



# Agenda

## Parks & Recreation Committee

Chair: Councillor Lafreniere  
Tuesday, June 17, 2025  
Council Chambers  
6:00 p.m.

(This meeting is live streamed on the [City's YouTube page](#) or it can be viewed on YourTV Community Channel 12)

1. **Land Acknowledgement**
2. **Call to Order**
3. **Disclosure of Pecuniary Interest & General Nature Thereof**
4. **Approval/Amendment of Meeting Agenda**
5. **Approval of Minutes**
  - Parks & Recreation Committee – May 20, 2025
6. **Business Arising from Minutes**
7. **Presentations and Delegations**

Strong Mayor Powers Overview – John Mascarin  
Partner Certified Specialist (Municipal Law Local Government & Land Use Planning & Development,  
Aird & Berlis LLP)
8. **New Business**
  - a. Asset Naming Change – Jamie Bramburger– Director Durocher
  - b. ORTC Operational Policies – Treasurer/Deputy Clerk Lochtie
  - c. ORTC and Handi-Bus Operations Update– Treasurer/Deputy Clerk Lochtie
  - d. 2026 Budget Timeline and Strong Mayor Powers – Treasurer/Deputy Clerk Lochtie
  - e. Flexible Working Arrangements Policy – CAO Unrau
  - f. Human Resources Policies and Procedures Updates – CAO Unrau
  - g. Lands to Retain for City Use in TransCan Corporate Park – Economic Development and Information Officer Sutherland
9. **Adjournment**

# Draft Parks and Recreation Committee Meeting Minutes

Council Chambers  
Pembroke, Ontario  
May 20, 2025  
6:00 p.m.

## 1. Land Acknowledgement

## 2. Call to Order

### Present:

Councillor Lafreniere, Chair  
Mayor Gervais  
Deputy Mayor Abdallah  
Councillor Jacyno  
Councillor Kuehl  
Councillor Plummer  
Councillor Purcell

### Also Present:

David Unrau, Chief Administrative Officer  
Victoria Charbonneau, Municipal Clerk  
Jordan Durocher, Director of Parks and Recreation  
Brian Lewis, Director of Operations

The Chair called the meeting to order at 6:00 p.m.

## 3. Disclosure of Pecuniary Interest and General Nature Thereof

There were no declarations of pecuniary interests disclosed.

## 4. Approval/Amendment of Meeting Agenda

### Resolution PR 2025-05-01

Moved by Deputy Mayor Abdallah

Seconded by Councillor Purcell

That the agenda of the Parks & Recreation Committee meeting of May 20, 2025, be approved as amended.

**Carried**

## 5. Approval of Minutes

- Parks & Recreation Committee – February 18, 2025

### Resolution PR 2025-05-02

Moved by Councillor Kuehl

Seconded by Mayor Gervais

That the minutes of the Parks & Recreation Committee meeting of February 18, 2025, be approved.

**Carried**

## **6. Business Arising from Minutes**

There was no business arising from the minutes.

## **7. New Business**

### **a. Jamie's Studio – Legacy of Jamie Bramburger**

Director Durocher presented the information report. A discussion was held, and the following points were raised:

- The broadcast booth will not be renamed, but commemoration will be displayed along the wall outside of the booth.
- The naming policy was checked and Jamie Bramburger does fit the criteria
- Staff will come back to council with a report to officially commemorate the naming of the space.

### **b. Pembroke Waterfront Significant Weather Event**

Director Durocher presented the information report. A discussion was held, and the following points were raised:

- Question about obtaining a more detailed report on where things went wrong in the construction of the areas and assurance that reconstruction activities will take into account measures for longevity, sustainability and how new infrastructure can be improved upon from current design to mitigate damage in the future.
- Engineering assessment to do this was recommended for reconstruction of damaged areas.
- It was stated that HP Engineering will be coming to advise on reconstruction strategies for the area.

## **10. Adjournment**

### **Resolution PR 2025-05-03**

Moved by Deputy Mayor Abdallah

Seconded by Councillor Purcell.

That the May 20, 2025, meeting of the Parks & Recreation Committee adjourn at 6:24 p.m.

**Carried**



## Committee Report

**To:** Councillor Patricia Lafreniere  
Parks and Recreation Committee

**From:** Jordan Durocher  
Parks and Recreation Department

**Date:** 2025-06-17

**Subject :** **Asset Naming Change – Jamie Bramburger**

### **Recommendation:**

That the Parks & Recreation Committee approve the following;

1. That The Suite, located inside the Pembroke Memorial Centre be named after Jamie Bramburger and will be referred to as Jamie's Studio;
2. That Jamie's Studio will be continued for a rental basis during events and fees increases will remain consistent with all other recreation service increases and determined by Council;
3. That Jamie's Studio will replace The Suite in the Fees and Charges by-law 2025-24 Schedule D Recreation & Facility Fees.

### **CAO Review :**

Reviewed and approved.

David Unrau, P.Eng., PMP

### **Financial Comment:**

During the visitation of the late Jamie Bramburger, donations were made in Jamie's memory to the Pembroke Memorial Centre. In addition to the funds raised a donation from Mr. Bramburger's family was made. Since the previous report in May, an additional donation of \$250.00 has been received. There is approximately \$4,250.00 funds available.

Angela Lochtie  
Treasurer/Deputy Clerk



## **Background:**

Pembroke City Council approved an Asset Naming Policy (By-law 2023-45). A copy of this by-law is attached. An information report came forward on May 20<sup>th</sup> informing Council of the plans for this asset name change.

Staff reviewed the criteria in the policy and used the matrix rating system found in the Asset Naming Policy to determine such a name change. In addition, received permission from next of kin, Jamie's wife Barb to change the name.

Mr. Bramburger passed away on March 11, 2025. Jamie was a polished community leader who was known as Mr. Pembroke, Mr. Ottawa Valley, Mr. Algonquin College and Mr. Radio and Television who touched thousands of people through his community efforts. He was a community leader. During Hockey Night in Canada shortly after his passing, Ron Mclaen said "I cannot tell you how many folks in Pembroke are just shattered. Jamie's just 58 years old. There isn't a circle of life in the Pembroke area that he's not connected with. Every hundred years or so, Jamie, a Pembroke Peach comes along and that is you. The sweetest statesman."

## **Discussion:**

With funds being received to the Pembroke Memorial Centre, staff along with Jamie's spouse Barb discussed a legacy of Jamie.

The suite, located at the north/west side of the building in the Activity Room has served as a room for many to watch the Pembroke Lumber Kings. It had also been used by Jamie Bramburger for the many different ceremonies and events Jamie hosted in the building. Jamie used this room to conduct many interviews during ceremonies, with a variety of notable people.

The departments plans to replace the flooring will be completed during the summer through the departments operating and maintenance budget. During discussions with the family, the donated money will be used to replace furniture and other amenities. The room will also display some of Jamie's memorabilia including three framed jerseys, the 2011 Dupuis game worn jersey during the RBC Cup, a Gale Linton jersey and a hockey town Bramburger Lumber Kings jersey. People can expect to also see other framed accolades of Jamie's community involvement.

This is very fitting for a man who devoted so much of his time in the Pembroke Memorial Centre for a variety of events, ceremonies and of course broadcasting.

A ribbon cutting ceremony will be planned for the fall and family members will be invited.

## **Alternatives Considered:**

None.



**Strategic Plan Impact:**

None

**Attachments:**

By-Law Number 2023-45 Asset Naming Policy

Respectfully submitted,

Jordan Durocher  
Parks and Recreation Department

**The Corporation of the City of Pembroke**

**By-Law Number 2023-45**

**A by-law to adopt an Asset Naming Policy for the Corporation of the City of Pembroke**

**Whereas**, the *Municipal Act, 2001*, as amended, provides that a municipality has the capacity, rights, powers, and privileges of a natural person for the purpose of exercising its authority under the Municipal Act or any other Act; and

**Whereas**, the *Municipal Act, 2001*, as amended, provides that powers of a municipal corporation are to be exercised by its council through the adoption of by-laws; and

**Whereas** the *Municipal Act*, indicates that a Municipality shall adopt and maintain policies with respect to asset naming; and

**Whereas** the Council of the Corporation of the City of Pembroke deems it expedient to adopt an Asset Naming Policy.

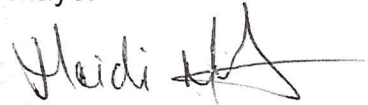
**Now Therefore** the Municipal Council of the Corporation of the City of Pembroke enacts as follows:

1. That the Asset Naming Policy, attached hereto and marked as Appendix "A", to this by-law be hereby adopted.
2. That this by-law shall come into force and take effect upon the date of the final passing thereof.

**Passed and enacted this 20<sup>th</sup> Day of June 2023**



Ron Gervais  
Mayor



Heidi Martin  
Clerk

**Appendix “A” to By-law 2023-45**  
**Sale and Disposition of Land Policy for the Corporation of the City of Pembroke**

**1. Policy Statement and Purpose**

The naming of municipal assets plays an important role in identification of location and navigation within the City of Pembroke. It also serves as a method of commemorative recognition to honour events and individuals’ outstanding achievements, distinctive service, or significant community contributions.

Council approves the naming of municipal assets based on specific criteria and in consideration of the importance of public suggestion and comment, and the requirements of emergency services.

This Policy applies to the naming, renaming or dedication of City Assets including the consideration of commemorative naming proposals and dedications.

The purpose of this policy is to provide guidance on the criteria and process for naming the City’s Assets.

**2. Definitions**

2.1 “Administrative Name” means an Asset name which is based on a locational reference to a community or street name (i.e. Pembroke Public Library or Pembroke Memorial Centre);

2.2 “Asset Owner” means the Director of the City Department, that is ultimately responsible for the long-term operation and maintenance of the City Asset and is accountable for the final recommendation regarding the naming of a City Asset;

2.3 “City Asset” means an item, object, thing (including a service, program, event or activity) or real estate property owned by the City;

2.4 “City” means the City of Pembroke;

2.5 “Commemorative Name” means an Asset name which commemorates a person or group of persons, tradition or tradition bearers, an historic event, etc.;

2.6 “Council” means the Council of the City of Pembroke;

2.7 “Municipal Naming” means naming of the City’s roadways and other City Assets by the City without the exchange of goods, services or financial contribution;

**3. Application and Scope**

This policy applies to the naming, renaming or dedication of City Assets including the consideration of commemorative naming proposals and dedications.

Applicable Assets include:

- a) Streets;
- b) Buildings and external building features (major elements or significant features adjacent to these buildings);
- c) Recreational Trails or Pathways; and



d) Parks and park features (e.g., structures and public art).

Where Asset boundaries are not easily identified such as at a garden or structure within a property, staff will determine the most appropriate boundary to encompass the name or dedication.

#### **4. Outcomes**

4.1 A standardized approach and consistent evaluation framework for naming City Assets will be used. A Matrix Rating System is attached as Schedule "A" to this policy and will be filled out by the Asset Owner along with a report provided to Council;

4.2 A continued legacy of naming the City's Assets after outstanding individuals, events and natural features which reflect a positive image for the City, and reflect the history, contributions, accomplishments and diversity of the City, its communities and citizenry;

4.3 Engagement of communities and residents in the process of naming their surroundings; and,

4.4 The compilation of a centralized Commemorative Names reserve list for future Asset Naming opportunities.

#### **5. Mandatory Requirements**

##### **5.1 General Requirements:**

a) All City Assets identified (streets, buildings, recreational trails and pathways, parks and park features) can be named;

b) An Administrative Name shall be applied to a City Asset unless a Commemorative Name is recommended;

c) An Asset that is given a Commemorative Name must be readily available for public use;

d) There shall be no duplication of names between or within City Asset categories (e.g., park and building) with the exception of Administrative Names;

e) Similar sounding names shall be avoided due to confusion it may create for the community or emergency services;

f) Council shall approve all Commemorative Names before they are added to the City's Commemorative Names reserve list;

g) The public are welcomed and encouraged to suggest potential names for City Assets by submitting a letter with an explanation of how the proposed name complies with the naming principles in this policy;

h) Suggestions for names in honour of individuals must be accompanied by a written biography of the individual, including a description of the individual's significant contribution and an explanation of why the honour should be given. This will be kept on file and reviewed as opportunities arise. Significant is not specifically defined. It shall be left to the discretion of the staff and/or Council to assess whether a person's achievements are 'significant' and therefore worthy of consideration in the context of this policy;

- i) Where a person's name is being considered, it is the City's preference to consider the names of persons who are retired and/or deceased and therefore no longer active in their field to minimize the potential for controversy;
- j) Where possible, a direct relationship should exist between the individual or group and the feature, street, park or facility being considered for naming;
- k) Notice and public consultation shall be undertaken in accordance with the Asset being named, and in consultation with Council. The public consultation period shall be 20 days;
- l) The intent for Commemorative Naming is permanent recognition. City Assets once named shall not normally be renamed unless the Asset has an Administrative Name. Council may consider renaming an Asset on an exceptional basis.

## 5.2 Selection Criteria

All suggested names will be considered, unless it duplicates another existing name, or may cause confusion due to similarity with another existing name or is meaningful only to a limited number of people.

Preference is given to names which:

- a) Have a direct relationship with the Asset;
- b) Portray a strong positive image of the City, recognize the geographic, historical, cultural, indigenous or social significance of the area, the City, region, province or country;
- c) Reflect unique geographical or physical characteristics of the Asset site or area;
- d) Are in keeping with a specific theme (historical, cultural, or other significance to the City), and that highlights and promotes activities and industries that were/are prevalent in Pembroke;
- e) Historic groups of people or recognized associations;
- f) Recognize the contributions of organizations to a particular Asset such as partnership with or without financial contributions;
- g) Honour the significant contribution of an individual to the community;
- h) Reflect the diversity of the various communities and citizenry contributing to the ethnic, social and economic well-being of the City and/or honour significant contributions made by individuals, groups or organizations to the community; and
- i) Other selection criteria as deemed appropriate by Council.

Names shall not discriminate against people in accordance with the Ontario Human Rights Code. Names shall not be derogatory or political in nature. Names that convey a secondary negative or offensive connotation, any sexual overtones, inappropriate humour, slang or double meanings shall be avoided. Names must not, in light of generally prevailing community standards, be likely to cause deep or widespread offence.

### 5.3 Use of People's Names

Where a person's name or a group of people are being considered, it shall be limited to persons who have:

- a) Made a significant contribution to the municipality or to a group or association within the community, which has improved the quality of life for City of Pembroke residents. This includes retired Members of Council and staff that have made positive, lasting and acknowledged contributions to the City;
- b) Contributed to the conveyance of lands or buildings and/or its subsequent development or renovation (beyond legislative requirements);
- c) Demonstrated excellence, courage, or exceptional service to the citizens of Pembroke, to the Province of Ontario, to Canada, or to the world;
- d) Put themselves in harm's way - through military service, City of Pembroke's Fire service, or OPP or previously the Pembroke Police Services;
- e) Shall have an extraordinary community service record;
- f) Worked to foster inclusion, equality and reduce discrimination;
- g) Promoted Pembroke to the world; and
- h) Demonstrated themselves to be a recognized national or international figure, commonly acknowledged to have high standing and repute.

If the proposed name will identify a specific person, consent of the individual, or if deceased, consent of the family or next of kin is required.

### 5.4 Re-naming Process

- a) Assets, once named, should not normally be renamed. Council may consider renaming an Asset on an exceptional basis i.e., when new information regarding the effectiveness of that Asset Name becomes apparent;
- b) If it is deemed appropriate to change the name of the Asset, a name will be selected using the same criteria as that for naming a new Asset and in consultation with Council;
- c) The cost and impact of changing existing signage and re-building community recognition should be considered before an Asset is renamed;
- d) The City will notify all Pembroke property owners within a 120 metres radius of the Asset of the proposed name change. The notice allows 20 days for public comment.

### 5.5 Naming/Dedication Plaques and Ceremonies

- a) When a City Asset is named after an individual or dedicated to an individual, a plaque describing the significance of the individual may be installed. A ceremony may be held to unveil the plaque and/or commemorate the name, unless the name was chosen or the dedication made based solely on the historical significance of the individual; and,
- b) The timing of the ceremony depends on whether the facility is being newly opened/re-opened; or re-named/dedicated.

**6. Roles and Responsibilities**

6.1 Members of Council will:

- a) Approve names for City Assets, based on recommendations provided by staff for reporting to Committee or Council;
- b) Provide input on naming suggestions for City Assets; and
- c) Provide timely approval of the naming of Assets.

6.2 The Operations Department will coordinate the naming of buildings and facility assets and will ensure that this Policy is kept up-to-date.

6.3 The Parks and Recreation Department will coordinate the naming of arenas, parks and open space assets and will ensure that this Policy is kept up-to-date.

6.4 The Planning, Building and By-law Enforcement Department will coordinate the naming of City streets and will ensure that this Policy is kept up-to-date.

Schedule "A" to By-law 2023-45

Matrix Rating System

Asset: \_\_\_\_\_

Proposed Name: \_\_\_\_\_

Check one box for each criteria met. When complete, add and total at the bottom (5=Excellent, 0=Poor)

No.	Criteria	5	4	3	2	1	0	Weighting (rate X weighting number)
1	Civic Significance							3
2	Geographic Significance							3
3	Historic Significance							3
4	Has a direct relationship with the Asset							3
5	Demonstrated excellence, courage or exceptional service to the Province or Canada							2
6	Demonstrated excellence, courage or exceptional service to the City of Pembroke							2
7	Has worked to foster equality and reduce discrimination							2
8	Has risked or given his/her life to save or protect others							2
9	Has no other City owned asset designations (multiple existing designations will result in a lower rate)							1

TOTAL \_\_\_\_\_ (Highest Ranking 105 points)



# Committee Report

**To:** Councillor Patricia Lafreniere  
Parks and Recreation Committee

**From:** Angela Lochtie, Treasurer/Deputy Clerk  
Treasury Department

**Date:** 2025-06-17

**Subject :** ORTC Operational Policies

## **Recommendation:**

THAT Committee approve the ORTC Operational Policies for passing at a future meeting of Council.

## **CAO Review :**

I concur with the policies proposed.

David Unrau, P.Eng., PMP

## **Financial Comment:**

Staff time may be required to enforce the cancellation policy, but the policy ensures the smooth functioning of the transit system.

Angela Lochtie  
Treasurer/Deputy Clerk

## **Background:**

A code of conduct and cancellation policy are recommended transit policies to ensure an efficient and effective service. In addition, an operational policy on children under twelve is required to clarify permitted usage.

## **Discussion:**

The Code of Conduct policy has been reviewed and approved by both Left Turn Right Turn (LTRT), the Transit Project Manager and Mobility Transportation Specialists, the Transit Operator.



The Cancellation policy has been prepared by LTRT and discussed by the Transit Committee, MTS and Blaise whose feedback has been incorporated. It is important to set clear expectations at the outset of this project to minimize future issues and maximize ridership potential.

For children under the age of twelve, the following operational policies are recommended below. These recommendations support operational policies in similar jurisdictions, such as North Grenville.

- Children under the age of twelve (12) cannot travel alone on the ORTC service
- Children under the age of twelve (12) ride free if accompanied by a paying adult.

**Alternatives Considered:**

Lack of policy direction would create expectation gaps in the implementation of this project and hamper service delivery.

**Strategic Plan Impact:**

These policies support strong partnerships with our Transit Operator and clear expectations with users.

**Attachments:**

Draft ORTC Code of Conduct Policy

Draft ORTC Cancellation Policy and report from LTRT.

Respectfully submitted,

Angela Lochtie, Treasurer/Deputy Clerk  
Treasury Department

# **ORTC Passenger Code of Conduct:**

## **1. General Behavior:**

- Passengers must treat fellow passengers, drivers, and transit staff with respect and courtesy.
- Discrimination, harassment, verbal or physical violence of any kind will not be tolerated.
- Always follow the instructions of the transit personnel.

## **2. Safety and Security:**

- Passengers must remain seated while the bus is in motion.
- Do not interfere verbally or physically with the driver and their ability to operate the vehicle safely.
- Emergency exits are for emergencies only. Tampering with or obstructing emergency equipment is prohibited.
- The carrying of weapons or hazardous materials on transit vehicles is strictly forbidden.
- Refrain from engaging in activities that may disrupt or delay services, including pulling emergency controls except in real emergencies.
- Be vigilant of your possessions and report suspicious activities to transit authorities.

## **3. Fare and Ticketing:**

- Passengers must possess a valid ticket, pass, or proof of fare purchase at all times while using the service.
- Fare evasion is illegal and may result in fines or removal from the service.

## **4. Cleanliness and Environment:**

- Please be cautious consuming food or beverages on the vehicle while it is in motion. Be considerate of your fellow community members and please take all trash with you when leaving the vehicle
- Smoking, including electronic cigarettes, is strictly prohibited within transit vehicles and on all transit property.
- Large items must be secured in designated areas and not block aisles or exits.

## **5. Noise and Disturbance:**



- Personal audio devices must be used with earphones at a volume that does not disturb others.
- Loud conversations including on cell phones, use of profane language, or any disruptive behavior is not tolerated.

**6. Accessibility:**

- Priority seating is designated for seniors and passengers with disabilities; please yield seats accordingly.
- Service animals are allowed.
- Pets must be in carriers unless otherwise authorized by the transit authority.

**7. Compliance and Enforcement:**

- Transit staff and drivers have the authority to issue warnings and remove passengers who violate the Code of Conduct. Fines or other legal actions may also be applicable.
- Repeat offenses may result in temporary or permanent suspension of transit privileges.

**8. Feedback and Complaints:**

- Passengers are encouraged to provide feedback and report any issues to the Transit Service Customer Call Centre or through the mobile application.

# ORTC Cancellation Policy

## LTRT Introduction

This document outlines the recommended operational/cancellation policy for the new ORTC on-demand pilot project. The goal is to establish a framework that ensures the service is reliable and efficient for all users while fostering a positive customer experience, which is critical for the successful launch of a new public service.

The policies here reflect feedback from stakeholder consultations and are designed to be clear, consistent, and educational. They balance accountability with an understanding that the service must be accessible and user-friendly, particularly during its initial phase. This model provides a strong starting point for the pilot, with the ability to adapt based on operational data and community feedback as the service matures.

## Recommended Cancellation/Operational Policy Model

The following integrated policy model is recommended for implementation at the launch of the service. All policies apply to trips booked and taken within the approved City of Pembroke service area.

### 1. Definitions

**Late Cancellation:** A trip is considered a “late cancellation” if it is cancelled less than 15 minutes before the start of the scheduled pickup window.

**No Show:** A rider is considered a “no-show” if they are not at the designated virtual stop and ready to board within one (1) minute of when the vehicle arrives.

