feedback, whether formal or informal, must be respectful and constructive and for the purpose of improving the individual's ability to be successful in the workplace.

Feedback Principles:

- The supervisor and the employee work together to plan, monitor and review

an employee's work objectives. This includes clear deliverables, deadlines, and feedback

- Employee feedback is a continuous process of setting goals and assessing progress, not something limited to an annual performance review meeting
- Employees are encouraged to actively participate in the planning, evaluating, and improving their performance
- Honesty and openness, with effective two-way communication are essential elements of the supervisor/employee relationship

Informal Feedback refers to routine communication and may be noted but not documented.

Formal Feedback refers to any feedback that is documented and placed in the personnel file.

Performance Evaluation

Council recognizes the importance of providing job performance related feedback to municipal employees in a clear and respectful manner. The Township is committed to providing an environment wherein performance is measured in a fair and equitable manner and further that Officers and Employees are aware of why, how, and when their performance will be evaluated.

Performance management is both a system and a process. It requires a consistent method of implementation [system] as well as a clear set of action steps [process]. It provides the necessary framework for each Officer and Employee to be successful in their position and for the overall success of the Township. This is accomplished by aligning the performance expectations of each employee with the overall goals of Council/the Township. Performance management itself is a continuous process.

The Municipal Administrator will ensure that all Officers and Employees receive a formal annual performance evaluation using a standardized process which includes:

- Establishing clear objective performance measures and performance expectations - actual tasks to be completed.
- Setting subjective performance measures – feedback on task performance (competency) based on preset standards and will include a 360 evaluation for all managers/supervisors. At no time will the subjective measures account for more than thirty-five percent (35%) of the overall performance score.
- Self-assessment conducted by the Officer or Employee
- An Annual Performance Assessment report that outlines how performance was evaluated (including an overall performance score/rating) and reviewed with the individual. The Annual Performance Assessment Report will become part of the individual's personnel record.
- A Success Plan with key learning objectives.
- Semiannually progress review meetings to go over the established performance expectations and consider performance to date.

From time to time, work improvement plans, and progressive discipline may be required to support an employee in achieving satisfactory performance.

Performance management information shall be used for decisions related to:

- Selection (promotion or transfer)
- Organizational goal setting and budgeting
- Salary adjustments
- Succession planning
- Training and development requirements
- Restructuring
- Recognition

The Municipal Administrator will adopt guidelines for when work improvement plans or progressive discipline may be required.

Schedule "E" – Retention

PREAMBLE

The Township relies on the individuals they employ to deliver programs and services as adopted by Council. Officer and Employee retention is important to the effectiveness and efficiency of the municipal operation. It is the responsibility of Council and the Municipal Administrator to create a working environment where Officers and Employees feel valued and remain committed to their position/role in the municipal corporation.

To do so, requires a workplace:

- Where Officers and Employees are hired for competency and cultural fit;
- Where the Employer ends the work relationship with Officers and Employees that do not fit the workplace culture;
- That considers the personal wellbeing of Officers and Employees;
- That is open to providing flexible work options;
- Where good performance is rewarded and opportunities for improvement/success are offered to those Officers or Employees whose performance does not meet the expected level;
- Where communication is open and transparent; and
- Where those in a position of leadership actively listen.

Officer and Employee Retention

Council recognizes that to retain Officers and Employees a commitment to a healthy and resilient workplace culture is required. In addition, an innovative retention strategy needs to be adopted. Council acknowledges that this strategy needs to:

- Be based on the overall vision and mission of the Township;
- Respect the professionalism and loyalty of Officers and Employees;
- Recognize that Officers and Employees are required to provide their professional opinion, and not what Council wants to hear;
- Ensures that Officers and Employees are actively engaged;
- Prioritize Officer and Employee wellbeing; and
- Provide opportunities for professional growth and development.

The Municipal Administrator will adopt guidelines and processes that:

- a) Ensures new hires fit the workplace culture;
- b) Continuously monitors workplace culture as well as Officer and Employee job satisfaction/fit;
- c) Fosters inclusivity and professional growth;
- d) Looks at succession planning and internal advancement; and
- e) Allows for continued workplace flexibility and innovation.