### 2. Driver Wait Time Standard

- Upon arrival at the pickup location during the pre-determined 10-minute pick-up window, drivers will wait a standard of one (1) minute. This standard will be clearly published to all users.
  - If a driver arrives at the pickup location prior to the beginning of the 10-minute pick-up window, they will wait until the opening of the window and the additional one (1) minute.
- If a driver’s schedule permits (i.e., they are not at risk of being late for their next scheduled pickup), they may wait longer at their personal discretion. However, riders should not expect a wait time longer than the published one-minute standard.

### 3. Progressive Policy for No-Shows and Late Cancellations

A progressive, educational approach will be used to manage service misuse. The Blaise Transit technology platform will automate the tracking and initial communications for this policy.

- **First and Second Incidents (within a 90-day period):** The system will log the incidents. After the second incident, an automated educational warning will be sent to the rider explaining the negative impact of no-shows and late cancellations on service for the entire community.
- **Third Incident (within a 90-day period):** The rider's account will be automatically flagged and booking privileges will be temporarily suspended.
- **Account Review and Suspension:**
  - Suspended accounts will be placed in a queue for manual review by designated City of Pembroke staff.
  - Following review, a 30-day suspension may be applied.
  - For chronic issues beyond the first suspension, staff may implement longer suspension periods.

#### **4. Policy Application for Third-Party Bookings**

- The same rules apply to all trips, including those booked on behalf of riders by partners.
- Policy communications (warnings, suspension notices) for these trips will be directed to the partner organization, who will be responsible for managing the issue with their client. This will be formalized in the agreements between these partners and the City of Pembroke.

#### **5. Appeals Process**

- A simple appeals process will be available. Riders who feel they have been suspended unfairly may appeal by contacting ORTC customer service via email or phone for a secondary review. The City-designated "Transit Liaison" shall be delegated final authority on these matters.

#### **Justification for the Selected Model:**

This "three-strikes" educational model is recommended, as it is ideal for a pilot project where establishing positive rider habits and community adoption are primary goals.

- **Prioritizes Education over Punishment:** By providing clear warnings before a penalty, the model gives riders a chance to learn the system and correct their behaviour without immediate punishment, fostering goodwill for the new service.
- **Ensures Fairness and Consistency:** The manual review process prevents riders from being unfairly penalized due to emergencies or technical glitches. As discussed in the stakeholder meeting, setting a clear, published standard for wait times and penalties ensures all users are treated equally.

- **Protects Service Quality:** The policy protects the experience for all users. Discouraging no-shows minimizes vehicle delays and ensures the on-demand system can run efficiently, respecting the time of all passengers and preventing the system-wide delays that concern stakeholders.

### **Examples of Similar Models at other Ontario Agencies**

The proposed framework reflects established best practices at other successful on-demand transit services across the province.

**Sault Ste. Marie On-Demand:** Their policy is a direct parallel. A rider who has three (3) no-shows within a 30-day period will have their booking privileges suspended.

**Barrie Transit On-Demand:** Barrie also uses a progressive policy where repeated no-shows lead to a temporary suspension, confirming that a temporary penalty is the preferred method for encouraging compliance without permanently losing a customer.

**York Region Mobility On-Request:** This service specifies that a pattern of no-shows can result in suspension and requires the customer to contact the transit provider to discuss the issue before privileges are restored. This shows the value of the manual, human-in-the-loop review process recommended for ORTC.

### **Conclusion**

The recommended operational and cancellation policy provides a clear, fair, and proven framework for the ORTC pilot. It directly incorporates stakeholder feedback by establishing firm but reasonable standards that balance the need for operational efficiency with a customer-centric approach. By implementing this policy, ORTC can ensure a reliable and positive experience for all users from the first day of service, while retaining the flexibility to adapt as the pilot evolves based on data and community needs.



# Committee Report

**To:** Councillor Andrew Plummer  
Operations Committee

**From:** Angela Lochtie, Treasurer/Deputy Clerk  
Treasury Department

**Date:** 2025-06-17

**Subject :** ORTC operations and the Pembroke & Area Handi-Bus

## **Recommendation:**

THAT Committee provide staff direction to draft a contract amendment between the City and the Friends of the Disabled (Pembroke) Inc based on the recommendations provided in this report for passing at an upcoming meeting of Council, with topics to include:

- Service hour parity with the ORTC service including the notice period required for service hour changes.
- Fare parity with the ORTC service for service within the municipal boundary of Pembroke, with fare top-up funding provided on a quarterly basis based on actual Pembroke ridership.

## **CAO Review :**

I concur with the recommendations in this report.

David Unrau, P.Eng., PMP

## **Financial Comment:**

Based on Q1 2025 ridership, top-up funding of roughly \$1,800 per month is anticipated, to be funded through the existing transit budget.

Angela Lochtie  
Treasurer/Deputy Clerk

## **Background:**

At the May 6, 2025 meeting of the Finance and Administration Committee, staff was directed to further discuss fare and service hour parity with the Pembroke and Area Handi-bus service.



## Discussion:

On June 4, 2025, City staff and representatives from Left Turn Right Turn met with Dan Callaghan and Marcel Mantha of the Friends of the Disabled (Pembroke) who operate the Handi-bus service in both Pembroke and Laurentian Valley. The following issues were discussed with recommendations to Committee as follows:

- **Service Hour Parity:** The Handi-bus agreed to that service hour parity is recommended between the two services within Pembroke. While their drivers are subject to three-hour minimum pay, significant additional demand is not expected. The dollar figures previously provided are considered the worst-case scenario. The Handi-bus does already accommodate special requests outside of published hours whenever possible. The notice period for service hours changes to MTS is also acceptable to the Handi-Bus operations. A future meeting with MTS was recommended to evaluate the possibility of collaboration between the two services on an emergency/ad-hoc basis when required. Further information from MTS would be required on accessible driver training.
- **Fare Parity:** The Handi-bus agreed that fare parity is recommended for rides that start and end within the boundaries of Pembroke. At this time, the Township of Laurentian Valley rides would continue at the \$7 rate. With the City's base fare currently set at \$5/ride, top-up funding of the \$2 fare differential is recommended to ensure funding equity between the two municipalities as supported by a quarterly reporting process on the number of Pembroke rides provided at the discounted fare by the Handi-bus. Monthly reporting data would also be made available.

**Joint Communication Strategy:** As raised by the City's Accessibility Committee, a joint communication brief will be developed between the two transit operators to explain what accessible services are available between the two services in order to provide service clarity. This will be reviewed by the Accessibility Committee for feedback.

- **Potential Collaboration with MTS:** City staff will organize a meeting between the Handibus and MTS to discuss potential areas of cooperation prior to service launch on Tuesday, August 5.
- **Future Meetings:** It was recommended that the two parties formally meet every six months to discuss common issues and concerns.

Apart from the launch of the new ORTC service, the next vehicle replacement for the Handi-bus was also discussed. Their Ford vehicle is due to be replaced over the next two years. With long lead times expected, it is recommended to develop and issue an RFP for the vehicle's replacement this fall for delivery in 2026 or 2027. This would be included in the 2026 budget and funded through the Gas Tax Reserve Fund (Transit). At this time, sufficient funding is expected to be available in the Reserve Fund at vehicle delivery. The current forecasted balance at the end of 2025 is estimated at \$174,422.



**Alternatives Considered:**

The proposed approach follows legal advice received regarding the operation of the two services, respecting the spirit of AODA legislation.

**Strategic Plan Impact:**

This plan supports community partnerships.

**Attachments:**

None.

Respectfully submitted,

Angela Lochtie, Treasurer/Deputy Clerk  
Treasury Department



# Committee Report

**To:** Councillor Patricia Lafreniere  
Parks and Recreation Committee

**From:** Angela Lochtie, Treasurer/Deputy Clerk  
Treasury Department

**Date:** 2025-06-17

**Re:** **2026 Budget Timelines and Strong Mayor Powers**

## **Recommendation:**

That the Operations Committee approve and adopt the 2026 budget schedule as presented.

## **Background:**

In May 2025, the province of Ontario granted Strong Mayor powers to the City of Pembroke.

## **Discussion**

As it relates to the setting of the annual city budget, these new powers cannot be delegated. While the current Mayor has indicated a desire to maintain the status quo, City staff recommend that these legislated changes be incorporated into the City's annual budget process. This will ensure a clear process for both the current and future terms of Council and provide an understanding of how these powers may be exercised, at the discretion of the Mayor, with decisions to exercise or not exercise these powers documented in writing.

All timelines proposed in the attached schedule meet the defined periods in the legislation except for the Mayoral Veto period, which has been shortened from 10-days to 5-days. This change will require formal approval from the Mayor. The Mayor has been provided with an opportunity to comment on this draft schedule prior to this Committee report and had no issues with the proposed draft schedule.

## **Financial Implications:**

The Treasury Department will no longer be required to pass a formal budget by-law. Under the new legislation, budgets are deemed to be passed at the end of the pre-defined veto





periods. For documentation purposes, the Treasurer will include budgetary information in the pre-amble to the annual tax-rate bylaw commencing in 2026.

**Strategic Plan Impact:**

This activity supports financial planning.

**Attachments:**

Draft schedule.

Respectfully submitted,

Angela Lochtie, Treasurer/Deputy Clerk  
Treasury Department

**City of Pembroke**  
**2026 Budget Schedule**

<b>Step</b>	<b>Activity</b>	<b>Dates</b>	<b>Strong Mayor</b>
1	Treasurer to provide department heads with working papers via email	August 8, 2025	Not Applicable
2	Department Heads develop operating and capital budgets	Aug. 11 – Sep. 12	Not Applicable
3	Department Heads submit budgets to the Treasurer via email	Sep. 12	Not Applicable
4	Treasury to review submissions and amend format where necessary	Sep. 15 – Sep. 26	Not Applicable
5	Department Heads meet individually with the CAO, Treasurer and Deputy-Treasurer to review budget requests, provide justification and explanation	Sep. 29 – Oct. 17	Not Applicable
6	Treasury to make changes and/or corrections resulting from review of all budgets	Oct. 20 – Oct. 24	Not Applicable
7	Department Heads to review budgets and seek input from relative committee Chair and Vice Chair	Oct. 27 – Oct. 31	Not Applicable
8	Local Boards to submit budgets to Treasurer	<b>Nov. 10</b>	Earlier date to allow Mayoral review
9	Treasury to consolidate, format and prepare all budgets for Mayor review	<b>Nov. 3 – Nov. 7</b>	New Dates
10	Mayor to review staff-prepared budget and propose budget changes via a formal Budget Direction Memo to Treasurer	<b>Nov. 10 – Nov. 21</b>	New Dates
11	Treasury to integrate Mayor feedback and prepare all budgets for Finance Committee review	<b>Nov. 24 – Dec. 1</b>	New Dates
12	Treasury issues budget packages delivered to members of Council on behalf of Mayor.	Dec. 2, 2025	Head of Council <b>proposes budget</b> Day 1 of Strong Mayor budget timeline

<b>Step</b>	<b>Activity</b>	<b>Dates</b>	<b>Strong Mayor</b>
13	Finance Committee review consolidated budgets including capital (no taxation impact)	Day 1 Dec. 9 Day 2 Dec. 10	Council meets and <b>amends budget</b> 30-day period ends January 1, 2026
14	Mayor may veto budget amendments via formal memo to Clerk	Jan. 2 – Jan. 6	<b>Mayoral Veto</b> <b>10-day period shortened to 5-days</b> to allow staff time to update public budget meeting presentation
15	Treasury to provide public budget meeting materials to Clerk's office	Jan. 8, 2026	Not Applicable
16	Public Budget Meeting	January 13, 2026	Not Applicable
17	Day 3 including Public Feedback, Taxation, and council override of mayoral veto.	January 15, 2026	Council may override mayoral veto by <b>2/3 Majority</b> 15-day period ends Jan. 21, 2026.
18	Budget deemed passed	January 22, 2026	Not Applicable
19	Formal adoption of 2026 Budget-related bylaws at regular scheduled Council Meeting	February 3, 2026	Not Applicable

### **Budget Day 3: Council Overturn of Mayoral Veto**

<b>Council Attendees</b>	<b>2/3 Majority including Mayor</b>
4 Council Members attending (quorum)	3 of 4 votes needed to overturn
5 Council Members attending	4 of 5 votes needed to overturn
6 Council Members attending	4 of 6 votes needed to overturn
7 Council Members attending	5 of 7 votes needed to overturn

Need:

Form letter: Budget Direction Memo template, Veto Council amendment



# Committee Report

**To:** Councillor Patricia Lafreniere  
Parks and Recreation Committee

**From:** David Unrau  
Chief Administrative Officer

**Date:** 2025-06-17

**Subject :** Flexible Working Arrangements

## **Recommendation:**

That committee approve making the pilot project for flexible working arrangements for eligible City of Pembroke employees permanent (subject to annual review), as outlined in this report.

## **CAO Review :**

Reviewed and approved.

David Unrau, P.Eng., PMP

## **Financial Comment:**

There is no direct financial impact to the City's operating budget. Overall work hours and staff responsibilities will remain the same. Existing IT infrastructure and resources support remote work where applicable, with no anticipated need for additional expenditures.

Angela Lochtie  
Treasurer/Deputy Clerk

## **Background:**

The Flexible Working Arrangements Pilot has run for a period of approximately 1 year, starting July 1, 2024 through to June 30, 2025. The pilot offers options such as:

- Hybrid Work Arrangements – working off site (up to 2 days a week)
- Flex-Time - allows employees to adjust the start and end times for their work day while still working their standard number of hours per week



- Compressed Work Week - where a full-time employee maintains a base number of hours worked, but over fewer days over a two-week period

Employee participation is voluntary and subject to management approval, based on operational requirements. Clear criteria, agreements, and monitoring processes are in place to ensure accountability and productivity.

### **Discussion:**

The objectives of the pilot include:

- Supporting employee wellness and work-life balance
- Increasing staff retention and job satisfaction
- Maintaining or enhancing service delivery
- Evaluating the operational impacts of flexible work models
- Informing a long-term policy recommendation

During the initial stages of the pilot project flexible work arrangements, Directors and Managers have observed no significant challenges to service delivery from employees who have participated. Departments have continued to meet operational needs effectively, and service levels to the public have been maintained.

Employee feedback has been overwhelmingly positive, with many expressing appreciation for the increased flexibility and trust, which has contributed to improved morale, job satisfaction, and work-life balance. While some departments have required additional coordination by managers to accommodate scheduling and coverage, the overall impact has been manageable. Management has noted that the benefits to employee well-being and engagement outweigh the added effort, and they are supportive of continuing to explore these arrangements through a structured pilot.

By approving the Flexible Working Arrangements Policy, the pilot project will be made permanent and come into effect July 1, 2025. The decision to present both the report and the corresponding by-law for approval on the same night is based on operational timing and administrative planning related to vacation scheduling under the CUPE collective agreement. As outlined in the agreement, employees are required to submit their vacation requests by September 1, 2025, in order for managers to prepare and release the finalized vacation schedule for January 2026.

To support this process, Payroll and Human Resources must run reports to confirm each employee's vacation balances, calculate carryover entitlements (up to 25%), and distribute vacation allotments. This information is typically shared with employees by the end of July or early August. Addressing the by-law in June allows for adequate time to complete required internal tasks in advance.

### **Alternatives Considered:**

1. Postpone decision for further benchmarking



2. Maintain traditional in-office work model only

**Strategic Plan Impact:**

Staff engagement, attraction and retention.

**Attachments:**

1. Flexible Working Arrangement Policy

Respectfully submitted,

David Unrau  
Chief Administrative Officer



## Corporate Policy

**Policy:** Flexible Working Arrangement Policy  
**Main Contact:** Arin Crinnion  
**Last Revision:** June 2025

### Policy Statement

At the City of Pembroke, we recognize the importance of providing employees with flexible working arrangements that support work-life balance, enhance productivity, and foster inclusivity. This policy establishes guidelines for requesting, implementing, and managing flexible work schedules while ensuring business continuity and operational effectiveness.

### Purpose

The purpose of this policy is to provide a structured framework for flexible working arrangements at the City of Pembroke. By offering employees the ability to adjust their schedules, the policy aims to enhance work-life balance, boost productivity, and promote inclusivity. At the same time, it ensures that essential operations continue uninterrupted, maintaining business continuity and operational effectiveness. This framework outlines clear guidelines for requesting, implementing, and managing flexible work schedules, ensuring that both employee well-being and the city's performance are prioritized. Flexible Working Arrangements plays a role with employee retention and attraction.

### Application

Participation in the Flexible Working Arrangement program is voluntary for eligible employees.

### Definitions

**Hybrid Work:** Employees may perform job responsibilities from an approved location outside municipal offices on a hybrid basis. Maximum two (2) days.

**Flexible Work Hours:** Employees may adjust their work schedule within core business hours to accommodate personal or professional needs. Core business hours are 9:30am - 2:30pm.

**Compressed Work Weeks:** Employees may work their regular hours over fewer days (e.g., a full-time employee can work longer hours or reduce their lunch and eliminate the two 15

minutes breaks to work their hours over nine (9) days to have one (1) day off during the pay period).

## Procedures

### Subheading

#### For Employees

- **Requesting Flexible Work:** Employees should submit a formal request outlining the type of flexibility they seek, such as changes to work hours, hybrid, or compressed.
- **Eligibility:** Employees must have worked for six (6) continuous months before requesting flexible work arrangements.
- **Communication:** Employees should discuss their needs with their manager and ensure their request aligns with company policies.
- **Adapting to Changes:** Employees must remain productive and responsive while working flexibly, ensuring their work meets expectations.

#### For Managers

- **Handling Requests:** Managers should review requests fairly and in a reasonable timeframe, consulting Human Resources.
- **Policy Compliance:** Managers must ensure flexible work arrangements comply with company policies and legal obligations.
- **Supporting Employees:** Managers should provide clear guidelines and expectations to help employees succeed in their flexible roles.
- **Monitoring Performance:** Regular check-ins and performance evaluations can help ensure flexible work arrangements remain effective

## Exclusions

CUPE Local 24, hourly paid employees that are not listed in the Letter of Understanding.

Probationary employees or employees who have accepted a promotion and in a familiarization period.

In accordance with the original Letter of Agreement with CUPE, flexible work arrangements are available to eligible salaried office staff. Employees must have successfully completed



their probation period, and the nature of their position must support remote or flexible work (e.g., roles requiring on-site presence, such as front desk duties, are not eligible).

## References and Related Policies

1. CUPE Local 24 Collective Agreement and Letter of Understanding.

## Authority

This policy is established pursuant to Section 224 of the *Municipal Act, 2001* which provides the authority for municipalities to develop and evaluate the policies and programs for the municipality and to ensure that administrative practices and procedures are in place to implement the decisions of Council

## Monitoring

Updates to this policy will be made as necessary by Human Resources and presented to City Council for approval.

## Change History

**Policy:** Flexible Working Arrangement Policy

Effective Date	Significant Changes	By-Law #
June 17, 2025	Establishment of Flexible Working Arrangement Policy	2025-XX

## Appendix A: Flexible Working Arrangement Policy

- Flexible Working Arrangements Information Guide

# **City of Pembroke**

## **Flexible Work Arrangements**

### **Information Guide**



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## **Introduction**

The City of Pembroke recognizes that as workplaces continue to evolve, organizations must also evolve to ensure operational excellence without sacrificing the work/life balance of its workforce. Like many leading organizations, the City of Pembroke supports enabling a work culture that is collaborative, engaging, inclusive, and encouraging of flexibility in employee work arrangements and scheduled hours of work whenever possible. Implementing schedule and location flexibility can be beneficial for both Managers and employees. It can improve work/life balance for staff, provide greater flexibility for departments in addressing operational and customer needs, and potentially lead to a greener commute.

Many positions across the City of Pembroke are on-site positions given the nature of our mission to deliver exceptional customer service. Alternative work arrangements may not be suitable for all employees/positions across the Corporation.

Work/life balance is highly personal. It can mean different things to different people at different stages of their lives. Individual priorities may range from juggling family responsibilities, contributing to the community, maintaining health and wellbeing, studying, transitioning to retirement as well as participating in leisure activities.

Employees interested in a Flexible Work Arrangement (FWA) should discuss their particular needs with their Manager. FWA has to make sense from an operational and customer services perspective. They also must adhere to all collective agreements. As such, not all positions or employees are suitable to an FWA.

This guide presents a brief overview of the City of Pembroke's flexible work options. It identifies benefits and expectations to Managers and employees, and is meant to be a guide for you and your Manager when determining which, if any, FWA is a fit for you and your department.

For further information, please speak to your Manager and/or Director.

## **Why Flexible Work Arrangements?**

Flexible work arrangements offer alternative approaches to getting work done through non-traditional work hours, locations, and/or job structures. Flexible work arrangements meet many needs including:

- Increase work/life balance for staff;
- Greater flexibility for departments in addressing operational and customer needs.

Additionally, studies show that FWA can:

- Increase individual and department effectiveness;
- Increase employee morale, engagement and commitment to the organization;
- Foster a positive work attitude;
- Improve employee attendance;
- Promote "green" initiatives;

- Promote cross training with departments;
- Encourage effective use of limited work space.

It is important to note that flexible work arrangements as outlined in this guide are **not** substitutions for, or part of, an accommodations plan for employees. In cases where an employee requests a flexible work arrangement for medical reasons, to accommodate a disability or family status, the City of Pembroke has a duty to accommodate all persons that require accommodation based on a protected ground (to the point of undue hardship). There is a separate process in place to arrange for accommodation related to illness or disability. Please connect with your Manager or Human Resources if you have questions on these requests.

## **The Role of Managers**

Supportive Managers are critical for the successful implementation of FWA. They should:

- Consider all flexible work proposals with an open mind and explore new ways of working;
- Discuss flexible work options with staff and the reasons why flexible work options may or many not be suitable to their department;
- Be aware of the policy and procedures and collective agreements that may influence decision-making;
- Ensure workloads are managed and the team remains supportive and cohesive while implementing FWA;
- Document and regularly review FWA to ensure they benefit both the employee and the City of Pembroke; and
- Model a healthy work/life balance as much as possible – employees often follow the work style of their immediate Manager.
- Perform regular wellness check-ins.

## **The Role of the Employees**

All employees play a vital role in making FWA work. Employees need to:

- Develop an FWA proposal that addresses department needs first and the impact it may have on the productivity of others;
- Understand that not all flexible work options are suitable;
- Ensure effective implementation of the FWA by planning and prioritizing work, communicating with Managers and colleagues;
- Be able to adjust to changing business needs (eg. An employee who normally works a reduced work week may need to work more hours in any given week to meet a project deadline or other business need such as vacation coverage);
- Regularly review arrangements with their Manager to ensure it remains mutually beneficial;
- Communicate any challenges or concerns regarding their FWA schedule or the program in general to their immediate supervisor; and
- Work together with co-workers to determine a solution if two individuals are requesting the same or similar FWA and both cannot be accommodated.

## **Types of Flexible Work Arrangements**

The job and employee characteristics listed below are examples only and can differ from department to department, or position to position. It is recommended that Managers and employees review the self-assessment form to assist in determining if an FWA is a fit for the employee and the department.

### **Hybrid Work Arrangements**

Hybrid work allows for a portion of an employee's job to be performed off-site, usually at the employee's primary residence. Since the employee must be accessible and the employee is required to devote their full time and attention to their assigned tasks, hybrid work is not a substitute for childcare or eldercare. The maximum number of days an employee can work remotely during the trial period is up to 2 days. Hybrid work is to be conducted during normal business hours of operation.

Characteristics of jobs that work successfully by working on a hybrid arrangement may include:

- Work that is project-based and results are measurable;
- Work that can be sent to and from the employee's home with ease, speed and confidentiality;
- Work that involves a high percentage of work that can be performed from an alternative location;
- Work that requires very little need for face-to-face contact with Managers, clients, members of the public, other employees, etc.
- Work that requires minimal access to equipment, materials, files, etc. that are situated only at the workplace;
- Security requirements of the job can be met from a remote location;
- Confidentiality requirements of the job can be met from a remote location.

Employees suited to working a hybrid arrangement are;

- Independent;
- Do not require constant supervision or feedback;
- Do not have a high need for continual social interaction or being with others – they can handle solitude;
- Are proven job performers;
- Are self-motivated, well-organized, and disciplined in their approach to work;
- Share mutual trust with Managers and Supervisors;
- Can make the appropriate childcare or eldercare arrangements;
- Are able to mentally separate their office from the rest of their home, and the demands of work, from the demands of family;
- Have a good understanding of their own job requirements;
- Are familiar with their work, their organizational culture and, and their co-workers – employees may be less likely to assist a person working from home if they don't know them and the person at home may be less likely to contact someone they don't know;

- Have a suitable home office, one that is well-equipped with the right tools, technology, is safe, quiet and ergonomically sound.

For hybrid workers on an approved hybrid work arrangement, the following will apply:

- Any travel expenses are subject to reimbursement under the City of Pembroke's Expense Reimbursement Policy. Mileage will be paid from either the hybrid worker's home or their alternative work location as outlined in their flexible work arrangement, whichever is less;
- Provide or secure their own utilities including but not limited to furniture, lighting, heating, internet, telephone, printer supplies, or any other amenities required to perform work;
- The City of Pembroke will not be held liable for any damages to a hybrid worker's property or any injuries to family members, visitors or others in the hybrid worker's home'
- It is the hybrid worker's responsibility to consult with an insurer for any coverage implications due to working remotely. The hybrid worker must certify they have home insurance if their alternative work location is in their home.

## **Flex-Time**

Flex-time allows employees to adjust the start and end times for their work day while still working their standard number of hours per week. Flex-time does not reduce the total number of hours worked in a given week, nor should it increase the hours, unless overtime has been approved by the Manager. Flex-time schedules are expected to fall within the core business hours of the department. Core business hours are 9:30am – 2:30pm.

Characteristics of jobs that can work successfully under a flex-time arrangement may include:

- Work that provides direct customer service where extending the standard hours of operation would improve customer service;
- Work that requires minimal contact with customers or co-workers, allowing for work to be completed outside the normal hours of operation;
- Tasks that require a minimum of supervision;
- Work that is project-based.

Employees suited to working flex-time:

- Can arrange their schedules to co-ordinate with the times they are most productive;
- Can adjust their personal demands to match the flex schedule;
- Have a good understanding of their job requirements;
- Are disciplined in their approach to work;
- Are skilled communicators and take the initiative to keep themselves informed.

For flex-time workers on a flexible work arrangement, the following will apply:

- Operational needs, space considerations, and health and safety issues may prevent granting a request for flex-time or requiring modification to a flex-time arrangement;
- Flex-time will not negatively affect the workload or productivity of co-workers either by shifting burdens or creating delays and additional steps in the work flow;
- Be able to adjust to changing business needs.



## **Compressed Work Week**

A compressed work week is one where a full-time employee maintains a base number of hours worked, but over fewer days over a two-week period. For example, a full-time employee can work longer hours or reduce their lunch and eliminate the two 15 minutes breaks to work their hours over nine (9) days to have one (1) day off during the pay period.

Characteristics of jobs that can work successfully under a compressed work week arrangement may include:

- Work that is project-based with flexible deadlines;
- Tasks that require minimum supervision;
- Job requirements can be scoped to fit this flexible work arrangement;
- Coverage can be arranged on each other's off days.

Employees suited to working compressed work weeks:

- Are organized to complete all required tasks in the compressed schedule;
- Strong communication skills with peers and Manager;
- Excellent time-management and planning skills;
- Strong team-building and team-maintenance skills;
- Can control when their work gets done in terms of hours and days.

For compressed work week workers on a flexible work arrangement, the following will apply:

- Daily hours exceeding five (5) require a minimum of 30 minutes for an eating period free from work;
- Operational needs, space considerations, and health and safety issues may prevent granting a request for compressed work week or requiring modification to a compressed work week arrangement;
- Compressed work week will not negatively affect the workload or productivity of co-workers either by shifting burdens or creating delays and additional steps in the work flow;
- Be able to adjust to changing business needs.

## **Who is eligible?**

All full-time/contract employees who have completed their probationary period or 6 months of continuous employment. Employees are encouraged to complete an FWA self-assessment to help guide them with this decision-making process. (See Appendix A)

Since FWA must adhere to collective requirements, not all unionized staff are able to work an FWA. Please speak with your Manager to help determine if your position may be able to adopt an FWA.

Flexible work arrangements for new employees will be assessed during the onboarding and probationary period to ensure employees are supported in building confidence, connectivity and organizational competency, as well as having the opportunity to demonstrate an understanding of the roles and responsibilities required to successfully perform their duties.

## **Are you ready for a Flexible Work Arrangement?**

Before requesting a flexible work arrangement, employees should take some time to consider their specific needs as well as those of their team. Not every employee or every position is suitable for a flexible work arrangement, if any. The FWA self-assessment will help identify options, obstacles and the required support as well as consider personal and business implications. The self-assessment will also assist employees in completing the formal FWA proposal. (See Appendix A)

## **Flexible Work Arrangement Proposal**

An employee who wishes to request a flexible work arrangement must prepare and submit an FWA proposal. This would only be done once they have reviewed the City of Pembroke's FWA policy and procedures as well as completed the self-assessment. It is recommended that before completing the FWA proposal, employees speak with their Manager to determine if any option is not feasible due to their role and/or the department's business requirements. There is an FWA proposal template for each type of flexible work arrangement offered by the City of Pembroke. (See Appendices B and C)

## **Approval Process**

Once an employee has completed the appropriate FWA proposal form, they should set up a meeting with their Manager to discuss it. The meeting should be set for a time that will provide the opportunity to review the proposal without interruptions or the need to rush. Don't expect an answer immediately. Leave the proposal with the Manager to review. Managers will review the proposal and follow the FWA Assessment Form to help make a decision on the application. (see Appendix D)

If the Manager has questions or concerns about the proposal, employees should indicate that they will take the feedback, review it and set up a meeting with the Manager in a few days. Once the employee has had time to digest the feedback, they should honestly assess the information from a variety of points of view (i.e. Manager, co-workers, the customer, the City of Pembroke). Determine how to address these concerns in a manner that is beneficial to all concerned. Modify the proposal to reflect these changes and present it to the Manager at the next meeting.

Once the Manager has reviewed the proposal after questions or concerns have been addressed, the Manager is to provide the proposal to Human Resources for review and feedback.

The final decision to allow or deny an employee's proposal is at the Director level and is based on a recommendation from the Manager/Supervisor with consultation from Human Resources. When making a decision, the Director will consider both the impact on the department, including service delivery and other members of the team. Not all arrangements will work for every employee or position.

If the arrangement is approved, the Manager and the employee will complete the FWA proposal trial period authorization. The trial periods length and any special considerations are also noted.

Trial periods are for a minimum of 90 days. The Manager and employee will also negotiate a starting date for the flexible work arrangement.

If your proposal is denied, the Director will provide a business reason and document this on the employee proposal. There may be an opportunity to revisit your request at a later date if circumstances change.

## **Next Steps – Assess, Implement, Review**

Flexible work arrangements involve a continuous process of assessing, implementing and reviewing. Individual circumstances and business requirements change. As such, flexible work arrangements should be reviewed regularly to ensure they are working out for both the employee and the department. Managers and employees must review the FWA prior to the end of the trial period and complete the Final Agreement section on the FWA proposal. Managers and employees are also required to review flexible work arrangements at least annually; however, they can be reviewed at any time by the Manager's or employee's request. For non-union employees with an FWA, it will be included as part of the annual Performance Appraisal process.

Prior to the Performance Appraisal meeting, both the Manager and employee should review the original FWA proposal and come prepared to discuss its success, as well as what is not working. They should also discuss what changes, if any, may need to be made. An FWA Formal Review form must be completed together and forwarded to Human Resources. (See Appendix E)

## **Questions and Answers**

### **What is a flexible work week?**

A flexible work week is any working arrangement or schedule that differs from an employee's normal hours, days or location of work.

### **What types of flexible work arrangements are available?**

The City of Pembroke offers the following flexible work arrangements: flex-time, compressed workweek and hybrid work arrangements. All flexible work arrangements are subject to operational and customer service requirements and collective agreements. At this time, only one flexible work arrangements may be implemented and not a combination of multiple arrangements on an ongoing basis.

### **How do I know if my job would allow for a flexible work arrangement?**

Careful consideration must be given to your job responsibilities and/or the hours worked to ensure service delivery and operational requirements are met. If you are thinking about requesting a flexible work arrangement, complete the self-assessment form to help determine what type of flexible work arrangement would be best suited for you and your job requirements. Also speak with your Manager to determine what your department's specific needs are.

### **What if a flexible work arrangement is not feasible?**

Not all requests for a flexible work arrangement can be approved. The individual, the position and/or the department may not be well suited for a flexible work arrangement.

**Can my flexible work arrangement end or be changed?**

Yes. Flexible work arrangements can be ended any time during the trial period. The City of Pembroke may terminate the arrangement if deemed necessary with no notice if the situation warrants. Flexible work arrangements are approved by your Manager and Director and must be formally reviewed at least annually to ensure that it is working for everyone using the FWA Formal Review Form.

**Who approves the flexible work arrangement?**

Your Manager reviews the proposal and with consultation from Human Resources, provides a recommendation to your Director who will approve or deny your proposal and share the rationale with you. Directors have the final say. There is no appeal process.

**What criteria will be used to approve a flexible work arrangement?**

Directors will consider how the department and operational goals can be met with flexible work arrangements in place. Service delivery, financial impacts, risks and the effect on other team members should also be considered. Managers and Directors can use the Assessment Form as a guideline.

**What if I have an informal flexible work arrangement in place now?**

Any arrangement that is longer than 30 days must be formalized. You should complete the appropriate FWA proposal and submit it to your Manager.

**Do infrequent or emergency flexible work arrangements need to be approved and documented?**

Only flexible work arrangements that are longer than 30 days need to be approved and documented.

**Will I be able to change the flexible work arrangement if my situation changes?**

Yes. A minimum of two weeks' notice is required; however, as much notice as possible is appreciated as others may be affected by the change in your work schedule.

**Can a Manager request a change to an employee's flexible work schedule once it has been approved.**

Yes. A Manager may require an employee to temporarily change their flexible work arrangement when unforeseen business conditions arise. For example, an employee is required to attend a meeting at 4:00 p.m. when their flex schedule sees them leave at 3:30 p.m. If a Manager requires an employee to permanently change their schedule, reasonable notice will be provided based on the circumstances.

**Does the Employment Standards Act (ESA) apply to flexible work arrangements?**

Yes. All flexible work arrangements must satisfy all employment standards under the Act.

**Will I be required to attend prescheduled staff meetings, events and/or training courses if they conflict with my proposed flexible work arrangement?**

Yes. You will be required to attend prescheduled staff meetings, events and/or required training courses.

**If my request is denied, is it acceptable to apply again at another time?**

Yes. An employee should discuss with their Manager and/or Director when a good time to re-apply would be.

**My friend and I work in the same department. They recently proposed a flexible work arrangement and was approved. I proposed a flexible work arrangement but was turned down. Is this fair.**

Flexible work arrangements are not an across-the-board benefit for employees.

Managers/Directors know the operations of their departments best and are responsible for the final decisions on how to get the work accomplished. Responsibilities, service delivery, team structure and work performance are all taken into consideration.

**I am an office worker and a statutory holiday falls on a day that I am scheduled to work compressed hours. How will this work?**

You must make up the difference in time or submit a vacation leave request for the additional time difference between any designated holiday hours and your compressed workday hours. Your collective agreement specifies what your designated holiday is worth (for example 7 or 8 hours). You must establish your make-up time in writing prior to the stat day with your manager.

**I submitted a flexible work proposal and haven't heard back from my Supervisor. How long will this review take?**

The City of Pembroke has not established standard response time for a Supervisor to respond to a proposal in consideration of schedules of all parties, and various complexity of the proposals that may be received. Work priorities may make it difficult for a Supervisor to give a proposal their immediate attention, but we encourage Supervisors to keep employees apprised of the status of their proposal request. Patience and understanding are encouraged for all parties as you work through the process together.

## Appendix A:

### Flexible Work Arrangement Self-Assessment Checklist

This checklist will help you consider whether you and your job are compatible with a particular flexible work option. There are statements in each of four categories:

- Job requirements
- Work style and personal characteristics
- Personal expectations and trade-offs
- Business impact on others

Read each statement and select the box before the statement if it is true for you. You can then look across the row to see which flexible work arrangement options are most likely to be compatible with those statements you feel apply to you. Alternatively, if you have a particular arrangement in mind, you can focus on those statements for which there is a dot in the column of the flexible work option in which you are interested. The statements are based on success factors for each option - the more matches you have, the more suited you are for that option. A very low number of selected boxes suggests you may need to revisit and redesign your flexible work arrangement to better fit your work style or job requirements. This checklist is meant as a guide and not an absolute "yes/no" decision maker.

#### Job Requirements

	Job Requirements	Flex-Time	Hybrid Work Arrangement	Compressed Workweek
	My job requirements will allow me to shift my work to earlier or later hours.	•		
	My job has independent, task focused work.	•	•	
	I can provide others with information they need while on this flexible work arrangement.	•	•	•
	I can obtain the information I need to do my work while on this flexible work arrangement.	•	•	•
	I can control my workflow and deadlines.	•		•
	I can attend all regular mandatory/critical meetings and trainings while on this flexible work arrangement.	•	•	•
	My job requirements can be scoped to fit this flexible work arrangement.			•
	I can set an appropriate schedule that will serve customers/clients needs.	•		•
	My job rarely has critical deadlines requiring significant additional hours.			•
	My job does not require face-to-face customer/client or team contact.		•	•
	I have adequate technology/equipment to perform the essential functions of my job away from a company location.		•	
	I have the training and support I need to perform my job while working remotely.		•	

## Work Style and Personal Characteristics

	Work Style and Personal Characteristics	Flex-Time	Hybrid Work Arrangement	Compressed Workweek
	I am comfortable making decisions independently.	•	•	
	I function well with limited or no supervision.		•	
	I have strong self-management skills.	•	•	
	I am organized.	•	•	•
	I consistently accomplish work assignments and meet deadlines without constant supervision.	•	•	
	I am highly self-motivated.	•	•	
	I am adaptable and flexible	•	•	•
	I have communication skills strong enough to keep others apprised of my schedule and work processes.	•	•	•
	I am able to work independently during hours I am unsupervised.	•	•	
	I am highly productive and can maintain this arrangement over time.	•	•	•
	I can usually control when my work gets done in terms of hours and days.	•		•
	I can set realistic expectations for myself and others as to what can get accomplished on my schedule.			•
	I know how to delegate tasks and responsibilities as appropriate.			•
	I can be focused and disciplined whether I'm working from home or in the office.	•	•	
	I can perform as well or better working independently.	•	•	
	I am able to work with limited or no face-to-face supervision.	•	•	
	I have excellent organizational, time-management and planning skills.	•	•	•
	I have strong team-building and team-maintenance skills.		•	•
	I am comfortable working away from my colleagues.		•	

## Personal Expectations and Trade-offs

	Personal Expectations and Trade-Offs	Flex-Time	Hybrid Work Arrangement	Compressed Workweek
	I can effectively balance my personal and/or family responsibilities and work commitments on this arrangement.	•	•	•
	I understand that business needs may necessitate changing my schedule or work location from time to time, and I accept that fact.	•	•	•
	If I have dependent care responsibilities, there is flexibility in my dependent care options to allow shifts in my work hours or work location as needed.	•	•	•
	I have flexibility in my transportation options to allow changes in my work hours or location.	•	•	•
	I understand the need to attend scheduled face-to-face meetings to develop rapport with colleagues.	•	•	•
	I understand and accept that business needs may necessitate my working on a "day off" on occasion.			•
	I understand that business needs may necessitate my coming to a City of Pembroke location on a remote work		•	

	Personal Expectations and Trade-Offs	Flex-Time	Hybrid Work Arrangement	Compressed Workweek
	<u>day and accept</u> that fact.			
	I have access to an efficient and safe remote workspace free from background noise, household interruptions and distractions.		•	
	If I have dependent care responsibilities, my dependent care options will remain in place during my work hours.		•	
	I am capable of maintaining time boundaries as a hybrid worker - neither getting distracted from work nor ending up working all the time.		•	

## Business Impact on Others

	Business Impacts on Others	Flex-Time	Hybrid Work Arrangement	Compressed Workweek
	I can provide quality service to customers/clients while on the proposed flexible work arrangement.	•	•	•
	I have a back-up plan to get my work done when <b>unexpected business needs arise without negatively affecting my co-workers, manager(s)</b> and customers/clients.	•	•	•
	I am prepared to be available, if necessary, when <b>unexpected business needs arise.</b>	•	•	•
	There will be someone to respond quickly to customer/client needs if I am not at work at a City of Pembroke location, without a negative impact on their job performance or personal needs.	•	•	•
	I will devise a communication plan so that my manager, co-workers and customers/clients know my schedule and whom to call for backup when I am not in the office, and I will take responsibility for communicating this plan.	•	•	•



## Appendix B:

### Flexible Work Arrangement Proposal

#### Flex-Time/Compressed Workweek

Flexible work arrangements (FWA) are any working arrangements or schedules that differ from your normal hours or days of work. The City of Pembroke supports and encourages flexibility in employee work arrangements whenever possible and practical to do so. All FWA have to make sense from an operational and customer service perspective.

<b>Employee Name:</b>	
<b>Department:</b>	<b>Employee #:</b>
<b>Job Title:</b>	<b>Date Submitted:</b>

Indicate your current work schedule and proposed Flex-Time schedule.

CURRENT WORK SCHEDULE			PROPOSED WORK SCHEDULE		
	Work Hours (eg. 8:00 a.m. - 4:00 p.m.)			Work Hours (eg. 7:30 a.m. - 3:30 p.m.)	
	Week #1	Week #2		Week #1	Week #2
Monday			Monday		
Tuesday			Tuesday		
Wednesday			Wednesday		
Thursday			Thursday		
Friday			Friday		
Saturday			Saturday		
Sunday			Sunday		
TOTAL HOURS			TOTAL HOURS		

How will this proposed work schedule maintain or enhance your ability to get your job done?  
(Where possible, highlight opportunities to improve cost effectiveness or customer satisfaction)

Identify any potential barriers that could occur with the following and how would you suggest addressing those barriers.

GROUP	POTENTIAL BARRIERS	HOW WILL I ADDRESS
External Customers		
Internal Customers		
Co-Workers		
Other		

Identify how your work will be completed when you are not in the office (eg. back-up).

### **TRIAL PERIOD**

#### **Employee:**

1. I have read and understand the Flexible Work Arrangement policy, procedures and guidelines and agree to the terms and conditions set forth in this proposal/arrangement.
2. I agree to be flexible with my time and adjust my hours of work accordingly to meet business emergencies, operational demands and requirements.
3. I understand that it is my responsibility to make the flexible work arrangement a success.
4. I understand that a trial period will be in place. The City of Pembroke has the right to discontinue this arrangement at any time during this trial period. The flexible work arrangement will only continue beyond the trial period if my director and I enter into a formal agreement upon the successful completion of the trial period.
5. I understand that all my obligations and responsibilities, and terms and conditions of employment with the City of Pembroke remain unchanged.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Human Resources:**

I have reviewed this flexible work arrangement. The proposal is:

- ☐ Approved
- ☐ Denied (please identify the business reasons why the flexible work arrangement was denied)

Human Resources Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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**Director:**

I have reviewed this flexible work arrangement with the employee. The proposal is:

- ☐ Approved for a trial period between \_\_\_\_\_ to \_\_\_\_\_
- ☐ Approved for a trial period between \_\_\_\_\_ to \_\_\_\_\_ with conditions or special arrangements as **outlined below** (eg. Periods of time the employee is not able to participate - year-end, summer etc.)
- ☐ Denied (please identify the business reasons why the flexible work arrangement was denied)

Director Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Comments:

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## Appendix C:

### Flexible Work Arrangement Proposal

#### Hybrid Work Arrangement

Flexible work arrangements (FWA) are any working arrangements or schedules that differ from your normal hours or days of work or location. The City of Pembroke supports and encourages flexibility in employee work arrangements whenever possible and practical to do so. All FWA have to make sense from an operational and customer service perspective. Working remotely is not a substitute for childcare or eldercare.

<b>Employee Name:</b>	
<b>Department:</b>	<b>Employee #:</b>
<b>Job Title:</b>	<b>Date Submitted:</b>

Indicate your current work schedule and proposed schedule.

CURRENT WORK SCHEDULE			PROPOSED WORK SCHEDULE		
	Hours (eg. 8:00am - 4:00pm)	Location		Hours (eg. 8:00am- 4:00pm)	Location
Monday			Monday		
Tuesday			Tuesday		
Wednesday			Wednesday		
Thursday			Thursday		
Friday			Friday		
Saturday			Saturday		
Sunday			Sunday		
TOTAL HOURS			TOTAL HOURS		

What is the rationale for this application?

How will this proposed work schedule maintain or enhance your ability to get your job done? (where possible, highlight opportunities to improve cost effectiveness or customer satisfaction)

Identify any potential barriers that could occur with the following and how would you suggest addressing those barriers.

GROUP	POTENTIAL BARRIERS	HOW WILL I ADDRESS
External Customers		
Internal Customers		
Co-Workers		
Other		

Where will your alternative/home office be located? (Please also provide a description of your home office and complete the Health & Safety and ergonomics checklist)

Identify what precautions you will take to secure information and prevent unauthorized access when working outside of City of Pembroke offices to ensure the integrity and confidentiality of information.