Schedule "F" - Separation

PREAMBLE

Council is committed to the retention of valued Officers and Employees until their retirement. However, Council recognizes that from time-to-time Officers and Employees choose to leave the workplace or may be involuntarily required to leave. Of utmost importance is that any time there is a departure of an Officer or Employee from the workplace that the focus should be on helping the exiting Officer or Employee to depart with as much grace, pride, and confidence as possible. This is of the utmost importance when the individual is not an optimal fit for the position or within the workplace culture.

Voluntary Departure

Any Officer or Employee will be considered to have voluntarily left the employment of the Township if they:

1. Have given notice two (2) weeks (unless more notice is required in their employment contract) that they are leaving their employment with the Township;
2. Have given notice eight (8) weeks (unless more or less notice is provided for in their employment contract) that they are retiring from their employment with the Township;
3. Have failed to attend work without notice or approved leave for a period of more than three (3) consecutive days (with legal advice); and
4. Have failed to attend work without notice or approved leave for a period of more than three (3) consecutive days after a statutory or non-statutory leave (with legal advice).

The Municipal Administrator will adopt guidelines related to who an Officer or Employee is required to provide notice to in event that they plan to voluntarily leave the employment of the Township. Additionally, the guidelines will include circumstances when an Officer or Employee may be excused from the full notice provision required.

Involuntary Departure

Temporary Layoffs

The Township may need to layoff some or all Officers or Employees without notice. The Municipal Administrator will give as much notice as possible or practical that such a layoff will occur and will advise the potential length of the layoff and the reasons for the layoff.

Terminations

The Township may need to end the employment relationship with an Officer or Employee with or without cause. Every effort will be made to alleviate the negative experience of such an action by helping the individual take the next steps of their employment career. The Municipal Administrator will notify Council prior to any Officer or Employee termination. The Municipal Administrator will adopt procedures for with cause and without cause terminations which at a minimum will include that:

- Letters of termination will be given to the Officer or Employee in person and generally not on a Friday;
- The individual will be treated with respect when they are advised of the ending of the employment relationship;
- Upon termination of employment, an Officer or Employee shall promptly deliver to the Township any and all property, technology, data, manuals, notes, records, plans, or other documents, including any such documents stored on any video or software related medium, held by the Officer or Employee concerning the Township's services and programs, developments, and equipment. This includes intellectual or other property made or prepared by the Officer or Employee. An Officer or Employee may with written permission, retain samples of their work if such work is already in the public domain; and
- These considerations may be included in all employment contracts if agreed to by the Employment Lawyer drafting or reviewing the Employment Contract.

Schedule "G" - Officer & Employee Code of Expected Behaviour

PREAMBLE

The Township is a responsible level of government. Improving the quality of municipal governance and administration can best be achieved by encouraging high standards of conduct on the part of all Officers and Employees. In particular, the public is entitled to expect the highest standards of conduct from the Officers and Employees of its local government.

Officers and Employees are expected to:

- Perform their duties in a manner that maintains public confidence and trust;
- Not engage in actions which would result in personal gain as a result of their employment with the Township;
- Not engage in actions that would be in conflict with their duties and obligations as an employee with the Township; and
- Use good judgment regarding personal and professional conduct.

Officers and Employees shall comply with Federal, Provincial legislation and all law/rules/policies adopted by Council including but not limited to:

- Bylaw 2012-17 –Procurement
- Workplace Anti-Violence, Harassment & Sexual Harassment Policy

Definitions

Confidential Information

Confidential information includes information an Officer or Employee may have access to through their position with the Township that is not available to the public. This includes but is not limited to:

- Documents, records or other information concerning the Township's operation, finances, plans or strategies;
- Documents, records or other information concerning taxpayers, employees, vendors and contractors of the Township including personal information, employment status, vendor status, contractor status, personnel records, performance information, information related to rates of pay and job history;
- Privileged information including advice received from legal counsel and other advisors; and
- All work related information that is not generally available to the public.

Confidential information also includes but is not limited to information in the possession of the Township that the Township is either prohibited from disclosing, is required to refuse to disclose or exercises its discretion to refuse under the *Municipal Freedom of Information and Protection of Privacy Act*, *Personal Health Information Protection Act* or other legislation, and information concerning matters that are considered in a "closed session" meeting under section 239 of the *Municipal Act, 2001*.