### **TRIAL PERIOD AGREEMENT**

#### **Employee:**

1. I have read and understand the Hybrid Work Arrangements procedures and guidelines and agree to the terms and conditions set forth in this proposal/arrangement.
2. I agree to be flexible with my time and adjust my hours of work accordingly to meet business emergencies, operational demands and requirements.
3. I understand that I may be required to return to the City of Pembroke premises on a regularly scheduled hybrid work day should work situations require it.
4. I understand that all hardware, software and other associated costs are my responsibility.
5. I understand that I am required to use telephone technology supplied by the City of Pembroke to ensure seamless communications with City of Pembroke staff and external clients.

6. I understand that I must report any injury while working at home to my supervisor immediately or as soon as the circumstances permit.
7. I agree to allow an authorized City of Pembroke representative access to my home workspace during prearranged times for business purposes such as, but not limited to: safety inspections, equipment installations and repairs, security assurance and retrieval of City of Pembroke property.
8. I understand that it is my responsibility to make the flexible work arrangement a success.
9. I understand that a trial period will be in place. The City of Pembroke has the right to discontinue this arrangement at any time during this trial period. The flexible work arrangement will only continue beyond the trial period if my director and I enter into a formal agreement upon the successful completion of the trial period.
10. I understand that all my obligations and responsibilities, and terms and conditions of employment with the City of Pembroke remain unchanged.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Human Resources:**

I have reviewed this flexible work arrangement. The proposal is:

☐ Approved

☐ Denied (please identify the business reasons why the flexible work arrangement was denied)

Human Resources Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Comments:

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**Director:**

I have reviewed this flexible work arrangement with the employee. The proposal is:

- ☐ Approved for a trial period between \_\_\_\_\_ to \_\_\_\_\_
- ☐ Approved for a trial period between \_\_\_\_\_ to \_\_\_\_\_ with conditions or special arrangements **as outlined below** (eg. Periods of time the employee is not able to participate -year-end, summer etc.)
- ☐ Denied (please identify the business reasons why the flexible work arrangement was denied)

Director Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Comments:

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## Appendix D:

### Flexible Work Arrangement Assessment Form

Decision-Making Criteria	Notes
<input type="checkbox"/> Is the proposal consistent with the department's goals?	
<input type="checkbox"/> What effect will it have on service delivery and clients (internal/external)?	
<input type="checkbox"/> Is it practical? <ul style="list-style-type: none"> <li>• Can responsibilities and workload be adapted to proposed hours of work or schedule?</li> <li>• Will there be coverage to deal with workload and absences?</li> <li>• Will there be sufficient interaction with manager and colleagues?</li> <li>• What will be the proposed participation in team meetings?</li> <li>• What will be the effect on communications?</li> </ul>	
<input type="checkbox"/> What effect will it have on the employee's work-life balance, health and well-being?	
<input type="checkbox"/> How will the arrangement affect colleagues? (consider work organization, efficiency, productivity, allocation of responsibilities)	
<input type="checkbox"/> What is the financial impact? What are the costs? What are the savings? (eg productivity, office space)	
<input type="checkbox"/> What are the potential risks? (eg knowledge management and communication, health and safety, document security)	
<input type="checkbox"/> Are there currently any attendance or performance issues?	
<input type="checkbox"/> Is the request an accommodation under the Ontario Human Rights Code? (talk to HR)	



**Next Step (check one of the following)**

- ☐ Approve - complete the approval section on the employee proposal form
- ☐ Decline - discuss with employee and provide details of business grounds for denial, record on the employee proposal form
- ☐ Insufficient information - identify gaps in the employee proposal and seek further information

Comments:

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## Appendix E:

### Flexible Work Arrangement Formal Review Form

Flexible work arrangements involve a continuous process of assessing, implementing and reviewing. Individual circumstances change as do business requirements. Managers and employees are required to review flexible work arrangements at least annually, however, they can be reviewed at any time the manager or employee requests. Prior to completing this form, the manager and employee should review the original proposal and any other relevant documentation.

**Employee Name:**

**Department:**

**Job Title:**

**Review Type:**

☐ Trial Period

☐ Annual

Other:

(Check one)

Manager and Employee to Complete	Notes
<input type="checkbox"/> How well is the arrangement meeting the needs identified in the proposal?	
<input type="checkbox"/> What has been the effect on service delivery and clients (internal/external)?	
<input type="checkbox"/> What is the impact of the arrangement? <ul style="list-style-type: none"><li>• Are responsibilities and workload appropriate to the hours and location of work?</li><li>• Are goals and objectives being met?</li><li>• Are deadlines being met?</li><li>• Is there sufficient interaction with manager and colleagues?</li><li>• How is participation in team meetings?</li><li>• What is the quality of communications?</li></ul>	
<input type="checkbox"/> How has the arrangement affected colleagues? (consider work organization, efficiency, productivity, allocation of responsibilities)	
<input type="checkbox"/> Has there been unexpected financial impact (eg. costs incurred or cost savings)	
<input type="checkbox"/> What needs to be improved or changed?	
<input type="checkbox"/> What should be recognized or celebrated?	
<input type="checkbox"/> Any additional information?	

**Complete one of the following:**

- ☐ Continue existing arrangement. Review in \_\_\_\_\_ months. All terms and conditions as set out in the original FWA Proposal remain the same.
- ☐ Discontinue the arrangement. (Please identify the business reasons why the flexible work arrangement was discontinued.)
- ☐ Modify the existing arrangement as described below. All other terms and conditions as set out in the original FWA proposal remain the same. Review in \_\_\_\_\_ months.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Director Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix F:

### Health & Safety and Ergonomic Checklist for Hybrid Workers

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Department: \_\_\_\_\_

Supervisor/Manager: \_\_\_\_\_

#### Health & Safety

- |  |                              |                             |
|--|------------------------------|-----------------------------|
| • Office space is neat, clean and free of hazardous material?  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Floor surfaces are clean, dry and free of slip/trip hazards? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Aisles and doorways are free of obstructions?                | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Temperature, noise ventilation and lighting are adequate?    | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Cabinets/drawers arranged so they do not open into walkways? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • All electrical equipment is in good working condition?       | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • All cords are properly secured?                              | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Smoke detectors are in good working condition?               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Is there a fire extinguisher in the home?                    | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Is there a first aid kit in close proximity?                 | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Is there a carbon monoxide detector in the home?             | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Have emergency exits been established and easily accessible? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

#### Ergonomics

- |  |                              |                             |
|--|------------------------------|-----------------------------|
| • Keyboard and mouse on same platform? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Chair is adjustable?                 | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Proper lighting?                     | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Phone within arm's reach?            | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

*It is expected that employees in home offices will follow safe work practices and report any injury or illness that arises out of the course of employment immediately to their Supervisor/Manager.*

- ☐ I have included pictures of my home office environment, which demonstrate all health & safety, and ergonomic elements are met.
- ☐ I understand that it is my responsibility to complete this checklist annually and review it with my Supervisor/Manager.
- ☐ I agree to comply with the above health and safety/ ergonomics standards as a part of having a telecommuting arrangement. I also understand that failure to do so may result in termination of the hybrid work arrangement.

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Name

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Date

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Supervisor/Manager



# Committee Report

**To:** Councillor Patricia Lafreniere  
Parks and Recreation Committee

**From:** David Unrau  
Chief Administrative Officer

**Date:** 2025-06-17

**Subject :** **Human Resources Policies and Procedures Updates**

## **Recommendation:**

This report is for review and information purposes.

## **CAO Review :**

Review and approved.

David Unrau, P.Eng., PMP

## **Financial Comment:**

The updated Human Resources policies and procedures have been reviewed from a financial and risk management perspective. These policies are essential to ensuring the corporation remains compliant with current employment legislation and regulatory requirements. By maintaining clear, up-to-date, and legally sound HR policies, the municipality significantly reduces its exposure to potential liabilities, grievances, and litigation.

Proactive implementation of these procedures serves as a critical risk mitigation strategy, helping to avoid costly legal disputes and settlements that could negatively impact the corporation's financial position. In this way, the adoption of these updates supports both operational integrity and long-term fiscal responsibility.

Angela Lochtie  
Treasurer/Deputy Clerk

**Background:**

A comprehensive review of the organization's Human Resources (HR) policies and procedures has been conducted to ensure compliance with current legislation, alignment with best practices, and consistency with the organization's values and strategic goals. Updates have been made to reflect changes in gender neutral language, labor laws, workplace standards, and operational needs.

**Discussion:**

The proposed updates include revisions to existing policies. An overview of the updates is provided in Appendix A. It should be noted that there may be additional revisions to some of the payroll policy documents. A report and by-law will be brought forward at the July 15, 2025 meeting.

The updates were developed in consultation with the Human Resources Coordinator.

**Alternatives Considered:****Strategic Plan Impact:**

Staff engagement, attraction, and retention.

**Attachments:**

Appendix A – Updates to HR Policies and Procedures Overview

Appendix B – Policy Template, Human Resources Policies and Procedures

Respectfully submitted,

David Unrau  
Chief Administrative Officer

Updates to Human Resources Policies and Procedures

**Housekeeping:**

Policy updated to be gender neutral.

References to References to 'Manager of Operations' in the HR policy have been updated to Director of Operations.

**100-01 – Employee definitions:**

Updated to current job titles.

**100-04 – Staff Process:**

Updated as per Employment Standards Act (2000) coming into effect July 2025 and January 2026.

**100-08 – Professional Conduct in the Workplace:**

Updated title to Harassment and Discrimination in the workplace, updated sections as per the updates from Occupational Health and Safety Act.

**100-09 - Code of Ethical Conduct:**

Changed the policy number to 100-10

**100-10 - Violence in the Workplace:**

Changed the policy number to 100-09, updates to policy as outlined from the Occupational Health and Safety Act

**100-13 - Orientation**

Added diversity training to the list of training provided within 6 months of joining.

**100-14 – Smoking in the Workplace:**

Updated for smoke free Ontario to include tobacco, cannabis, e- cigarettes and consume prescribed products or substances.

**200-01 – Performance Appraisals**

Updated sections for appraisal to be completed annually and not on hire date anniversary.

**200.08 – Payroll Deductions (3):**

House keeping; removed reference to Canada Savings Bond as no longer offered by the government.



**200-09 – Allowances Boot and Mileage**

Safety footwear allowance has been updated that receipts are no longer needed. Annually an attestation will be filled out and payment on the first pay in Dec.

**300.02 – Extended Health and Dental Benefits – Part time Employees:**

Housekeeping: Full time equivalent hours were incorrect – old policy referenced 1755 hours and should be 1820 hours.

**300-04 – Pension**

Part time employees – updated in accordance with OMERS.

**300-06 – Short Term Disability Plan:**

Length of Service table updated:

Previously it was 6 months, historically staff have been allocated from 3 months.

Length of Service	100% of Salary	67% of Salary
3 months but less than 1 year	1 week	16 weeks

**300-08 – Wellness days added**

Removed Appendix 1- Application for Leave as this is now completed on the payroll system

**400-02 – Added Disconnect from the Workplace**

Came in force in 2022 and was kept as a separate policy, now included in the HR policy.

**400-04 – Statutory and Paid Holidays**

Added National Truth and Reconciliation Day

**Statutory and Paid Holidays 400-05 – All Part Time and Student Employees**

Added National Truth and Reconciliation Day

**Vacation 400-06 – All Full Time Employees**

Updated vacation year and entitlements. In addition, referenced hours that are allocated to employee based on the hours worked:

**400-08 Bereavement leave**

Updated in accordance with the Employment Standards Act, 2000.

**500-03 – conventions and seminars**

Updated that the approval is the Department Head (previously it was the CAO)

Approval of the budget does not constitute formal approval to attend until the submitted training request form is formally approved by the Department Head.

Added: 1.2.3. The Mayor or designate authorizes the attendance of the Chief Administrative Officer.

Meals, Gratuities, and Incidental Expenses was updated in May 2023.

**Media Releases 800-09 – All Employees**

Added to HR policy was separate.

**800-12 – Electronic Monitoring**

Came in force in 2022 and was kept as a separate policy, now included in the HR policy.

**900-02 – All employee: Employee of the year – removed**

This has not been practised for over 10 years



## **The Corporation of the City of Pembroke Human Resources Policy and Procedures Manual**

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### **Disclaimer**

These policies shall govern for all the employees, except where they conflict with a provision of a Collective Agreement. Please see the applicable Collective Agreement for the overriding of any policy. Where the Collective Agreement is silent, these policies shall govern.

The Chief Administrative Officer's By-Law will not be superseded or overridden by any of the policies herein.



## **Section 100 Employment**

### **Employee Definitions 100-01 – All Employees**

#### **Policy Statement:**

To ensure that all staff members of the Corporation of the City of Pembroke under this coverage are properly identified and compensated fairly with reference to their specific duties, responsibilities, and according to Provincial and Federal legislation. The City of Pembroke hereby adopts the following employee definitions (consult the appropriate Collective Agreement for any deviations):

#### **Definitions**

**The City or City** - The terms 'the City' or 'City' are defined as pertaining to 'The Corporation of the City of Pembroke' as it relates to all definitions describing the employees below. All Policy statements refer to the 'the City of Pembroke', and may be used interchangeably with 'The Corporation of the City of Pembroke.' In procedure statements, the terms 'the City' or 'City' refer to, and may be used interchangeably with, 'The Corporation of the City of Pembroke.'

**Officer** - An officer is defined as, and applies to and includes, all employees designated by the following titles:

- Chief Administrative Officer,
- Treasurer/Deputy Clerk,
- Director of Operations,
- Director of Planning and Building,
- Director of Parks and Recreation,
- Fire Chief,

For the purposes of the Chief Administrative Officer By-Law and any amendment thereto, an officer shall be deemed a Department Head.

**Department Head** - A Department Head is defined as, and applies to, any employee who has been designated by the employer as one who directs and oversees a department or organization and the employees within that department or organization.

**Supervisor/Superintendent** - Is defined as, and applies to, any employee who has been designated by the CAO as one who directs a group or section and the employees within that group or section.

**Full-time Employee** – A full-time employee is defined as, and applies to, any employee who has been appointed to a full-time permanent position as provided in the Departmental staff complement.

**Regular Part-time Employee** – A part-time employee whose hours of work may be consistently less than the standard work week for the appropriate or comparable full-time classification, but who employment status is permanent.

**Casual Employee** – A casual employee is defined as, and applies to, any employee who has been employed to work for an approximate period of time. The weekly or daily hours vary within the maximum permissibly under legislation. The City is not obligated to guarantee work or duration of employment.

**Contract Employee** – A contract employee is defined as an employee with whom the City enters into a contract of service for a specified term, and with specific terms of employment on a project basis outside of a current classification.

**Student Employees** – Students are defined as those who are in attendance at or are on vacation from a full-time course taught at a recognized secondary or post secondary educational institution. They attend school on a regular full-time basis and are generally employed on weekends, evenings, and during school holidays.

**Volunteer Fire Fighter** – A casual employee who offers their services for Fire Department call-outs, and who participate in a minimum of two hours of bi-weekly training.

Original Date: August 1992 / Revised Date: May 2024

## **Disclosure of Employee Information 100-02 – All Employees**

### **Policy Statement:**

In accordance with the Municipal Freedom of Information and Protection of Privacy Act, the city of Pembroke respects the confidentiality of personal employee information, and protects the collection, use, disclosure and disposal of personal employee information.

### **Procedure:**

1. Personal employee information includes any recorded information:
  - 1.1 relating to an employee's race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital or family status, political beliefs, or associations;
  - 1.2. relating to an employee's education or medical, psychiatric, psychological, criminal, or employment history;
  - 1.3. describing an employee's finances, income, assets, liabilities, net worth, bank balances, financial history or credit worthiness, or financial transactions in which the employee has been involved;
  - 1.4. identifying numbers assigned to the employee, e.g. social insurance number;
  - 1.5. identifying the personal address, telephone number, fingerprints, or blood type of the employee;
  - 1.6. identifying the employee's personal opinions or views, except if they relate to another employee; in which case they are the latter employee's personal information;
  - 1.7. illustrating the views or opinions of another individual about the employee, e.g. personal recommendations, evaluations, or character references; or
  - 1.8. identifying eligibility for social service or welfare benefits or information relating to the determination of benefit levels.

2. the Act limits the rights of institutions to collect and hold personal information about individuals. The general rules are as follows:
  - 2.1. that individuals must consent to the specific use of personal information about them; and
  - 2.2. that personal information is collected directly from the individual to whom the information relates unless, among other exceptions, they authorize an indirect method of collection (e.g. in conducting a reference check on a job applicant), the applicant's written authorization is first obtained and the authorization specifies who can be contacted for a reference.
  - 2.3. Every employee has the right to access their own personal information e.g. an employee can access, with sufficient notice, all personal documentation in their employee file(s). The only exceptions are the following:
    - 2.3.1. evaluative information collected in a reference check if the disclosure reveals the identity of the information sources, and the source expected that their identity would be held in confidence (this information is retained on the competition file rather than in the employee file); and
    - 2.3.2. Information that would disclose personal information about another party, unless that party provides written consent.
3. An employee can request correction of their personal information if there is an error or omission or, alternatively, they may require that a statement of disagreement is attached. Such request must be made within two weeks of discovering said error or omission.
4. No document is to be removed from an employee's file or photocopied without the approval of Human Resources.
5. Other individuals/ organizations have access to employees' personal information only under the following circumstances:

- 5.1. if the employee has given express written consent;
  - 5.2. if the information is required for the purpose for which it was obtained;
  - 5.3. if legislated (e.g. reporting of employee accidents to the Workplace Safety and Insurance Board or to a law enforcement agency);
  - 5.4. in compelling circumstances under which a delay in obtaining information may be injurious to an individual's health and safety; and
  - 5.5. in compassionate circumstances in order to facilitate contact with next-of-kin or a friend of an individual who is injured, ill, or deceased.
6. If an organization contacts the City for information regarding an employee or former employee of the City, the information is only disclosed if the organization has written authorization of the employee. Information when so requested and authorized may only be provided by Human Resources. Any information divulged must be documented (provided in written format) and a copy maintained by Human Resources along with the written authorization of the employee.
  7. The following types of information may be released (subject to paragraph 2.1 above): name, period of employment, reasons for leaving, current position information, current salary, office address, office telephone number. Unless release is legally required, information which the City has determined to be an invasion of personal privacy shall not be released to the public. Such information includes but is not limited to: the individual's home telephone number and home address, spouse's or other relatives' names, birth date, social security number, citizenship, income tax withholdings, health care records, and information relating to evaluation or performance.
  8. It is important that personnel records to be accurate at all times. In order to avoid compromising your benefit eligibility or having T4's returned, the City expects that employees will promptly notify appropriate Human Resources within 30 days of any change in name, home address, telephone number, marital status, number of dependents, or any other pertinent information which may change.

9. Reasonable measures are implemented to prevent unauthorized access to employee records, to ensure that those individuals who need a record for the performance of their duties have access, and that records are protected from inadvertent destruction and/or damage. Personnel files will be maintained in a centralized, secure location by Human Resources.

Original Date: August 1992

Revised Date: May 2024

## **Recruitment 100-03 - All Employees**

### **Policy Statement:**

The City of Pembroke adopts the following procedures for recruitment to facilitate consistent and fair hiring practices.

### **Procedure:**

1. The City's recruitment policy includes the following:
  - interview expenses;
  - hiring of relatives;
  - re-employment of former employees;
  - reference checks;
  - reference providers;
  - criminal record checks and pardoned sexual offenders database check;
  - Ministry of Transportation of Ontario Driver's Abstract for applicable employees who will be required to operate a City vehicle;
  - medical certification; and
  - moving expenses.
2. **Interview expenses:** applicants selected for interviewing purposes may, at the discretion of the Recruitment Committee/CAO reimbursed for out-of-pocket expenses incurred to attend the interview.
3. **Hiring of relatives (all categories of employees):**

- 3.1. the policy is intended to eliminate any practice that may give rise to conflicts or difficulties for supervisors, co-workers and subordinates when recruiting, maintain order, maintaining discipline and terminating employees when an employee is aware that the supervisor, co-worker or subordinate is a relative of another employee or a member of the Council or a local board.
- 3.2. for the purpose of this policy, a 'relative' is defined as a parent, spouse, common-law spouse, brother, sister, child, grandparent, father-in-law, mother-in-law, brother-in-law, sister-in-law, son-in-law and daughter-in-law.
- 3.3. no recruitment of an individual will take place in a Department in which a relative of that person is a supervisor of, or may be supervised by, the applicant; and
- 3.4. recruitment of a relative, of an employee, Council or Board member, other than a supervisor/subordinate relationship, is permissible provided that Human Resources can establish the following:
  - 3.4.1. that standard competition procedures were not circumvented;
  - 3.4.2. that the applicant is the most qualified;
  - 3.4.3. that no undue influence was exerted on the recruitment panel; and
  - 3.4.4. that no potential conflicts or difficulties appear to exist.
- 3.5. no employee, member of Council or Local Board Member shall participate in the recruitment or hiring process involving a relative of the employee, member of Council or Local Board, as the case may be.
- 3.6. If a relative of any City employee, Local Board or Council Member is offered a position, Council or the Local Board must be notified within 3 days of such offer, for information purposes only.

#### **4. Re-employment of former employees:**



- 4.1. The re-hiring former full-time or part-time employees is not recommended except under unusual and unique circumstance to ensure that:
- 4.2. Resignations are given serious consideration by employees before being tendered; and
- 4.3. 'cashing in' on any applicable severance allowances is discouraged;

**5. Reference checks:**

- 5.1. Reference checks are conducted to obtain additional or substantiating information concerning an applicant;
- 5.2. Personal and professional reference checks are undertaken on all employees by the Human Resources Department or designate prior to any offer of employment; and
- 5.3. A reference check is not conducted without first obtaining the written authorization of the applicant (see Policy 100-04)

**6. Criminal record checks for employees:**

- 6.1. The offer of employment is conditional upon successful completion of a criminal record checks and pardoned sexual offenders database check (see policy 100-05 for more information);
- 6.2. any costs associated with obtaining a criminal record checks and pardoned sexual offenders database check are the sole responsibility of the employee

**7. Ministry of Transportation of Ontario Driver's Abstract:**

- 7.1. All applicable employees who will be required to operate a City vehicle are required to obtain and provide a Ministry of Transportation of Ontario Driver's Abstract after a written offer of employment is made;
- 7.2. Any costs associated with obtaining a Driver's Abstract are the sole responsibility of the employee;

- 7.3. An offer of employment is conditional upon acceptable results of the Driver's Abstract, as determined by the Manager of Human Resources;
- 7.4. All applicable employees of the City of Pembroke must hold a valid Ontario Driver's License in the class/classes required for the responsibilities of their position; and
- 7.5. Any costs associated with obtaining or renewing an employee's Driver's License are the sole responsibility of the employee.

**8. Medical Certification:**

- 8.1. As a condition of the offer of employment, each employee must do the following:
  - 8.1.1. the attached medical certificate is forwarded to the employee with a job description for the position;
  - 8.1.2. the employee certifies that, in their view, they are physically able to perform the essential duties of the position (Part A of Appendix 100-03-A);
  - 8.1.3. Part B of Appendix 100-03-A is then completed by a legally licensed physician of the employee's choice, certifying that the employee is physically able to perform the essential duties of the position. The certificate is then returned to the Human Resources Department prior to the reporting date;
  - 8.1.4. If the Department Head requires the employee's services before a doctor's appointment can be made, it is permissible to submit the certificate within thirty (30) days of the reporting date; and
  - 8.1.5. any expenses incurred in complying with these requirements are the sole responsibility of the employee

**8.2. Physical Fitness Testing (Fire Fighters):**

- 8.2.1. Any candidate being considered for a position as a Fire Fighter must complete the Candidate Physical Ability Test (CPAT).
- 8.2.2. The CPAT is a sequence of events requiring you to progress along a predetermined path from event to event in a continuous manner. This test was developed to allow fire departments to obtain pools of trainable candidates who are physically able to perform essential job tasks at fire scenes.
- 8.2.3. CPAT is a pass/fail test based on a validated maximum total time of 10 minutes and 20 seconds. A failure will be given if any of the events are not completed correctly, or 10 minutes and 20 seconds is exceeded before the test is completed.

## **9. Moving Expenses**

- 9.1. (Department Heads and Officers of the Corporation of the City of Pembroke (see 100-01))
- 9.2. New employees moving to the City of Pembroke as a result of accepting an employment offer with the City are not eligible for a moving allowance, except on the recommendation of the Chief Administrative Officer, and subject to the approval of the Personnel Committee.
- 9.3. Up to three (3) credible quotes from moving companies must be submitted and reimbursement is limited to 50% of the lowest of the three quotes to a maximum of \$1,500,00; the quotes must reflect the individual's and/or individual's immediate family's, personal and household effects inly;
- 9.4. Any variation to this policy is referred to the Finance and Administration Committees for consideration; and
- 9.5. Claims are submitted in writing through the Chief Administrative Officer to the Manager of Human Resources, who forwards the claims with appropriate comments, to Finance for processing.

## **Appendix 100-03-A-Medical Certification**

Original Date: August 1992

Revised Date: May 2024

## **Staffing Process 100-04 – All Employees**

### **Policy Statement:**

Each Department of the City of Pembroke is responsible for recruiting its staff in accordance with budgeted hours, expenditures, and pay rates approved by Council, Committee, and the Chief Administrative Officer.

### **Procedure:**

1. Consult the appropriate Collective Agreement for any deviations.
2. Once a vacancy is determined to be filled, Human Resources beings to advertise. The ad must state the position title, hours of work, duties, qualifications and experience desired, salary, location and statement disclosing whether the posting is for an existing vacancy. The ad must also include a statement that the city does not use Artificial Intelligence (AI) tools to screen or evaluate candidates. All aspects of the hiring process are conducted and reviewed by our human recruitment team to ensure a fair and personalized experience for every applicant.
3. Human Resources completes the preliminary screening process.
4. Human Resources and the Department Supervisor involved review the remaining applications and select those applicants to be interviewed. Interviews are conducted in accordance with Human Resources procedures, and a representative of the Human Resources Department may, at their discretion, attend the interview.
5. Reference checks are undertaken for all prospective employees by Human Resources or designate prior to any verbal or written offer of employment. A reference check is not conducted without first obtaining the written authorization of the applicant. (Appendix 100-04-A)
6. An offer of employment which includes the legal name of the employer, contact information, where the employee will initially perform work, salary, commencement date and expected hours of work, is made to the successful

candidate by the Human Resources Department as approved by the Chief Administrative Officer.

7. After the offer of employment is made, the prospective employee is required to obtain a criminal record checks and pardoned sexual offenders database check from the police force responsible for their current place of residence (see policy 100-05 for more information). Applicable employees of the City who will be required to drive a City vehicle or their own personal vehicle while on the job are also required to obtain a Ministry of Transportation of Ontario Driver's Abstract and proof of a valid driver's license.
8. Any and all costs associated with obtaining the information in the item above are the sole responsibility of the prospective employee.
9. After approval from the Chief Administrative Officer, the Human Resources Department sends a written offer of employment to the prospective employee confirming the terms of employment. Unsuccessful applicants who have been interviewed are notified in writing.
10. Human Resources prepares the Employment Record (Appendix 200-07-A) and forwards it to the Department Head for recommendation. It is then forwarded to the Chief Administrative Officer for final approval. Human Resources will also ensure that the employee completes the Provincial and Federal TD1 forms and proves a voided blank cheque to be provided with the Employment Record to payroll.
11. Unsolicited applications shall be acknowledged but not retained.

#### **Appendix 100-04-A Consent for Reference Check**

#### **Appendix 200-07-A Employee Record Sheet**

Original Date: August 1992

Revised Date: May 2024

## **Criminal Record Checks 100-05 - All Employees**

### **Policy Statement:**

In order to safeguard City of Pembroke elected officials, employees, residents, volunteers, property/equipment, and the public it serves, it is the policy of the City of Pembroke that all persons considered for employment must first submit to a criminal record checks and pardoned sexual offenders database check by the police force responsible for the jurisdiction of their residence. The criminal record checks and pardoned sexual offenders database check. A written offer of employment is conditional upon satisfactory completion of a criminal record checks and pardoned sexual offenders database check.

### **Procedure:**

1. Any costs incurred relating to the application, completion, and submission of criminal record checks and pardoned sexual offenders database check including transportation costs, are the sole responsibility of the prospective employee.
2. Once the criminal record checks and pardoned sexual offenders database check is complete, the appropriate police force will provide the prospective employee with a certificate or other document indicating the results of the check. If the prospective employee is in agreement with this certificate/document, they may obtain it from the police force by signature authorization. If they disagree with any information produced through the check and refuses to sign the certificate/document, the certificate/document is not released to the prospective employee.
3. The employee is responsible for returning the certificate/document to the Human Resources Department immediately after it is obtained. If the check will take more than two (2) weeks to complete, it is the prospective employee's responsibility to provide, or arrange for the provision of, official written or verbal documentation of such from the appropriate police force.
4. If an employee has criminal convictions for which a pardon has not been granted, outstanding/pending criminal charges, probations, prohibitions, or other judicial orders in effect, it is at the discretion of the Chief Administrative Officer in consultation with the Manager of Human Resources and the appropriate

Department Head to determine if the prospective employee will be excluded from employment with the City based upon their criminal record checks and pardoned sexual offenders database check.

5. A criminal conviction for which a pardon has not been granted, outstanding/pending criminal charges, probations, prohibitions, or other judicial orders in effect do not automatically exclude a prospective employee from employment with the City of Pembroke.
6. The following extenuating circumstances may be considered when a criminal record check/police record check reveals a criminal conviction, charges, probations, prohibitions, or other judicial orders in effects:
  - 6.1. The specific duties and responsibilities of the position in question, and the relevance of the criminal convictions, charges, probations, prohibitions, or other judicial orders in effect to that position;
  - 6.2. The potential risk posed to City of Pembroke elected officials, employees, residents, volunteers, property/equipment, or the public it serves;
  - 6.3. The period of time since the criminal convictions, charges, probations, prohibitions, or other judicial orders; and
  - 6.4. Any rehabilitative or other efforts undertaken relating to the criminal convictions, charges, probations, prohibitions, or other judicial orders in effect.
7. A conditional offer of employment will be rescinded if an employee:
  - 7.1. Fails to apply for a criminal record check/police record check within five (5) working days of the verbal offer of employment;
  - 7.2. Applies for a criminal record check/police record check but chooses not to sign for its release or chooses not to send the results to the Human Resources Department immediately upon receipt after the offer of employment is made (an extension may be granted for criminal record checks and pardoned sexual offenders database check that requires



additional processing time; confirmation of this extension must be confirmed by the appropriate police force); or

- 7.3. The results of the criminal record checks and pardoned sexual offenders database check indicate that the employee cannot be considered for employment based upon, or in light of, the extenuating circumstances outlined in Procedure 7 above.

Original Date: August 1992

Revised Date: May 2024

## **Employee Confidentiality Statement 100-06 – All Employees**

### **Policy Statement:**

All new City of Pembroke employees must sign an 'Employee Confidentiality Statement' (pursuant to Section 47 (c) of the Municipal Freedom of Information and Protection of Privacy Act and Ontario Regulation 823) as a condition of a written offer of employment to ensure the security and confidentiality of records and personal information under the control of the Corporation of the City of Pembroke.

### **Procedure:**

1. An offer of employment is conditional upon the completion of an 'Employee Confidentiality Statement' (Appendix A) by a new employee.
2. The 'Employee Confidentiality Statement' is signed, dated, witnessed, and placed in the individual's personnel file with the Human Resources Department.
3. A new employee's refusal to sign an 'Employee Confidentiality Statement' after signing a written offer of employment voids and nullifies the written offer of employment.
4. Although not currently required, employees hired before the implementation of this policy are encouraged to sign an 'Employee Confidentiality Statement'

### **Appendix 100-06-A- Employee Confidentiality Statement**

Original Date: August 1992

Revised Date: May 2024

## **Probation 100-07 – All Employees**

### **Policy Statement:**

All newly hired employees are subject to a probationary period from the date of hiring. Permanent appointment as an employee of the City of Pembroke is conditional upon satisfactory performance during the formal probationary period.

### **Procedure:**

1. Consult the appropriate Collective Agreement for any deviations to the items below.
2. Union employees:
  - 2.1. Each Collective Agreement stipulates the probationary period applicable to the employees under the agreement
  - 2.2. A probationary assessment is completed by the Supervisor and reviewed with the employee on or before 50% if the probationary period has been completed (Use Appendix 200-01-A or 200-01-B). The assessment is reviewed by the Department Head and forwarded to Human Resources for the personnel file; and
  - 2.3. Prior to completion of the probationary period, the Supervisor/Department Head review the probationary period with the employee and complete a second probationary assessment. The Department Head forwards the completed assessment to Human Resources, and advises the Human Resources Department of the employment continuation recommendation.
3. Non-Union employees:
  - 3.1 The probationary period for full-time non-union employees is six (6) months;
  - 3.2 A three (3) month probationary assessment is completed by the Supervisor and reviewed with the employee. The Department Head

reviews/comments and forwards to the Human Resources Department for the personnel file;

- 3.3. Prior to completion of the probationary period, the Supervisor/Department Head review the probationary period with the employee and complete a second probationary assessment. The Department Head forwards the completed assessment to Human Resources, and advises the Human Resources Department of the employment continuation recommendation;
  - 3.4. At the discretion of the Chief Administrative Officer, the probationary period may be extended to a maximum of one (1) year;
  - 3.5. During their probationary period, employees are entitled to all rights and privileges except with respect to discharge; and
  - 3.6. Employment of such employees may be terminated at any time during the formal probationary period without recourse to the Appeal Procedure (Policy 100-11).
4. It is the responsibility of the Department Head to ensure that the performance of probationary employee is monitored and that proper documentation is completed and forwards to Human Resources at both the first assessment date and the final assessment date.
  5. The decision to dismiss a probationary employee is recommended by the Department Head to Human Resources and Chief Administrative Officer.
  6. If a decision to dismiss the employee, notice, if applicable, is given in accordance with the policy on termination (Policy 100-11).
  7. After completion of the probationary period, seniority is effective from the employee's last date of hire.

Original Date: August 1992

Revised Date: May 2024



## **Harassment and Discrimination in the Workplace 100-08 – All Employees**

### **Policy Statement:**

The City of Pembroke recognizes the right of every employee to work in an environment that is free from discrimination and harassment, by the employed, agent of the employer, another employee, or any other person with whom they come into contact in the normal performance of their duties. Any such harassment or discrimination will be regarded as a serious offence and is subject to disciplinary action.

This policy applies to the conduct of all individuals in the workplace including Councillors, employees, clients, contractors, volunteer students and visitors.

This policy defines the right and responsibilities of the employees and the employers. It also defines the procedures to be followed when a complaint of harassment or discrimination is made.

The purpose of this policy is to:

- Educate employees to recognize and prevent illegal workplace harassment.
- Provide effective means to eliminate such harassment and discrimination.
- Ensure employees are aware and understand that acts of workplace harassment or discrimination in the workplaces is a serious offence.
- Ensure that those employees subjected to harassment or discrimination are encouraged to access assistance that they may need to pursue a complaint.
- Ensure that individuals are advised of available recourse if they are subjected to or become aware of situations involving workplace harassment.

The workplace includes all locations or situations in which activities related to City of Pembroke business is carried out, including but not limited to:

- Activities in the workplace;
- Work assignments outside workplace;
- Work-related social functions;
- Work-related conferences and training;
- Work-related travel;
- Over the telephone or through other information and communications technology if the conversation is work-related; or

- Elsewhere, if the person is there as a result of work-related responsibilities or a work-related relationship.

## **Definitions:**

### **Harassment on the Prohibited Grounds**

Harassment is defined by the Ontario Human Rights Code and the Occupational Health and Safety Act as engaging in a course of vexatious comment or conduct that is known, or ought reasonably to be known, to be unwelcome on the following prohibited grounds: race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offenses, marital status, family status or handicap. This may include any behaviour that is known or ought reasonably to be known to be offensive, embarrassing or humiliating to other individuals and may further include visual representation, electronic messages, written messages, verbal and/or physical conduct.

### **Sexual Harassment**

Sexual harassment includes, but is not limited to, the following:

- Any deliberate and unsolicited sexual comment, suggestion or physical contact that creates an uncomfortable working environment for the recipient and is made by a person who knows, or ought reasonably to know, that such action is unwelcome;
- A sexual advance or solicitation made by a person where the person making the advance or solicitation knows, or ought reasonably to know, that it is unwelcome;
- A reprisal or threat of reprisal for the rejection of a sexual solicitation or advance where the reprisal is made or threatened by a person in a position to confer, grant or deny a benefit or advancement to the person;
- Unwelcome remarks, jokes, sexual innuendoes, or taunting about a person's body, attire, sex, personal or social life;
- Practical jokes of a sexual nature, which cause awkwardness or embarrassment;

- Displaying and/or distributing pornographic pictures or other offensive material of a sexual nature, either through printed copy or personal computer;
- Leering (suggestive staring) or other gestures;
- Unnecessary physical contact such as touching, patting, or pinching;
- Expressions of gender bias, which may include remarks that are discriminatory, degrading or derogatory and create a poisoned work environment;
- Requests for sexual favours; and
- Sexual assault

### **Poisoned Work Environment**

Harassment may also include behaviours, conduct, comments or activities, based on race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, same sex partnership status, family status or disability which are not directed at a specific individual, but nonetheless generate a degrading or offensive work environment for others. Some examples include: displaying of material that is sexually explicit or degrading, racist, ethnic or religious in a degrading or derogatory manner, use of patronizing behaviour or language which reinforces stereotypes and undermines self-respect or adversely affects work performance or work conditions. It also includes any negative actions or statements which make fellow workers feel intimidated, uncomfortable or demeaned in any way.

### **Harassment does not include:**

- Appropriate direction, evaluation, or discipline by a manager or supervisor;
- Stress associated with the performance of job duties;
- Friendly teasing or bantering that is mutually acceptable; and
- Friendly or romantic behaviour that is welcome and mutual



## **Responsibilities:**

### **City of Pembroke has a duty to:**

- Provide information, instruction, and supervision to workers to protect their health and safety as it relates to workplace harassment and discrimination;
- Take every reasonable precaution to protect workers from workplace harassment and discrimination;
- Review and update this policy at least annually, and develop and maintain a workplace harassment and discrimination program to eliminate identified hazards from the workplace;
- Post a copy of this policy in a conspicuous location in the workplace;
- Ensure supervisors are competent in dealing with workplace harassment and discrimination matters;
- Investigate all incidents and complaints for workplace harassment and discrimination; and
- Assist the health and safety committee in carrying out functions related to workplace harassment and discrimination, and provide them with copies of any reports, investigations, or documents related to workplace violence and harassment.

### **Supervisors have a duty to:**

- Advise workers of all potential or real hazards and dangers they are aware of involving workplace harassment and discrimination;
- Provide workers with written instruction when necessary to prevent workplace harassment and discrimination; and
- Take every reasonable precaution to protect workers from workplace harassment and discrimination.

### **All employees are expected to:**

- Work in compliance with all applicable legislation and all policies and procedures related to workplace harassment and discrimination prevention;
- Report all instances of workplace harassment and discrimination they become aware of to their supervisor or management; and
- Never commit acts of workplace harassment and discrimination.

## **Reporting Incidents of Workplace Harassment and Discrimination:**

### **1. Employees' responsibilities:**

1.1. Any employee who believes they are the victim of discrimination or harassment will:

1.1.1. Step 1 – **May choose** to politely but firmly inform the offender directly or in writing, detailing the unwelcome behaviour and requesting it to stop;

1.1.2. Step 2 – Name of any person(s) involved in the incident, date and time of the incident, the nature of the unwelcome behaviour, names of any witnesses, and the steps taken to stop the problem;

1.1.3. Step 3 – if the offending behaviour continues, report it in writing to a Supervisor/Department Head, who will acknowledge that a complaint has been received; and

1.1.4. Step 4 – if no action is taken or the problem is not resolved within a reasonable timeframe [see 1.2 below], report the problem to the Manager of Human Resources (or designate);

1.1.5. Step 5 – if the other person is the employee's manager, or in a position of power, the complainant is welcome to file a complaint with the Director of the Department or Human Resources.

1.2. Employees must be aware that when a complaint is lodged, the Manager of Human Resources (or designate) conducts an investigation that includes interviews with the complainant, the alleged offender, and any witnesses; and that, depending on the outcome of the investigation, the action may result in disciplinary penalties up to and including discharge, and/or action through the Courts; and

1.3. Any complaint made with a malicious intent or in bad faith is regarded as a serious offence and subject to disciplinary action.

### **2. Supervisors'/Department Heads' responsibilities:**

- 2.1. Supervisors/ Department Heads are responsible for dealing with any incidents of discrimination or harassment in their area of responsibility that they become aware of, even if an employee has not lodged a formal complaint;
- 2.2. When a complaint has been submitted in writing, Supervisors/Department Heads shall immediately acknowledge that a complaint has been received, advise the Manager of Human Resources (or designate), and, within two (2) working days of receipt of a complaint, commence appropriate action, using the utmost discretion to maintain confidentiality and to respect the rights and dignity of all parties involved. This action includes:
  - 2.2.1. **Step 1** – documenting the case;
  - 2.2.2. **Step 2** – interviewing the complainant to obtain all pertinent facts, to ascertain that the complainant has followed procedure 1.1 above, and to determine if the complainant wants a representative (union or non-union) involved (if applicable);
  - 2.2.3. **Step 3** – interviewing and informing the alleged offender of the complaint; ensuring that they are aware of the contents of this policy including the procedure regarding reprisal/ threat of reprisal (Procedure 3.4 below) as well as their rights under the collective agreement (if applicable);
  - 2.2.4. **Step 4** – identifying and utilizing all avenues of immediate resolution or possible resolution;
  - 2.2.5. **Step 5** – interviewing witnesses, if any; and
  - 2.2.6. **Step 6** – in consultation with the Manager of Human Resources (or designate), recommending any disciplinary action to be taken.
3. The following apply to disciplinary measures:
  - 3.1 Where the investigation concludes that harassment or discriminatory conduct contrary to this policy and/or the Ontario Human Rights Code has occurred, the Employer may implement appropriate discipline up to and including discharge from employment in accordance with the Employer's disciplinary policy;

- 3.2 The employer may take whatever remedial action is necessary in order to eliminate the possibility of discriminatory or harassing conduct reoccurring which may include attendance at education or training sessions;
- 3.3. Other remedial measures appropriate to the circumstances; and,
- 3.4. Any reprisal or threat of reprisal against an employee making a complaint or participating in the investigation of a complaint is regarded as a serious offence, subject to disciplinary action, and may result in a reprimand, suspension, or dismissal.

Original Date: August 1992

Revised Date: May 2025

## **Violence in the Workplace 100-09 – All Employees**

### **Policy Statement:**

The City of Pembroke is committed to providing a safe and secure workplace for its employees, free from violence. The City will not tolerate any form of violence against an employee of the City. All reports of incidents are taken seriously and dealt with appropriately. Employees who are found to have engaged in such conduct are subject to disciplinary action, up to and including dismissal.

This policy applies to the conduct of all individuals in the workplace including Councillors, employees, clients, contractors, volunteers, students and visitors.

The purpose of this policy is to:

- Educate employees to recognize workplace violence.
- Provide effective means to eliminate workplace violence.
- Ensure employees are aware and understand that acts of workplace violence are a serious offence.
- Ensure that those employees subjected to workplace violence are encouraged to access assistance that they may need to pursue a complaint.
- Ensure that individuals are advised of available recourse if they are subjected to or become aware of situations involving workplace violence.

The workplace includes all locations or situations in which activities related to City of Pembroke business is carried out, including but not limited to:

- Activities in the workplace
- Work assignments outside workplace
- Work related social functions
- Work related conferences and training
- Work related travel
- Over the telephone or through other information and communications technology if the conversation is work-related; or
- Elsewhere, if the person is there as a result of work-related responsibilities or a work-related relationship.

## **Definitions:**

### **Violence**

For the purposes of this policy, violence is defined as any conduct, threatened or actual, by any person, that causes or is likely to cause injury, and includes any threatening statement or behaviour that gives an employee reasonable cause to believe that they are at risk of injury.

### **Workplace Violence**

Workplace violence includes:

- Threatening behaviour such as shaking fists, destroying property, or throwing objects;
- Verbal or written threats – any expression of intent to inflict harm;
- Harassment – any behaviour that demeans, embarrasses, humiliates, annoys, alarms, or verbally abuses a person and that is known or would reasonably be expected to be unwelcome. This includes words, gestures, intimidations, bullying, or other inappropriate activities;
- Verbal abuse- swearing, insults, or condescending language; and
- Physical attacks – hitting, shoving, pushing or kicking.

Spreading rumours, swearing, verbal abuse pranks, arguments, property damage, vandalism, sabotage, pushing, theft, physical assaults, psychological trauma, anger-related incidents, sexual assault, arson, and murder are all examples of workplace violence.

Workplace violence may also include domestic violence where there is potential for the actions of one of the parties to threaten or cause harm to an employee while in the workplace.