Conflict of Interest

A "Conflict of Interest" refers to a situation in which an Officer or Employee has personal or private interests that may compete with the public interests of the Township and make to fulfill one's duties impartially. A Conflict of Interest can create an appearance of impropriety or a perception of bias that can undermine confidence in the person and in the Township generally. A conflict exists even if no unethical or improper act results from it. A Conflict of Interest can either be an apparent conflict or a real conflict.

Apparent Conflict

An apparent conflict exists where an informed and reasonable person reviewing the matter and having thought the matter through could conclude that a Conflict of Interest exists, even if, in reality, it may not.

Real Conflict

A real conflict exists where a personal interest exists and that interest:

- a) Is known to the Officer or Employee; and
- b) Has a connection to the Officer's or Employee's duties that is sufficient to influence or interfere with the performance of those duties

Dishonesty or Deceit

Dishonesty or deceit includes any array of acts characterized by intentional deception.

Dishonest, illegal or fraudulent activities include, but are not limited to:

- forgery or alteration of documents (cheques, time sheets, independent contractor agreements, purchase orders, etc.);
- misrepresentation of information by an individual;
- misrepresentation of information on documents;
- misappropriation of funds, securities, supplies or any other asset;
- unauthorized use, disappearance, or destruction of Township property, equipment, materials or records;
- improper handling or reporting of money transactions;
- authorization or receipt of payments for goods not received or services not performed;
- authorization or receipt of payments for hours not worked;
- any inappropriate expense claim made, which is unrelated or related to the business of the Township or the Officer's or Employee's job responsibilities; and
- any apparent violation of Federal, Provincial or local laws.

Interests

Direct Interests: Direct interests are those interests in which the Officer or Employee, by virtue of a significant social or financial relationship, is likely to gain benefits or losses, advantages, or disadvantages.

Indirect Interests: Indirect interests are those interests in which the Officer or Employee, by virtue of a significant social relationship or a financial relationship, may reasonably appear to gain benefits or losses, advantages, or disadvantages, even though the employee may never have a direct interest.

Personal Information:

As defined in s. 2(1) of the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56, ("MFIPPA"), is recorded information about an identifiable individual, and includes,

- a) information relating to the race, national or ethnic origin, colour, religion, age, sex, sexual orientation or marital or family status of the individual;
- b) information relating to the education or the medical, psychiatric, psychological, criminal or employment history of the individual or information relating to financial transactions in which the individual has been involved;
- c) any identifying number, symbol or other particular assigned to the individual;
- d) the address, telephone number, fingerprints or blood type of the individual;
- e) the personal opinions or views of the individual except if they relate to another individual;
- f) correspondence sent to an institution by the individual that is implicitly or explicitly of a private or confidential nature, and replies to that correspondence that would reveal the contents of the original correspondence;
- g) the views or opinions of another individual about the individual; and
- h) the individual's name if it appears with other personal information relating to the individual or where the disclosure of the name would reveal other personal information about the individual.

Expectations

Professionalism

All Officers and Employees are representatives of the Township and at all times expected to reflect a professional image. To be clear, Officers and Employees are expected to appear professional and act in a professional, courteous and objective manner when interacting with the public who they serve, and with all external stakeholders who may include:

- Provincial and Federal government representatives;
- Agencies and organizations;
- Contractors, suppliers, etc.
- Officers and Employees of other municipal corporations

Officers and Employees must also be professional and courteous with members of Council and their co-workers. They must comply with the Council Staff Relations Policy and the Respect in the Workplace Policy.

Personal Interests

Officers and Employees shall not seek to advance a personal interest, directly or indirectly, during the course of their duties.

Examples of advancing a personal interest include but are not limited to:

- a) Influencing or attempting to influence the Township to contract with a person, partnership or corporation for any purpose in which the Officer or Employee has a personal interest, or for which the Officer or Employee has received or reasonably anticipates receiving some profit, payment, or compensation.
- b) Soliciting or accepting from any person or corporation any profit, commissions or other payments or favours in the way of price or other advantages, such as loans or services, when:
 - i. the person or corporation has had, or may reasonably be expected to have, any business, commerce or trade dealings with the Township; or
 - ii. the person or corporation is seeking any decision, act, advice, comment, endorsement or anything whatsoever from the Township.