## **Procedures:**

1. To ensure early identification and prevention of violence in the workplace, all employees will participate in violence in the workplace training, and will be responsible for reporting to their Department Head and/or Supervisor any incident committed by a City employee, a client, or a member of the public, that constitutes a potential or actual threat of violence towards a City employee,

especially if one or more of the following factors is known to be present or to have occurred (this list is not exhaustive):

- 1.1 Threatening statements to do harm to self or others;
  - 1.2 References to other incidents of violence;
  - 1.3 Intimidating behaviour such as insubordination, open defiance, pestering, or confrontational behaviour;
  - 1.4 History of violent, reckless, or anti-social behaviour;
  - 1.5 Recent marked decline in performance;
  - 1.6 Major change in personality, mood, behaviour, or standards of personal grooming;
  - 1.7 Obsessions with persons or things, particularly weapons;
  - 1.8 Experiencing what appears to be serious stress in personal life; and
  - 1.9 Substance abuse.
2. Department Heads are responsible for:
- 2.1 In consultation with the Human Resources Department, coordinating specific training for employees when such a need in their department has been identified;
  - 2.2 In consultation with the Human Resources Department, advising employees of any information regarding individuals with a history of violent behaviour, where the Employer ought reasonably to be aware of this history and within appropriate guidelines of confidentiality;
  - 2.3 Providing active support to Supervisors in implanting this policy; and
  - 2.4 Exercising responsibilities similar to those described for Supervisors, for their area of responsibility

3. Supervisors are responsible for:

- 3.1. Ensuring that all employees are aware of the contents of this policy;
- 3.2. Promoting enrollment in training courses in these areas that are available to employees;
- 3.3. Ensuring that their own skills in these areas are current;
- 3.4. Being aware of and using appropriate stress-defusing measures when dealing with clients and members of the public, and when conducting performance reviews or engaging in discipline and termination of employees;
- 3.5. Intervening in any incident to implement this policy;
- 3.6. Taking immediate action when necessary, including, but not limited to, calling the Police, Fire Department, and Ambulance Services, and summoning employees certified in First-Aid as needed; and



- 3.7. Immediately reporting to the Department Head or Department Head of Human Resource, and direct or veiled threats of violence made to an employee, and any action taken.
4. Following a report of an incident, the appropriate Department Head and the Human Resources Department shall:
  - 4.1. Coordinate an immediate investigating, in cooperation with Police Services or through a trained risk assessor, when any incident or potential incident of violence is reported, in order to assess the risk, or continued risk, to City employees:
    - 4.1.1. Investigations may include interviews with the employee, Supervisors, and other employees; a review of previous incidents if available, and consultations with the Health and Safety Committee; and
    - 4.1.2. Where a bargaining unit member is the subject of an investigation, an appropriate Bargaining Unit representative is included as a member of the investigating team;
  - 4.2. If violence or threats are found to have occurred, take immediate steps to eliminate the risk and any possible recurrence;
  - 4.3. Develop or recommend, and monitor, the implementation of an action plan until there is a final resolution of the risk of violence;
  - 4.4. Document any information received or action taken in a separate file and take measures to protect the confidentiality of this information;
  - 4.5. Advise Department Heads and Supervisors on how to minimize that risk of violence associated with performance appraisals, disciplinary measures and terminations, and courses relating to the management of violent and abusive behaviour;
  - 4.6. Coordinate the provision of assistance to employees who were the target of violence or witnesses to violence, and who may suffer adverse effects from the situation; and

- 4.7. Ensure that all employees receive a copy of this policy and coordinate general training as well as specific training in response to identified needs.
  5. The employee shall:
    - 5.1. Use appropriate stress-defusing behaviour with clients and with members of the public;
    - 5.2. Report to the Supervisor, Department Head or the Manager of Human Resources, as appropriate, any early warning signs of a potentially threatening situation which arouse concern and any instances of threatening statements or threatening behaviour which was directed at them or at any employee of the City;
    - 5.3. If faced with a violent or potentially violent incident, take immediate steps to remove themselves from danger, such as: physically distancing themselves from the assailant, notifying other personnel, calling for help, calling the Police, and accessing immediate assistance through the section established protocols;
    - 5.4. Cooperate fully in any fact gathering interviews which are designed to assess the risk of violence in the workplace and keep all information concerning the matter confidential.
- Failure to do so will result in disciplinary or other appropriate action.
6. The following apply to actions resulting from a report:
    - 6.1. Employees who, with good intentions, provide information about behaviour or actions which they perceive as threatening or potentially violent will not be subject to disciplinary or other action if their perceptions are not substantiated;
    - 6.2. An employee who is the subject of a report and who refuses to discuss potentially violent behavior or cooperate in interventions to assess or defuse the risk of workplace violence is, if information is uncovered through fact-finding to establish a reasonable possibility of risk, granted leave without pay and benefits until they agree to co-operate and provides proof of cooperation. Refusal to co-operate may result in dismissal if the

employee has received written notice to that effect and has been given a reasonable opportunity to co-operate;

- 6.3. Interventions that may form part of a risk assessment or plan of action for a City employee who is in the subject of a report or investigation may include referral to the employee's physician, use of short-term disability plan or temporary leave of absence, referral to counseling and other services, fitness-for-duty evaluation and other appropriate interventions.

Extreme situations may warrant suspension, obtaining appropriate court orders and/or police involvement;

- 6.4. Employees who are found to be at risk of engaging in violent conduct or who have engaged in violent conduct may be subject to suspension or dismissal if warranted. Disciplinary action will not normally be taken until all other avenues of assistance have been considered and found to be inappropriate or ineffective. Employees who engage in repeat violent behaviour after a first incident is reported may be subject to immediate dismissal or suspension, pending the development of an appropriate plan of action.
- 6.5. Where the threat or incident of violence has originated from an external source, actions that warrant consideration may include changes to the physical work space, changes to procedures to offer better support and protection, withdrawal of services, police intervention and the use of appropriate court orders;
- 6.6. A summary of the incident will be kept in the personnel file and all other related documents will be kept in a separate file; and
- 6.7. This policy and its procedures do not abrogate any employee's right to file a grievance with the appropriate bargaining unit or to access other provisions of the Collective Agreement which may apply.

7. The following apply to trauma support:

- 7.1. City staff who have witnessed or experienced a traumatic event may need special support. Their special needs will be acknowledged and accommodated.

- 7.2. The Manager of Human Resources or designate will advise affected staff of their support options and will coordinate any special assistance that may be required.

## **8. Risk Assessment and Prevention**

City of Pembroke conducts a risk assessment of the work environment to identify potential risks that could affect the organization and the health and safety of employees and institutes measures to eliminate or control any identified risks to employee health and safety.

The following factors are considered during the assessment:

- Past incidents of violence;
- Violence that is known to occur in similar workplaces;
- The circumstances in which work takes place, including the type of work and conditions of work;
- The interactions that occur in the course of performing work; and
- The physical location and layout of the workplace.

The risk assessment may include reviews of records, security reports, employee incident reports, staff perception surveys, health and safety inspection reports, first aid records, or other related records. Areas that are considered and may contribute to the risk of violence or harassment include but are not limited to contact with the public, exchange of money, receiving doors, and working alone or at night.

Original Date: August 1992

Revised Date: May 2025

## **Code of Ethical Conduct 100-10 – All Employees**

### **Policy Statement:**

All employees of the City of Pembroke will adhere to the Code of Ethical Conduct to ensure that there is no conflict between their personal interests and official duties. Failure to comply with any of these procedures will expose an employee to disciplinary action and/or action through the Courts.

### **Procedure:**

1. Employees will promote the goals, objectives, and policies of the City of Pembroke.
2. Employees will acknowledge and recognize the dignity and worth of every person they serve and with whom they work.
3. Employees will disclose in writing to their Department Head any business, commercial, or financial interest where such interest might be construed as being in actual or potential conflict with their official duties. This written disclosure is kept in the employee's personnel file for the duration of employment.
4. Employees will not engage in any business, dealing or transaction or have financial or other personal interest, which is in conflict with the discharge of their official duties.
5. Employees will accord, in the performance of official duties, equality of treatment to all persons and, without restricting the generality of the foregoing, shall refrain from according preferential treatment to any person, group, or organization.
6. Employees, their immediate family, and family members residing in their household, may not sell goods, materials, or services to the City without the express permission of the Chief Administrative Officer.
7. Employees will not place themselves in a position where they could derive any benefit or gain from and City contracts, persons, groups, companies, or organizations with which the City does business.

8. Employees will not benefit from the use of information acquired or used, and that is not generally available to the public, during the course of official duties.
9. Employees will not engage in any outside work, private employment, business, or undertaking for any person, group, or organization, which might interfere with the performance of their duties as a City employee, without the prior approval of their Department Head and the Chief of Administrative Officer.
10. Employees will not, except as specifically provided by policy, use City property or equipment for activities or purposes not associated with the discharge of official duties, unless specifically authorized to do so by the Chief Administrative Officer.
11. Employees, will not demand, accept, or agree to accept from a person, group, or organization that wishes to have business or dealings or has business or dealings with the City, a gift, benefit, favour, discount hospitality, or gratuity unless specifically authorized to do so by the Chief Administrative Officer.

Original Date: August 1992

Revised Date: May 2024



## **Terminations 100-11 – All Employees**

### **Policy Statement:**

The City of Pembroke ensures that terminations, either voluntary or involuntary, are initiated with appropriate notice and properly documented for Payroll and Human Resources processing.

### **Procedure:**

1. Consult the appropriate Collective Agreement and applicable legislation for any deviations to this policy.
2. Voluntary termination:
  - 2.1. An employee who resigns their position is required to state the resignation in writing; if the employee refuses to state the resignation in writing, the date of the verbal resignation is considered as the official date of resignation;
  - 2.2. Employees are expected to give a minimum of two (2) weeks notice of resignation with the exception of officers, who are expected to give thirty (30) days notice; and
  - 2.3. All written and verbal resignations are acknowledged are confirmed by the Manager of Human Resources or designate by mail within two (2) working days of the date of submission of the employee's written resignation or the date of the verbal resignation.
3. General termination:
  - 3.1. General termination of short-term part-time positions or contract positions does not require notice if the defined term is completed; however, if the intended term is increased or decreased the Department Head notifies the employee(s) in writing of the revised term; and
  - 3.2. Two (2) weeks notice in advance is given if possible.
4. Involuntary termination:



- 4.1. Termination initiated by the Employer required notice consistent with the terms of the Employment Standards Act and may require severance pay;  
and;

- 4.2. Terminations initiated by the Employer for cause, e.g. willful misconduct, disobedience, or willful neglect of duty, are not subject to a notice period or severance pay.
5. Appeal procedure:
  - 5.1. No appeals are considered in the case of any employee discharged prior to completion of their probation period;
  - 5.2. Any minor disagreement is first addressed in writing with the employee's immediate supervisor, a copy of which is filled with Human Resources;
  - 5.3. If the matter is not amicably settled, the employee has the right to appeal to the Manager of Human Resources
  - 5.4. If there is still no agreeable settlement, the employee has the right to appeal to the Chief Administrative Officer to intervene; and
  - 5.5. If the matter is not amicably settled, the employee has the right to appeal to the Personnel Committee; if there is still no agreeable settlement, the employee has the right to appeal to City Council to intervene; and
  - 5.6. Any appeal procedure outlined in this policy will not violate or contradict the provision of the Municipal Act 2001
6. Exit Interview:
  - 6.1. Human Resources required that an exit interview is conducted when an employee terminates or is terminated; and
  - 6.2. The exit interview is normally conducted by the CAO who should seek to gain an understanding from the terminating employee of anything that the employee wishes to advance in terms of either positive or negative comment about the job or the Corporation.
7. In all cases of an employee's termination, Human Resources must be notified as soon as possible of the last day worked, reason for departure, and details regarding any outstanding payments to be made to the terminated employee.

8. The City recognizes that employee is “at will”, and the right of any employee to resign at any time for any reason; similarly, the City may terminate any employee at any time, with or without cause.

**Appendix 100-11-A – Termination Checklist**

Original Date: August 1992

Revised Date: May 2024

## **Retirement and Early Retirement 100-12 – All Employees**

### **Policy Statement:**

The normal retirement age for City employees is sixty-five (65). The normal retirement age for Fire Fighters is sixty (60). Early retirement age coincides with conditions set by OMERS.

### **Procedure:**

1. Consult the appropriate Collective Agreement and applicable legislation for any deviations to this policy.
2. Human Resources discusses retirement and explains the City's Retirement Policy with employees three (3) months prior to their retirement date.
3. An employee may elect to work past the normal retirement age as noted above.
  - 3.1. An employee is required to provide written notice at least three (3) months notice of their intention to work past the normal retirement age as noted above, the notice is to be reviewed by the Department Head, and forwarded to the Human Resources:
  - 3.2. Human Resources will prepare a report to the Chief Administrative Officer. The Chief Administrative Officer will consider the reported information;
  - 3.3. If an employee continues to work on a full-time or part-time basis after the NRA contributions to the OMERS pension are mandatory up to age seventy-one (71) (unless the employee has 30 or more years of service), after which contributions cease and the pension becomes payable;
  - 3.4. If an employee is 65 but under 70 and receiving CPP retirement pension, the employee can elect not to contribute or can elect to continue CPP contributions that will go towards Post- Retirement Benefit (PRB)
  - 3.5. Life Insurance, Short Term Disability and Long Term Disability, through the City's group plan are discontinued once the employee reaches the normal retirement age as outlined above.

4. Early retirement benefits, as defined under Manulife Financial:

- 4.1. From date of Early Retirement to age sixty (60) Extended Health Care and Dental coverage are available on a premium paid basis (paid in full by the early retiree);
  - 4.2. From age sixty (60) plus one (1) day, to age 65, the Corporation will provide Extended Health Care and Dental coverage paid at the rate that win effect when the member retired. Any increases in cost after retirement year will be borne in full by the retiree;
  - 4.3. Participation is optional; however, election of benefit continuation must be done prior to retirement date; and
  - 4.4. Consult the appropriate Collective Agreement regarding premiums and premium sharing. Premium payments are due on the first day of each month, late payments are not acceptable. In the event that payment is not received by the first day of each month, benefits will cease and cannot be renewed;
  - 4.5. Group life insurance coverage may be converted by the employee to any individual plan, if the application is completed within 31 days of the end of employment.
5. Alternate plans for Extended Health and Dental coverage may be available to retirees through other benefit carriers, which may provide different coverage and different premium rates. Contact Human Resources for more information.

Please also refer to Policy 300-03.

Original Date: August 1992

Revised Date: May 2024



## **New Employee Orientation 100-13 – All Employees**

### **Policy Statement:**

The City recognizes the need for new employees to be provided with the appropriate information from hire to know their rights and responsibilities, as well as the City's expectations of their employment. Orientation is also designed to assist new employees in understanding the layout of the organization (personnel and facilities).

### **Procedure:**

1. Each new employee will attend an Orientation Session with Human Resources as soon as possible after their hire date.
2. Human Resources will provide general introduction and information regarding pay & benefit issues. Human Resources will provide new employees with copies of the following documents as appropriate:
  - a. Personnel Policies & Procedures;
  - b. Collective Agreement (as applicable); and
  - c. Health & Safety Policy
3. Department Heads, or their designates, will provide an overview of their respective department and City operations in general.
4. Volunteers, students and casuals shall receive orientation and training as deemed necessary by the appropriate Department Head.
5. All new employees within six (6) months will receive training in the following:
  - a. Bill 168: Violence in the Workplace
  - b. Occupational Health and Safety for Employees/Supervisors
  - c. WHMIS
  - d. Accessibility for Ontarians with Disability



e. Diversity

Original Date: August 1992

Revised Date: May 2024

## **Smoking in the Workplace 100-14 – All Employees**

### **Policy Statement:**

All employees of the City of Pembroke will adhere to the Smoke Free Ontario Act. Failure to comply with any of these procedures will expose an employee to disciplinary action.

### **Procedure:**

1. The Smoke Free Ontario Act bans the following in all enclosed workspaces, public places and common areas such as hallways, lobbies, exercise areas, and among others:
  - a) Smoke or hold lighted tobacco
  - b) Smoke or hold lighted cannabis
  - c) Use of electronic cigarettes
  - d) Consume prescribed products or substances
2. Enclosed workplace means:
  - 2.1. The inside of any place, building or structure or vehicle or conveyance or part of any of them,
    - 2.1.1. That is covered by a roof,
    - 2.1.2. That employees work in, or frequent, during the course of their employment whether or not they are acting in the course of their employment at the time, and
    - 2.1.3. That is not primarily a private dwelling, or
    - 2.1.4. A prescribed place;
3. Enclosed public place means:
  - 3.1. The inside of any place, building or structure or vehicle or conveyance or a part of any of them,
    - 3.1.1. That is covered by a roof, and

3.1.2. To which the public is ordinarily invited or permitted access, either expressly or by implication whether or not a fee is charged for entry, or

3.1.3. A prescribed place.

The following are some examples of prescribed places:

- Children's playgrounds and all public areas within 20 metres from any point on the perimeter of those children's playgrounds;
  - Sporting arenas, as defined but not limited to; soccer, football, tennis, baseball softball or cricket, skating, beach, running, swimming and/or skateboarding;
  - The outdoor grounds of a community recreational facility and public areas within 20 metres of any point on the perimeter of the grounds.
  - Public area within 20 metres of any point on the perimeter of a sporting area or a spectator area adjacent to a sporting area.
4. Employees will be allowed to smoke tobacco and electronic cigarettes, but only outside of the nine (9) metre radius surrounding any entrance/exit or in accordance with a prescribed place as per Provincial statute; the greater restriction will apply.
5. In the case that a designated smoking area is established, employees shall smoke tobacco and electronic cigarettes in the designated areas only.

Original Date: August 1992

Revised Date: May 2024



## **Accessibility Policy 100-15 – All Employees**

### **Policy Statement:**

The City of Pembroke is committed to preventing, identifying and removing barriers that impede the ability of people with disabilities to access care and services. This includes employees, supervisors and volunteers.

In June, 2005 the Ontario government passed the Accessibility for Ontarians with Disabilities Act (AODA). The purpose of this enhanced Act is to develop, implement and enforce standards of accessibility for all Ontarians. City of Pembroke's Accessibility Policy is consistent with the AODA, 2005 and the Accessibility Standards for Customer Service, Ontario Regulation 429/07 [See Appendix].

The purpose of this policy is to outline practices and procedures in place at City of Pembroke to help identify and remove barriers that impede a person's ability to access services.

### **Definitions:**

#### **Assistive Devices and Measures:**

Assistive devices and measures are supports made available by providers to improve access to care for members of the public with disabilities. For example, wheelchairs, volunteers, real-time captioning services (on-screen typing of what speakers are saying), sign language interpreters or deaf-blind interveners. Other examples include, Telephone Teletypes (TTY) to communicate with clients who are deaf, hard of hearing, have speech impairments or are deaf-blind (Guide to the Accessibility Standards for Customer Service, Ontario Regulation).

#### **Disability:**

According to the Ontario Human Rights Code, a "Disability" is defined as:

- a. Any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment,

or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;

- b. A condition of mental impairment or a developmental disability;
- c. A learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
- d. A mental disorder, or
- e. An injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997

### **Personal Assistive Devices:**

For the purpose of this policy, Personal Assistive Device are personal supports used by persons with disabilities that enable them to carry out the activities of daily living and allow access to hospital services. Patient-owned equipment such as power-mobility devices (power wheelchairs or scooters) are regarded as Personal Assistive Devices.

### **Service Animals:**

Service animals are used by people with many different kinds of disabilities. Examples of service animals include dogs used by people who are blind, hearing alert animals for people who are deaf, deafened or hard of hearing, and animals trained to alert an individual to an oncoming seizure and lead them to safety (Guide to the Accessibility Standards for Customer Service, Ontario Regulation).

### **Support Person:**

A "Support Person" accompanies a person with a disability, in order to help with communication, mobility, personal care or medical needs or with access to goods or services. Medical needs may include, but are not limited to, monitoring an individual's health or providing medical support by being available in the event of a seizure. A Support Person may be a paid professional, a volunteer, family member or friend of the person with a disability (Guide to the Accessibility Standards for Customer Service, Ontario Regulation).

**Procedures:**

1. The City of Pembroke will ensure we are identifying and removing barriers to access for people with disabilities by:
  - 1.1. Encouraging people with disabilities to use their own personal assistive devices to improve access to City of Pembroke's services.
  - 1.2. Enabling people with disabilities to access its services by offering assistive devices and measures.
  - 1.3. Communicating with a person with a disability in a manner that takes into account his or her disability.
  - 1.4. Allowing people with disabilities to bring their guide dog or service animal.
  - 1.5. Permitting people with disabilities who use a support person to accompany them and ensuring that a person with a disability has access to his or her support person while on our premises.
  - 1.6. Training staff and volunteers about key principles and accessibility strategies and tools (Accessibility workshop)
  - 1.7. Providing notice when facilities or services that people with disabilities rely on to access our services are temporarily disrupted.
  - 1.8. Establishing a process for people to provide feedback on how goods or services are delivered and explaining how the City of Pembroke will respond to any feedback and what action will be taken.
  - 1.9. It is the responsibility of every staff member to be attentive to concerns and to resolve concerns relation to accessibility.
2. The City of Pembroke will ensure we are identifying and removing barriers to access for people with disabilities in reference to **Recruitment:**
  - 2.1. The City of Pembroke notifies its employees and the public about the availability of accommodation for applicants with disabilities in its recruitment process;

- 2.2. During the recruitment process, applicants who are individually selected to participate in an assessment or selection process, are notified that accommodations are available upon request in relation the materials or processes used;
  - 2.3. If a selection applicant requests an accommodation, the City of Pembroke consults with the applicant, having regard for the applicants' accessibility needs, on the provision of a suitable accommodation;
  - 2.4. When making an offer of employment, the City of Pembroke will notify the successful applicant of its policies for accommodating employees with disabilities.
3. The City of Pembroke will ensure we are identifying and removing barriers to access for people with disabilities in reference to **Accessible Formats and Communication Supports** for employees.
  - 3.1. Where an employee requests it, the City of Pembroke will consult with the employee to provide an arrange for the provision of accessible formats and communication supports for:
  - 3.2. Information that is needed in order for the employee to perform the employee's job; and information that is generally available to employees in the workplace
  - 3.3. The City of Pembroke will consult with the employee making the request in determining the suitability of an accessible format or communication support.
4. The City of Pembroke will ensure we are identifying and removing barriers to access for people with disabilities in reference to **Workplace Emergency Response Information.**
  - 4.1. The City of Pembroke provides individual workplace emergency response information to employees who have a disability;
  - 4.2. Where the disability is such that individual information is necessary, and
  - 4.3. Where the City of Pembroke is aware of the need for accommodation due to the employee's disability.