Financial Integrity

Officers and Employees who maintain the Township's financial and accounting records shall do so with the utmost integrity. They must show accurately and punctually all transactions, assets and liabilities of the Township. All financial records, expense accounts, invoices, vouchers, bills, payroll and employee records and other reports are to be prepared with care and honesty. False or misleading entries, other false or misleading information, or omissions of entries in the financial records or reports of the Township, or any unrecorded bank accounts, are strictly prohibited.

No Officer or Employee shall undertake any fraudulent activities. This includes misrepresenting information on documents, authorizing payment for goods and services not received, unauthorized use, destruction, or disappearance of municipal assets and information, and forgery or alteration of documents.

No employee shall establish or maintain secret or unrecorded cash funds or other assets of the Township for any purpose or conceal any transaction from the auditors.

No employee shall use the Township's funds for any personal use at any time.

Public Criticism of Council and/or the Township

Officers and Employees are expected to respect and support all decisions of Council and not publicly criticize the Township or Council as a body or individual members of Council such that the public's perception is adversely affected.

Officers and Employees have a general right to freely express opinions on matters of public policy; however, this right is limited by their employment relationship with the Township.

Public criticism may include but is not limited to:

- letters to the editor;
- interviews with the media;
- negative statements to the public; and
- posts on social media sites.

Public Speaking/Apearances & Media Relations

No Officer or Employee will speak as a representative of the Township unless expressly authorized to do so by Council, by the Municipal Administrator or by policy. To be clear, Officers or Employees may not:

- speak to members of the press
- post on social media
- cause to have an article/letter to the Editor published related to the Township

Officers or Employees asked to speak at a professional conference or meeting and are not representing the Township must clearly state so in their presentation. Additionally, they must inform the Municipal Administrator prior to the event.

External Activities:

Officers and Employees by the nature of their employment relationship with the Township may be seen to represent their employer even when participating in activities separate from the workplace. Officers and Employees are required to take steps to ensure their participation in these activities does not negatively affect the Township.

a) Additional Employment

Officers and Employees may not engage in outside work or business activity which:

- requires the use of knowledge or information uniquely related to their employment with the Township resulting in a conflict of interest;
- may negatively influence or affect them in carrying out duties related to their employment with the Township;
- takes place while on duty with the Township;
- is performed in a way as to appear to be representative of Township;
- interferes with the delivery of their Township's duties;
- involves the use of Township resources; or
- conflicts or competes with services provided by the Township.

An Officer or Employee who is considering becoming involved in additional employment, must notify the Municipal Administrator in writing, outlining the nature of such work and be approved prior to the accepting of the additional employment.

b) Political Activity

- Officers and Employees may exercise their civic right to run for public office, in accordance with legislative requirements. Should an Officer or Employee wish to run for a political office, they must first seek a leave of absence for the period between the day of nomination and ending on voting day, pursuant to the Municipal Elections Act. If the employee is elected, they must resign their employment with the Township prior to assuming their new duties.
- Officers and Employees are entitled to support or be involved in the political campaign of a Municipal, Provincial or Federal candidate or party, provided they do so on personal time and do not present themselves as a representative of the Township.

- At all times while conducting their employment duties, Officers and Employees must appear to be politically neutral and are to avoid expressing personal views on matters of public controversy, Municipal policy, or the Municipal administration if the comment will negatively affect public opinion of the Township.
- Where an Officer or Employee is uncertain whether their actions or comments are appropriate, they should seek guidance from the Municipal Administrator.

c) **Memberships on Boards or Committees**

Officers and Employees may be allowed to participate on an external board, commission, or agency if such participation does not interfere with their employment duties and otherwise complies with the Expected Behaviour set out herein. Should an Officer or Employee consider such participation, they shall seek approval from the Municipal Administrator.

Use of Municipal Resources

No Officer or Employee shall use, or permit the use of, Municipal equipment, land, facilities, supplies, services, staff, or other resource, including any municipally owned information, website, or municipal funds for any purpose or activity other than the lawful business of the municipal corporation.

No Officer or Employee shall seek or acquire any personal financial gain from the use or sale of Confidential Information, or of any municipally owned intellectual property including any invention, creative writing or drawing, computer program, technical innovation, or any other information or item capable of being patented or copyrighted, for which property remains exclusively that of the Township.

Municipal Vehicles and Equipment

Municipal vehicles and equipment are valuable assets. Every operator of municipal vehicles or mobile equipment shall do so safely, responsibly and within the parameters set by legislation and workplace procedures.

Operators' responsibilities

1. Operators share responsibility for vehicle and equipment maintenance and shall ensure maintenance standards are upheld and deficiencies reported.
2. Operators shall at all times lock unattended vehicles and equipment and put the keys in their designated location.

Use of municipal vehicles and mobile equipment

1. Municipal vehicles and mobile equipment are not available for personal use.
2. Municipal vehicles are not available for use by non-profit organizations.
3. Municipal equipment may be used to assist local non-profit organizations by authorization of the Supervisor, Manager or other most senior member of the Township responsible for such equipment. All such use shall be recorded and reported in the operational reports given to Council.
4. Those employees who require municipal vehicles to carry out their duties and who are called upon to work outside of their scheduled hours of work as part of their normal workplace responsibilities, may park their municipal vehicle at their residence outside of working hours.

Disclosure of Confidential or Personal Information

No Officer or Employee shall disclose, release, sell or publish by any means directly or indirectly, to any person or to the public generally, any Confidential Information acquired during their employment with the Township, in any form including, but not limited to, written notes, reports, oral and video recording, pictures, electronic correspondence, and any form of social media except when required or authorized by Council or otherwise by law to do so.

No Officer or Employee shall use Confidential Information for personal or private gain or benefit, or to disadvantage any other person or body.

Unless required by law, no Officer or Employee shall disclose the substance of deliberations of meetings held *in-camera* and that are authorized to be held *in-camera* under the *Municipal Act, 2001* or any other legislation unless or until Council discloses such information at a meeting that is open to the public or otherwise releases such information to the public.

An Officer or Employee will not disclose or make personal use of any of the following types of Confidential Information unless required by law:

- a) Information concerning litigation, negotiation or personnel or labour matters;
- b) Information the publication of which may infringe on the rights of any person (e.g. source of a complaint where the identity of a complainant is given in confidence);
- c) Price schedules in any contract, tender or proposal document while such remains Confidential Information;
- d) Information deemed to be "personal information" under the *Municipal Freedom of Information and Protection of Privacy Act*; and
- e) Any other information or statistical data required by law not to be released.

Receipt/Acceptance of Gifts, Hospitality or Other Benefits

Officers and Employees shall not accept Gifts, Benefits and Hospitality connected directly or indirectly with the performance of their employment duties, unless permitted under one or more of the exceptions listed below:

- a) compensation authorized by law;
- b) Gifts, Benefits and Hospitality of the kind that normally is received as a token of appreciation, has a nominal financial value (less than \$100) and is provided as a common courtesy;
- c) for volunteer work that is normally not otherwise compensated;
- d) a suitable memento of a function honouring the Member;
- e) food and beverage consumed at a banquet reception or similar event, if:
 - i. attendance is for a legitimate municipal purpose;
 - ii. the Person extending the invitation, or a representative of the organization holding the event, is in attendance; and
 - iii. the value is reasonable; and
- f) a sponsorship or donation for a community event organized that has been authorized by Council or any applicable municipal policy.

Gifts, Benefits and Hospitality provided, with an Officer's or Employee's knowledge, to their spouse, child or parent, that is connected directly or indirectly to the performance of their duties, are considered the same as Gifts, Benefits and Hospitality provided directly to that Officer or Employee.

No Officer or Employee shall accept a gift from an anonymous sender. Where an Officer or Employee receives a gift from an anonymous sender, they will turn the gift in to the Clerk who will donate the gift to a charity/organization on the Township's approved donation list.

Reporting and Compliance

Officers and Employees aware of any action not compliant with the Officer and Employee Code of Expected Behaviour shall report their concern promptly. Any violation may result in disciplinary action up to and including termination of employment.

The Municipal Administrator shall adopt guidelines related to:

- how to report a non-compliant act;
- how and by whom an investigation into the matter will be carried out;
- the responsibilities of Officers and Employees during an investigation;
- the requirement of confidentiality during and after the investigation;
- how and when the parties will be given notice of the outcome; and
- when Council will be advised of the matter.