- 4.4. If an employee with individualized information requires assistance and provides consent, the City of Pembroke will provide the individualized information to the person designated by the City of Pembroke to provide assistance to the employee.
- 4.5. Individualized information is provided as soon as practicable after the City of Pembroke becomes aware of the need for accommodation due to an employee's disability.
- 4.6. The City of Pembroke will review the individualized workplace emergency response information;
- 4.7. When the employee moves to a different location
- 4.8. When the employee's overall accommodation needs or plan are reviewed
- 4.9. When the organization reviews its general emergency response policies

5. The City of Pembroke will ensure we are identifying and removing barriers to access for people with disabilities in reference to **Documented individual accommodation plans**
  - 5.1. The City of Pembroke will prepare a written process for the development of Individual Accommodation Plan for employees with disabilities if required.
6. The City of Pembroke will ensure we are identifying and removing barriers to access for people with disabilities in reference to **Return to work**
  - 6.1. The City of Pembroke has a documented return to work process for its employees who have been absent from work due to a disability and require disability-related accommodations in order to return to work
7. The City of Pembroke will ensure we are identifying and removing barriers to access for people with disabilities in reference to **Performance Management.**
  - 7.1. Where the City of Pembroke uses performance management in respect of its employees, the accessibility needs of employees with disabilities, and individual accommodation plans are taken into account.
8. The City of Pembroke will ensure we are identifying and removing barriers to access for people with disabilities in reference to **Career Development and Advancement.**
  - 8.1. Where the City of Pembroke uses career development and advancement in respect of its employees, the accessibility needs of employees with disabilities, and individual accommodation plans are taken into account.
9. The City of Pembroke will ensure we are identifying and removing barriers to access for people with disabilities in reference to **Redeployment.**
  - 9.1. Where the City of Pembroke uses career development and advancement in respect of its employees, the accessibility needs of employees with disabilities, and individual accommodation plans are taken into account.

Revised Date: May 2024

## **Section 200 Wage and Salary Administration**

### **Performance Appraisals and Planning Program 200-01 – All Employees**

#### **Policy Statement:**

The City of Pembroke conducts annual performance appraisals to evaluate the employee's performance relative to the duties and responsibilities of the position they have occupied during the past year, and to outline any areas requiring improvement or development. In all cases, it is an opportunity to promote open and honest dialogue between the employee and the Supervisor, and for both parties to address any questions or concerns. Performance appraisals also assess the suitability of the employee for additional responsibilities, promotion or reclassification.

For Non-Union personnel, performance appraisals also assess the suitability of the employee for additional responsibilities or promotion, and determine the employee's eligibility for the purpose of merit increment progression.

#### **Procedure:**

1. Performance appraisal dates:
  - 1.1. Performance appraisals are conducted annually.
2. Performance Appraisal Report:
  - 2.1. The Human Resources Department distributes performance appraisals to the Department Heads in October allowing for new goal setting in the New Year.
  - 2.2. The Performance Appraisal Form is completed by the employee and the employee's Supervisor.
  - 2.3. The completed form, including the Supervisor's comments and signature, are reviewed with the employee, and opportunity provided for the employee to share any comments, or concerns;

- 2.3.1. An employee's signature on the Performance Appraisal Form is acknowledgement of having been advised of the assessment;
    - 2.3.2. The signed appraisal is then forwarded to the Department Head for review, comment, and signature.
  - 2.4. All completed forms are forwarded to Human Resources for review and processing as applicable. For non-union personnel, no merit increment, if any, is allowed until the performance appraisal is completed and the new performance standards are set;
    - 2.4.1. Merit increase form is completed by Human Resources and submitted to the Chief Administrative Officer for approval. Human Resources informs the Department and Payroll and the applicable Department of the approved merit increments, if any; and
    - 2.4.2. The completed Performance Appraisal Form and new performance standards are placed on the employee's personnel file that is maintained by Human Resources
3. Performance factors provide the employee with the Supervisor's evaluation of how they are assessed in terms of meeting the job requirements and expectations including position responsibilities and performance standards from the previous performance appraisal.
4. Position responsibilities and standards of performance play an important role in an employee's development:
  - 4.1. Position responsibilities are established as "an improved end result toward which efforts are directed"; and
  - 4.2. Standards of performance are specific efforts that will create a measurable result in a specific period of time (currently under development).
5. Merit increments (non-union):
  - 5.1. If the employee is eligible, a merit increment is recommended only when it is evident that the employee has improved or added to the skills and

- knowledge required for the performance of their duties, and has performed their duties to the satisfaction of the Department Head;
- 5.2. Recommendations for merit increments for non-union personnel must be made by the Department Head and reviewed by Human Resources before submission to the Chief Administrative Officer for final approval;
  - 5.3. Approval for merit increments for Department Heads and Managers must be made by the Chief Administrative Officer in consultation with Human Resources.
  - 5.4. Approval for merit increments for the Chief Administrative Officer must be made by the Mayor in consultation with the Personnel Committee of Council.
6. Performance appraisals are completed whether or not an employee has reached the maximum of the range;
- 6.1. When an employee is at the maximum of the range, it is important that discussions relevant to the employee's special strengths or specific weaknesses are conducted to ensure that both the Supervisor and employee have an understanding of potential for future advancement;
  - 6.2. It is equally important that the employee is not given a false impression for advancement when an employee is properly classified, regardless of special attributes beneficial to other classifications; and
  - 6.3. If an increment is withheld, the employee is given the reasons and advised that their performance shall be reviewed again in six (6) months; if at that time the employee qualifies for a merit increment, their anniversary date will become the date of the re-qualification.
7. Performance appraisals for Department Heads and Managers are completed by the Chief Administrative Officer, and the Chief Administrative Officer's is completed by the Mayor, in consultation with the Personnel Committee of Council.

**Appendix 200-01-A – Performance Appraisal Form Probationary Employees**

**Appendix 200-01-B – Performance Appraisal Form Regular Employees**

**Appendix 200-01-C – Performance Appraisal Form Department Heads and Supervisors**

**Appendix 200-01-D – Performance Appraisal Form – Fire Fighters**

Original Date: August 1992

Revised Date: May 2024

## Promotion 200-02 – All Employees

### **Policy Statement:**

The City of Pembroke recognizes the desirability, where possible, of promotion within the service of the employer.

### **Procedure:**

1. Consult the appropriate Collective Agreement for any deviations to the following.
2. Employees may apply for any posted position within the City for which they are qualified.
3. All qualified internal applicants are given consideration for an interview.
4. Consideration for promotion is based upon knowledge, skills, abilities, formal qualifications, experience, prior work record/performance, and service with the City.
5. The following apply to promotion:
  - 5.1. Any employee who changes their job classification by promotion to a non-union position is placed on a formal familiarization period that may last from three (3) to six (6) months;
  - 5.2. The Department Head and Resources Manager determine the length of the trial period based on the nature of the job involved;
  - 5.3. Performance evaluations will be conducted every three (3) months during the familiarization period;
  - 5.4. The promotion becomes permanent upon satisfactory completion of the familiarization period;
  - 5.5. The familiarization period may be extended if deemed required by the Department Head and the Manager of Human Resources;
  - 5.6. In the event that either the City or the employee determines that the employee is unable to carry out the duties and responsibilities of the new



position during the familiarization period, they are returned to their former position only if the position is vacant; in the event the former position has been filled, the City shall attempt to find alternate employment for the employee although such employment cannot be guaranteed.

6. An employee promoted to a higher-level classification is placed in the salary range applicable to the new position at a step that gives the employee a minimum 5% increase (provided that the new salary does not exceed the maximum of the salary range).
7. The employee's anniversary date for increment purposes is subject to change as a result of a promotion.

Original Date: August 1992

Revised Date: May 2024

## **Job Evaluation System 200-03 – All Non Union Employees**

### **Policy Statement:**

The City utilizes a Job Evaluation System to determine the relative ranking of positions within the Corporation by means of a systematic and detailed analysis of job content.

### **Procedure:**

1. Requests for a Job Classification Review may be initiated by an incumbent, Supervisor, or Department Head; however, the Department Head is responsible for recommending or denying the referral of the review to the Manager of Human Resources.
2. The Chief Administrative Officer, Treasurer/Deputy Clerk, and Human Resources, are responsible for the review under the Job Evaluation System.
3. The Department Head submits a written request for a classification review of positions(s) to Human Resources. The information supporting this request must include the following:
  - 3.1. Revised Job Fact Sheet signed by the employee (unless the position is vacant), the Supervisor, and the Department Head;
  - 3.2. Revised Job Description;
  - 3.3. Supporting documentation outlining any changes in job duties, responsibilities, etc.; and
  - 3.4. Requested title change, if applicable.
4. Human Resources reviews the revised responsibilities and, subject to the Chief Administrative Officer's and Treasurer/Deputy Clerk's concurrence with the revisions, and processes all requests utilizing the City's adopted Job Evaluation System, and prepares a preliminary salary recommendation for the Chief Administrative Officer.

5. An employee reclassified to a higher level is normally placed in the new salary range at a step that gives the employee a minimum 5% increase (provided that the new salary does not exceed the maximum of the salary range).
6. The Chief Administrative Officer and Treasure/Deputy Clerk analyze the ratings as prepared by Human Resources and submits a summary of the documentation with its recommendations regarding classification and salary to the Personnel Committee for consideration and approval.
7. An incumbent, who so desires, may make a personal presentation to the Chief Administration Officer.
8. The decision of the Personnel Committee is referred to City Council for final consideration and approval.
9. Council's decision is confirmed in writing to the incumbent by Human Resources with copies to the Department Head and to Payroll (if applicable).
10. Reclassification is normally effective in January of each year unless otherwise requested by the Department Head; this date becomes the employee's anniversary date for the purposes of Performance Appraisals and Merit Increments.

#### **Appendix 200-03-A – Job Fact Sheet**

Original Date: August 1992

Revised Date: May 2024

## **Establishment of New Positions 200-04 – All Non Union Employees**

### **Policy Statement:**

The City of Pembroke follows a practice of human resources planning to facilitate greater co-ordination of staffing amongst Departments and to ensure that the total number of employees is effectively controlled. City Council must approve all new positions.

### **Procedure:**

1. Budget preparation process:
  - 1.1. Each Department Head forecasts their Department's full-time, part-time, and student human resource requirements for the upcoming year;
  - 1.2. At this time the Department Head may also recommend funds for reclassifications, changes in the existing distribution of human resources, and any additions or reductions in the staff complement authorized for his/her department.
  - 1.3. Budget provisions for new positions submitted to Council during budget process must include information supporting the request(s) including a proposed job description; and
  - 1.4. Upon Committee and Council approval of the budget, the Department Head, when they deem appropriate, submits a written request to Human Resources to initiate evaluation and recruitment procedures for any new positions approved.
2. New or altered positions within the approved complement:
  - 2.1. The Department Head then prepares a job fact sheet (see Policy 200-03), an outline of job requirements, and any other substantiating information required, and forwards it to Human Resources for review and development of a draft job description as applicable;

- 2.2. Subject to the approval of the Chief Administrative Officer, Human Resources evaluates the position utilizing a job evaluation system and prepares recommendation regarding salary and classification.
- 2.3. The Chief Administrative Officer analyzes the ratings as reviewed by Human Resources, and submits recommendations regarding salary and classification the Personnel Committee; and
- 2.4. A recommendation by the Personnel Committee to establish a new or revised salary within the approved staff complement is referred to City Council.

Original Date: August 1992

Revised Date: May 2024

## **Revisions to Employment By-laws 200-05 – All Employees**

### **Policy Statement:**

The City of Pembroke will establish fair and equitable remuneration for employees based on work performed, and any or all other factors considered relevant to the establishment of proper compensation levels.

### **Procedure:**

1. The following pertains to revisions of Personnel By-laws:
  - 1.1. Personnel By-Laws in effect will establish and set out the provisions of Personnel, including changes in salary schedules and benefits levels.
  - 1.2. Proposals recommending changes to Personnel By-Laws must be submitted by a Department Head.
  - 1.3. Proposals recommending changes to Personnel By-Laws for the following year are submitted to Human Resources within sixty (6) days prior to the next adjustment date as established by Council, at which time the proposals are placed before the Chief Administrative Officer for consideration.
  - 1.4. The Chief Administrative Officer recommends to the Personnel Committee and Council, for approval, any change in salary schedules or benefits levels.
  - 1.5. Changes to compensation are generally established during budget deliberations and made effective January 1<sup>st</sup> of each year. Changes may be made effective in whole or in part at any time during the year as approved by council.
  - 1.6. When Non-Union Personnel By-laws are altered, consideration is given to adjustments for comparable positions outside the organization, economic, indicators, budget, and union salary schedule adjustments.
  - 1.7. Adjustments to remuneration are communicated to non-union staff by the Chief Administrative Officer or designate.



2. The following pertains to revisions of the Chief Administrative Officer By-law:
  - 2.1. Establishes and sets out the provisions of the position of Chief Administrative Officer, including annual review by Council of remuneration and benefits.

Original Date: August 1992

Revised Date: May 2024



## **Part Time Wages 200-06 – Part Time and Students**

### **Policy Statement:**

The City of Pembroke ensures that part-time wage rates are established by determination and evaluation of job responsibilities either independently or based on comparable full-time classifications.

### **Procedure:**

1. Consult the appropriate Collective Agreement for deviations
2. The hourly rates for part-time positions are established as up to 80% of the equivalent rates for comparable full-time positions. Where no comparable full-time position exists, Human Resources will evaluate the position and establish the part-time rate.
3. In establishing the wage of a part-time employee, the hourly rate equivalent, as noted above of the full-time salary range apply. The appropriate step in the range is selected on hire, transfer, or promotion and the employee may then progress through the range based on annual hours worked and satisfactory performance appraisals.
4. General salary adjustments are applied to part-time rates. Permanent part-time are entitled to certain benefits pro-rated to their actual hours worked, as detailed in section 300.
5. There is no allowance in lieu of benefits for seasonal or temporary part-time employees or student employees. Vacation pay will be included in each bi-weekly pay in accordance with minimum rate established by the Employment Standards Act.
6. Human Resources establishes a student pay scale on an annual basis. The rates established for students will not exceed the rates established for part-time employees, will exclude any allowance in lieu of benefits, and will continue for the duration of the term of the student's employment.

Original Date: August 1992

Revised Date: May 2024

## **Payroll 200-07 – All Employees**

### **Policy Statement:**

The City of Pembroke ensures that pay is issued to employees on a bi-weekly basis.

### **Procedure:**

1. Approved Time sheets are supplied to each Department by Payroll.
2. Time Sheets are completed by the employee and authorized by the Department Head or designate(s).
3. The deadline for submitting time sheets to Payroll is 12:00 noon on the Monday before pay-day. If Monday is a statutory holiday, all efforts must be made to submit time sheets by noon on Friday.
4. Pay is usually issued on a bi-weekly basis on Thursdays, barring unforeseen complications.
5. Hourly Employees are paid up to and including the Saturday of the previous week, as noted on their bi-weekly time sheets. Applicable allowances are paid in accordance with authorized paperwork submitted.
6. Salaried Employees hired prior to February 28, 2008 are paid two weeks in advance in order to balance annual salary over 26 pay periods in a year. As such, when they leave the employ of the City for any reason they must be aware that their final pay may be two weeks before their actual termination date.
7. It is important that personnel records be accurate at all times. In order to avoid compromising your benefit eligibility or having T4's returned, the City expects that employees will promptly notify Human Resources of any change in name, home address, telephone number, marital status, number of dependents, or any other pertinent information which may change.

## **Appendix 200-07-A – Employment Record Sheet**



Original Date: August 1992

Revised Date: May 2024

## **Payroll Deductions 200-08 – All Employees**

### **Policy Statement:**

The City of Pembroke ensures that employee pay is subject to legislated deductions and provides for other employee deductions where allowable and as requested.

### **Procedure:**

1. Any legislated deductions (EI, CPP, Federal and Provincial Taxes) are calculated in accordance with legislation.
2. Federal and Provincial Taxes are calculated in accordance with legislation and with instructions provided by the employee on the TD1 forms.
  - 2.1. An employee may change the amount of the taxes deducted from sources at any time, subject to legislated rules. To change their choices, an employee may complete new TD1 forms. Forms without authorizing date and signature of the employee cannot be processed.
  - 2.2. If Human Resources or Payroll suspects that the request is based on incorrect information, the employee will be asked to discuss and verify before the changes can be made.
3. Any other deductions (Benefits premiums, etc.) may only be made or changed with the written authorization of the employee. Such written requests must also be dated. In the case of unionized employees, a clause in a Collective Agreement regarding deductions is written consent on behalf of the unionized employees.
4. Garnishment of wages must be law be processed by the City. Payroll will process garnishments in accordance with the lawful instructions received.

Original Date: August 1992

Revised Date: May 2024

## **Allowances 200-09 – All Employees**

### **Policy Statement:**

The City of Pembroke provides certain allowances to employees when the item is a bona-fide requirement in the performance of their duties, as follows:

1. Safety Footwear Allowance
2. Mileage Allowance

### **Procedure:**

1. Uniform and Safety Footwear Allowance:
  - 1.1. See the appropriate Personnel By-law or Collective Agreement for allowance amounts and/or deviations to this policy.
  - 1.2. Employees required to wear safety footwear on a daily basis receive an allowance. The allowance is granted at the same rate as the CUPE collective agreement. Boot allowance payments shall be included in the first wage cheque in December. Receipts are not required but a form to attest that the employee has used the allowance to purchase safety boots is required before payment can be issued.
  - 1.2. Employees required to wear safety footwear on an occasional basis receive an allowance. The allowance is fifty (50) per cent of the rate as the CUPE collective agreement. Boot allowance payments shall be included in the first wage cheque in December. Receipts are not required but a form to attest that the employee has used the allowance to purchase safety boots is required before payment can be issued.
2. Mileage Allowance:
  - 2.1. The City of Pembroke pays a specified rate per kilometre, as determined by the CRA, for the routine or occasional use of personal vehicle on City business.

- 2.2. Employees who use their vehicles on City business are eligible for reimbursement at the established per kilometer rate if the usage is authorized by their Department Head, and if they have provided proof of insurance along with their submitted mileage claim form.

**Appendix 200-09-A – Safety Footwear Attestation**

**Appendix 200-09-B – Mileage Form**

Original Date: August 1992

Revised Date: May 2024

## **Employment and Salary Verification 200-10 – All Employees**

### **Policy Statement:**

Consistent with the Freedom of Information and Protection of Privacy Act, the City of Pembroke will not disclose salary or employment information to a third party.

### **Procedures:**

1. Requests for verification of salary and employment must be made by the employee in writing to Human Resources. The request must be signed and dated. (See Appendix 200-10-A)
2. Upon receipt of the request, the Payroll Clerk or Human Resources, will prepare written confirmation of salary and employment addressed to the employee for their release to the third party.
3. Requests for salary and employment verification will generally be fulfilled within two (2) business days.

### **Appendix 200-10-A: Request for Employment/Salary Verification**

Original Date: August 1992

Revised Date: May 2024



## **Section 300 Employee Benefits**

### **Extended Health, Dental & Life Insurance Benefits 300-01 – All Employees**

#### **Policy Statement:**

The City of Pembroke maintains a comprehensive insurance and health care benefits package for full-time employees and their dependents.

#### **Procedure:**

1. Consult the appropriate Collective Agreement or Employee Benefit By-law for any deviations. Consult the benefits policy through Human Resources or the carrier's website for detailed policy provisions.
2. Benefits documentation for a new employee is completed during the first week of employment and submitted to Human Resources for implementation.
3. Eligibility:
  - 3.1. Extended Health Care and Dental benefits for full-time employees are effective from the date of employment;
  - 3.2. Benefit coverage may be all single or all family, but not split;
  - 3.3. Requests to change coverage made more than 31 days after date of hire will be considered late application by the insurance carrier, and will be subject to further documentation and medical evidence as dictated by the carrier
4. Eligible dependents:
  - 4.1. Dependants eligible for benefits (Extended Health Care and Dental) are the spouse or common-law spouse, and the unmarried children or step-children or common-law children under twenty-two (22) years of age (or under twenty-five (25) years of age if in full-time attendance at a college or university) of an insured employee, including children over twenty-two (22)

who are incapable of self-sustaining employment by reason of a physical or mental disability.

- 4.2. No employee can receive health coverage for a dependent if that dependent is in full-time service of any land, sea, or air force outside of Canada and the United States.
  - 4.3. A common-law spouse is defined as a person with whom the employee has co-habitated for the past twelve (12) months and whom employee represents as their legal spouse; and
  - 4.4. Common-law children are defined as the employee's children or the common-law spouse's children who reside with, and are in the care and custody of, the employee and the common-law spouse
5. Change of status and beneficiary:
- 5.1. Changes in an employee's marital status and dependants, e.g. single or family coverage, changes due to spousal benefit coverage, a change of beneficiary, or addition of a dependent child must be reported to Human Resources immediately to ensure that proper documentation is completed; and
  - 5.2. Requests to change coverage due to change in family status made more than 31 days after date of change (e.g. marriage, birth) will be considered late application by the insurance carrier, and will be subjected to further documentation and medical evidence as dictated by the carrier
6. Benefit continuation and payment of premiums are affected by leaves of absence, Workplace Safety and Insurance, or when an employee reaches the normal retirement age. Consult Human Resources for details.
7. Full-time employees of the City are required to participate in the following:
- 7.1. Extended Health Care
    - 7.1.1. Includes Prescriptions, Semi-Private Hospital, and Vision Care

7.1.2. Details regarding enrolment, coverage, and claims are outlined in the Group Benefits Booklet which is available through Human Resources or on the carrier's website.

7.2. Dental Plan

7.2.1. Details regarding enrolment, coverage, and claims are outlined in Group Benefits Booklet which is available through Human Resources or on the carrier's website.

7.3. Spousal Exemption:

7.3.1. Exclusions from the above Extended Health Care and Dental Plans is permissible only if coverage is provided by the employee's spouse; and

7.3.2. Evidence of spousal coverage or loss of spousal coverage must be provided in order for the employee to change status.

7.4. Basic Group Life Insurance is provided to full-time employees only:

7.4.1. Refer to the Group Benefits Booklet for information on coverage, waiver to premium, termination, conversion or other provisions related to Group Insurance; and

7.4.2. Accidental Death & Dismemberment Insurance pays an amount equal to the basic Life Insurance benefits in the event of accidental death or dismemberment.

Original Date: August 1992

Revised Date: May 2024



## **Extended Health and Dental Benefits 300-02 – Part Time Employees**

### **Policy Statement:**

The City of Pembroke shall provide certain benefits to part time employees, as allowed by the appropriate carrier.

### **Procedure:**

1. Consult the appropriate Collective Agreement or Employee Benefit By-law for any deviations. Consult the benefits policy through Human Resources for detailed policy provisions.
2. Certain part-time employees are eligible to purchase Extended Health and Dental Benefits through the City's Group Benefits Plan. This includes Extended Health Care and Dental. It does not include Group Life Insurance, Long Term Disability or Accidental Death & Dismemberment
  - 2.1. Part time employees must be working a minimum of 20 hours per week if they wish to purchase these benefits;
  - 2.2. Application should be made to the insurance company within 31 days of date of eligibility or change in status to avoid being considered a late application;
  - 2.3. Part-time employees, at their option may elect to obtain coverage under the Corporation's hospital and medical plans subject to the employee's paying that portion of the premium benefit accrued on the ratio of the number of hours worked within the calendar year to two thousand and eighty (2080) hours or eighteen hundred and twenty (1820) hours as the case may be;
  - 2.4. Benefit coverage may be all single or all family, but not split.
  - 2.5. Requests to change coverage made more than 31 days after date of eligibility will be considered late application by the insurance carrier, and will be subject to further documentation and medical evidence as dictated by the carrier.

- 2.6. See policy 300-01 for more information regarding coverage on eligible benefits.

Original Date: August 1992

Revised Date: May 2024

## **Extended Health Care & Dental Benefits 300-03 – All Employees**

### **Policy Statement:**

The City of Pembroke shall provide certain benefits to early retired employees, as allowed by the appropriate carrier.

### **Procedure:**

1. Consult the appropriate Collective Agreement or Employee Benefit By-law for any deviations. Consult the benefits policy through Human Resources for detailed policy provisions.
2. Certain retired employees are eligible to continue Extended Health and Dental Benefits through the City's Group Benefits Plan. It does not include Group Life Insurance, Out of Country Coverage or Accidental Death & Dismemberment.
3. Advise Human Resources of intent to continue Extended Health and Dental Benefits at least 30 days in advance of retirement date;
4. Should a retiring employee opt to maintain these benefits:  
See also Policy 100-12
  - 4.1. Consult the appropriate Collective Agreement or Employee Benefits By-law for details on premium payments and/or sharing;
  - 4.2. Premiums paid by the employee must be provided by way of monthly posted dated cheques, made payable to the City of Pembroke and dated the first of each month for the entire year on July 1<sup>st</sup> of each year;
  - 4.3. Income tax receipts for retiree portion of payments will be provided in January of each year.
  - 4.4. Benefits cease at age sixty-five (65) in accordance with the insurance carrier rules.
  - 4.5. Benefits after the age of sixty-five (65) may be purchased at the expense of the retiree if the retiree chooses to convert the coverage to an individual plan within 31 days of termination of group benefits, and if the carrier

offers a plan for this age group. Other benefit carriers may also offer coverage to retirees with varying premiums and coverage. Contact Human Resources for details.

Original Date: August 1992

Revised Date: May 2024



## **Pension 300-04 – All Employees**

### **Policy Statement:**

All full-time employees join the Ontario Municipal Employees Retirement System. Subject to enrolment requirements, part-time employees may participate in the O.M.E.R.S pension system. It is also mandatory to participate in the Canada Pension Plan.

### **Procedure:**

1. Consult the appropriate Collective Agreement for any deviations to the following procedures.
2. Documentation is completed at the time of hire and submitted to Payroll through Human Resources. Employee contributions are made through payroll deduction.
3. Enrolment is mandatory for full-time employees from the first day of employment and premiums are shared by the employee and the City.
4. When a full-time employee transfer from full-time to part-time the O.M.E.R.S pension contributions continue.
5. As of January 1, 2023, part-time employees may participate in the O.M.E.R.S plan. These conditions are:
  - 5.1.1. Enrolment is voluntary for part-time employees from the first day of employment and premiums are shared by the employee and the City. An employee may choose not to enrol at the time of hire and can join at a later date. If an employee chooses to enrol at a later date, deductions will start from the day elected.
  - 5.2.2. For part-time employees participating in O.M.E.R.S, premiums are shared by the employee and the City or the Local board.
  - 5.2.3. In accordance with O.M.E.R.S once a part time employee chooses to participate in O.M.E.R.S, membership cannot be revoked.

6. Details of the O.M.E.R.S. Plan are outlined at [www.omers.com](http://www.omers.com) can be obtained through Human Resources.

Original Date: August 1992

Revised Date: May 2024

## Short Term Disability Plan 300-05 – All Full Time Employees

### Policy Statement:

The City of Pembroke provides income protection through a Short-Term Disability Plan for periods of up to seventeen (17) weeks, per incident. The 17-week period includes any days certified or uncertified that are related to the same illness/injury.

### Procedure:

1. Consult the appropriate Collective Agreement for any deviations.
2. All full-time employees covered by this Policy are eligible for coverage after three (3) months service with the City, except if there is a break in service. The pro-rated part-time service is reflected in determining eligibility under the waiting period and for the purpose of determining the extent of leave available at one hundred percent (100%) of salary.
3. Coverage:
  - 3.1. Coverage is in effect twenty-four (24) hours per day and provides income protection for any illness or injury that is not covered by Workplace Safety and Insurance Benefits and the Ontario Automobile Insurance Act;
  - 3.2. When an employee becomes eligible for coverage, coverage commences with the first day of illness based on the following benefit schedule:

Length of Service	100% of Salary	67% of Salary
3 months but less than 1 year	1 week	16 weeks
1 year " 2 yrs.	2 weeks	15 weeks
2 yrs. " 3 yrs.	3 weeks	14 weeks
3 yrs. " 4 yrs.	4 weeks	13 weeks
4 yrs. " 5 yrs.	5 weeks	12 weeks
5 yrs. " 6 yrs.	7 weeks	10 weeks
6 yrs. " 7 yrs.	9 weeks	8 weeks
7 yrs. " 8 yrs.	11 weeks	6 weeks

<b>Length of Service</b>	<b>100% of Salary</b>	<b>67% of Salary</b>
8 yrs. " 9 yrs.	13 weeks	4 weeks
9 years and over	17 weeks	0 weeks

- 3.3. An employee covered by this benefit has up to seventeen (17) weeks of benefit coverage per illness/disability. Based on the number of years of service, an employee may be eligible for coverage at one hundred percent (100%) of salary or sixty-seven percent (67%) of salary in accordance with the above schedule; however, the schedule represents the maximum of one hundred percent (100%) benefit that an employee has available in a calendar year. If during the calendar year an employee uses the maximum eligible sick leave that is covered at one hundred percent (100%) of salary, then all other eligible sick leave during the year is covered at sixty-seven percent (67%) of salary.
- 3.4. If an employee is not at work on January 1, the one hundred percent (100%) credit will not renew until the employee returns to work;
- 3.5. If an employee returns to work and has a recurrence of the same illness/disability, the employee is entitled to sick leave of seventeen (17) weeks minus the period of sick leave used for the previous occurrence(s), unless separated by ten (10) consecutive working days;
- 3.6. If, during any fully paid leave of absence, an employee becomes ill, the employee advises the employer of the illness. Appropriate certification, if required, is requested. An employee on any leave of absence that is not a fully paid leave is not eligible for payment of short-term benefits in the event of illness. Eligibility for short term benefits is reinstated once the employee returns to work, as authorized;
- 3.7. If an employee is sick/disabled, other forms of leave cannot be substituted for the employee's sick leave entitlement;
- 3.8. If, during the short-term disability leave, an employee is laid off or terminated other than for retirement, the employee continues on short-term disability leave until the earliest of:
  - 3.8.1. The expiry of their short-term disability coverage (seventeen (17) weeks per incident); or
  - 3.8.2. The end of the illness;

- 3.8.3. If notice of layoff or termination is given prior to the commencement of the short-term disability leave, and the short-term disability leave starts within two (2) calendar months of the layoff/termination date, the leave stops on the layoff/termination date;

- 3.9. Participation in the Early Assistance and Reintegration Services Program (EARS) is mandatory for an absence that is forecast to be for more than fourteen (14) consecutive calendar days;
  - 3.10. If an employee refuses to participate in the Early Assistance and Reintegration Services Program (EARS), functional abilities information will be requested by the employer, from the employee's treating physician;
  - 3.11. If an employee does not participate in the Early Assistance and Reintegration Services Program (EARS) and/or does not provide acceptable functional abilities information, short term disability benefits will be suspended;
  - 3.12. If an employee returns to work through participation in a modified work program but is unable to return to full hours, their remaining sick entitlement can be used to cover the hours they are unable to work (See example below)
    - 3.12.1. Example: Employee usually works 7hrs/day – 5days/week. Employee has two weeks (70 hours) of short-term sick leave remaining. Employee returns to work through a modified work program but is only able to work 4 hrs/day for 3 days/week. Employee will be paid regular salary/wage for 12 hours/week and short-term sick leave entitlement for the remaining 23 hours/week; and
  - 3.13. If an employee returns to work through participation in a modified work program but is unable to return to full hours, their sick leave entitlement is pro-rated
    - 3.13.1. Example: Employee usually works 7hrs/day – 5 days/week but is currently working 3 ½ hrs/day – 5 days/week. Employee calls in to work with an unrelated illness. Employee is entitled to one-half (1/2) entitlement (one-half (1/2) day as opposed to one (1) full day).
4. Benefit and Service continuation:
- 4.1. During the period of short-term disability, all benefit coverage continues subject to proper and acceptable medical certification for absence (see item 5 below). If employment is terminated during the short-term disability

leave, benefits cease on the termination date except for LTD coverage relevant to the present disability causing the employee to be on short-term disability. Life coverage should be continued until approval of LTD; and



5. Medical certification for leave:

- 5.1. A medical certificate is required under the short-term plan in the following circumstances:
  - 5.1.1. During the period of short-term sick leave if the leave continues beyond three (3) consecutive days; and/or
  - 5.1.2. For continuation of paid sick leave beyond layoff or termination as outlined in 3.8;
  - 5.1.3. When directed by the City; and
  - 5.1.4. Any costs associated with obtaining a medical certification is at the employee's expense.
- 5.2. During the short-term sick leave, straight time pay is continued; however, if proper medical certification is not provided as required, the absence is without pay, and deducted from future earnings.
- 5.3. Required medical certification will be provided prior to returning to work where possible, and must be provided upon return to work
- 5.4. Proper medical certification must be legible and clearly state the address, telephone number and name of the attending physician. It must indicate functional limitations, if any, and the expected duration of functional limitations (prognosis);
- 5.5. Should proper medical certification not be provided under the above circumstances, the absence will be without pay and deducted from future earnings.

6. Medical examination:

- 6.1. In the situation when a medical certificate of disability is deemed unsatisfactory by the City or in the event that abuse of sick leave is suspected, or where legitimate but excessive sick leave usage appears to occur, an employee may be required to have a medical examination by a

physician appointed to the City that is mutually acceptable to the City and to the employee;

6.2. An employee eligible to continue paid sick leave beyond layoff or termination, as outlined in 3.8 above, may be required to have a medical examination by a physician appointed by the City; and

6.3. Applicable costs for medical examination when directed by the City are paid by the City.

7. Uncertified sick day entitlement:

7.1. Employees are entitled to use a maximum of 7 days of uncertified sick leave days per calendar year. Any uncertified sick time beyond this will be unpaid days off.

7.2. Employees may be permitted to utilize 50% of their uncertified sick leave days for care of immediate family members who are ill/injured. Immediate family shall mean the employee's spouse, children, mother or father. Such days must be applied for and approved on the Special Leave application form (Appendix 300-05-C)

8. Notification of sickness must be made to the Department Head or other such person designated as Management may designate prior to the employee's starting time but in any event, it may be given within one (1) hour after such starting time. Failure to do so may result in loss of sick pay.

9. Sick Leave Entitlements for Part Time Employees:

9.1. Permanent Part-time employees shall be entitled to pro-rated sick leave benefits based on one and one-half days per month based on regular daily worked hours of a full time equivalent.

9.2. Fifty (50%) of the employee's unused sick leave credit will be paid to the employee on the first pay of January in the following year based on calculation ending on December 31 of the preceding year, and on the then prevailing wage rate or on the day when termination takes place within the year.

10. Application for sick leave, certified or uncertified, must be submitted on the attached form, and approved by the Department Head or Designate, and by Human Resources.

**Appendix 1 Application for Leave**  
**Appendix 300-05-A – Functional Abilities Form**

Original Date: August 1992  
Revised Date: May 2024

## **Long Term Disability Plan 300-06 – All Full Time Employees**

### **Policy Statement:**

The City of Pembroke provides an insured Long-Term Disability Plan for income protection against illness or disability that extends beyond seventeen (17) weeks.

### **Note:**

The following represents a general description of the Long-Term Disability Benefit Plan and is not intended to supersede or detail the insurance policy, which dictates and administers the terms of the plan.

### **Procedure:**

1. Consult the appropriate Collective Agreement for any deviations.
2. Employee eligibility:
  - 2.1. An Employee must be actively at work – an employee is considered to be actively at work if when the disability occurs they were carrying out their duties at the place of business or some other location required by the business; and
  - 2.2. Before coverage begins, an employee must satisfy the waiting period of 119 days (17 weeks).
  - 2.3. The benefit level consists of 67% of monthly earnings up to a non-medical maximum of four thousand dollars (4000.00) per month, subject to the conditions of the policy.
3. Definitions of disabled and disability:
  - 3.1. During the first twenty-four (24) months of payments, an employee will be considered disabled if they are unable to perform the essential duties of their own occupation due to illness or injury. The availability of work is not considered when assessing disability; and

- 3.2. After twenty-four (24) months of payments, the employee will be considered disabled due to illness or injury if unable to perform the essential duties of **any** occupation for the employer or any other employer for which the employee is qualified or could reasonably become qualified based on education, training or experience. The availability of work is not considered when assessing disability.
- 3.3. “One continuous period of disability” includes all periods of disability due to the same or related cause or causes except a period of disability separated by more than six (6) consecutive months during which the individual was not disabled.

4. Disability Income Benefit:

- 4.1. If an individual becomes disabled due to disability while insured under the policy, the employee may be eligible for Long Term Disability benefits subject to the terms of this coverage; and
- 4.2. Long Term Disability premiums will be waived while the employee is receiving Long Term Disability benefits.

5. Rehabilitation:

- 5.1. Rehabilitation programs are designed to help the employee recover faster and return to work;
- 5.2. These programs may include returning to work on a part-time basis or returning to modified duties. While participating in an approved rehabilitation program by the insurer, the employee will continue to receive adjusted disability payments; and
- 5.3. If the employee is found to be reasonably suited to participate in a rehabilitation program and refuses to do so, the insurance company will stop making Long Term Disability payments.

6. Integration:

- 6.1. If an individual becomes disabled according to the terms of the policy and is receiving other periodic payments that they are entitled to, there will be an integration of benefits according to the details of the policy.

7. Exclusions:

- 7.1. Long Term Disability payments will not be made if the disability is related to a pre-existing condition subject to the following definition:
- 7.2. The start date of the disability occurs during the first twelve months of the employee's coverage; and
- 7.3. The disability is directly or indirectly related to a condition for which, within ninety (90) days before coverage began, the employee visited or  
  
Consulted with a physician or paramedical practitioner or had tests done or received treatment, regardless of whether a diagnosis was made.
- 7.4. Not with-standing the pre-existing clause, there are other exclusions and limitations, please refer to the policy for further details.

8. Claims:

- 8.1. Human Resources are advised at least six (6) weeks prior to the normal commencement of Long-Term Disability if there is any probability that the illness will extend beyond seventeen (17) weeks. The appropriate documentation is provided to commence a claim procedure.

Revised Date: May 2024

## **Benefit and Service Continuation During Short & Long Term Disability 300-07 – All Full Time Employees**

### **Policy Statement:**

An employee's benefits and service entitlements may be affected by periods of Short and Long Term Disability.

### **Procedure:**

1. Consult the appropriate Collective Agreement for any deviations.
2. During Short Term Disability:
  - 2.1. During the period of Short-Term Disability (maximum seventeen (17) weeks) existing salary and all benefits coverage continues at the levels in effect at the time of disability subject to proper and acceptable medical certification for absence together with participation in the Early Assistance and Reintegration Services Program (EARS) or provision of acceptable functional abilities information; and
3. During Long Term Disability (first twenty-four (24) months):
  - 3.1. During the waiting period and the first twenty-four (24) months of payments for Long Term Disability or any portion thereof, an employee is entitled to maintain benefit coverage for Extended Health Care and Dental in effect at the time of initial disability;
  - 3.2. Waiver of Premium is applicable to O.M.E.R.S Pension, Long Term Disability Benefits, and Life Insurance; and
  - 3.3. Service for the purpose of vacation entitlement and sick leave is retained but not accumulated.
4. The following apply to Long Term Disability (After the first twenty-four (24) months):
  - 4.1. Following the period of Short-Term Disability and the first twenty-four (24) months of Long-Term Disability, an employee may maintain coverage for



Extended Health, Dental and Vision provided that the employee pays the associated premiums. All other benefits cease at this time.

- 4.2. If an employee actively participates in a modified return to work program or graduated return to work program, benefit coverage will continue with an appropriate employer/employee split, for up to a maximum of six (6) months at the discretion of the employer;
- 4.3. Service for the purpose of vacation entitlement and sick leave is lost.

Original Date: August 1992

Revised Date: May 2024

## **Wellness Days 300-08 – All Full Time Employees**

### **POLICY STATEMENT:**

Wellness days shall be defined as a day off without the need of a medical note and where the employee is not physically ill or injured. This time is to be used for an employee to take care of their mental health, or engage in self-care activities.

### **PROCEDURE:**

1. Employees are provided with 2 paid wellness days per calendar year. Employees may not carry over these days from year to year and shall have no cash value upon termination.
2. An employee who does not intend to report to work must report the absence to their direct Supervisor, as soon as is reasonably possible/at least thirty (30) minutes prior to their regularly scheduled start time. In all instances, employees should attempt to provide as much advance notification as possible when they are going to be absent.

Original Date: January 2024

## **Section 400 Attendance**

### **Hours of Work and Overtime 400-01 – All Full Time Employees**

#### **Policy Statement:**

In order to administer its affairs as efficiently and effectively as possible and in the best interest of the general public, the City of Pembroke establishes hours of work, including shift work if required, for all job classifications.

#### **Procedure:**

1. Consult the appropriate Collective Agreement or Employee Benefit By-Laws for any deviations to this policy.
2. Hours of work:
  - 2.1. The normal minimum daily hours of work for all full-time Department Heads, managers, technical, administrative employees is seven (7) hours per day (excepting grandfathered employees);
  - 2.2. The normal minimum daily hours of work for the full-time Fire Chief and Deputy Fire Chief is seven (7) hours per day as designated by the Chief Administrative Officer;
  - 2.3. The normal minimum daily hours of work for full-time Parks & Recreation support staff is eight (8) hours per day as designated by the Department Head;
  - 2.4. The normal minimum daily hours of work for all full-time Operational, Operational support staff, and Utilities employees consist of eight (8) hours per day as designated by the Department Head;
  - 2.5. A fifteen (15) minute break period is provided in both the first and second half of a shift; and
  - 2.6. Each Department Head ensures that each employee in their Department is working the required number of hours for their classification;



### 3. Overtime

- 3.1. All authorized work performed by employees (except those indicated in 3.2 below) beyond the normal daily hours is considered overtime and is paid at the rate of time and one-half or, upon mutual agreement with their Department Head, employees may receive time and one-half off with pay at a mutually agreeable time for overtime hours worked. Overtime shall not accumulate on a time off in lieu basis beyond five (5) working days at any given time. Any banked overtime over and above five (5) working days will be paid out;
- 3.2. Department Heads (as specified by the Personnel Committee) are eligible for time off in lieu of overtime pay, up to a maximum of 10 (ten) working days per calendar year. All overtime must be preapproved and shall not include elective overtime. Time off in lieu shall not accrue from one calendar year to the next, and there is no provision to grant pay in lieu of days off;
- 3.3. Overtime must be pre-authorized by the Chief Administrative Officer, or the employee's Department Head or designate, as appropriate;

### 4. Office hours:

- 4.1. The normal hours of business for all departments operating out of the City Hall are 8:00 a.m. to 4:00 p.m.;
- 4.2. The normal hours of business for all departments operating out of Parks & Recreation, are 7:30 a.m. to 4:00 p.m.;
- 4.3. The normal hours of operation for the Operations Department are designated by the Director of Operations, according to seasonal requirements. In respect of the administrative staff the hours of operation are 7:30 a.m. to 4:00 p.m.;

## **Appendix 400-01 – Overtime/Standby/Callout/ Meal Allowance Request**

Original Date: August 1992

Revised Date: May 2024

## **Disconnect from the Workplace 400-02 – All Employees**

### **Policy Statement:**

The City of Pembroke recognizes the fundamental need for employees to achieve a healthy and sustainable work-life balance and supports the wellness of its workforce. The City of Pembroke abides by the *Employment Standards Act, 2000* and has established this policy to champion and uphold its provisions with respect to disconnecting from work.

### **Policy Scope:**

This policy governs disconnecting from work requirements under the *Employment Standards Act, 2000* and is applicable to all employees. This policy covers the following content:

- Disconnecting from work under the *Employment Standards Act, 2000*
- Best practices for disconnecting from work
- Roles and responsibilities
- Enforcement

Consult the appropriate Collective Agreement for any deviations to this policy.

### **Policy Definitions:**

For the purposes of this policy, the following definitions apply:

**Disconnecting from work** means not engaging in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, so as to be free from the performance of work outside normal hours of work.

**Normal hours of work** means the working hours set out in the employee's terms and conditions of employment and their regular work schedule, inclusive of overtime as approved and worked from time to time.



## **Policy Content:**

### **1. Disconnecting From Work Under the *Employment Standards Act, 2000***

This policy has been established to meet obligations with respect to disconnecting from work under the *Employment Standards Act, 2000*. To maintain compliance with provincial legislation, the City will:

- Ensure it has a written policy in place for all employees with respect to disconnecting from work that includes the date the policy was prepared and the date any changes were made to the policy.
- Provide a copy of the written policy with respect to disconnecting from work to each of the City's employees within 30 days of preparing the policy or, if an existing written policy is changed, within 30 days of the changes being made; and
- Provide a copy of the written policy with respect to disconnecting from work that applies to a new employee within 30 days of the day the employee becomes an employee of the City.

The City wishes to advise that the requirement to have a disconnecting from work policy under the ESA does not require the employer to create new rights for employees with respect to disconnecting from work.

### **2. Best Practices for Disconnecting From Work**

The City recognizes that a healthy work-life balance is central to the happiness and health of its workforce, and endeavors to share the following best practices for disconnecting from work:

- Focus on productivity instead of hours
- Utilize automatic out of office replies when away from work
- Take vacation and breaks for non-work-related activities
- Be an ambassador for a healthy work-life balance
- Commit to realistic timelines and set reasonable expectations for yourself and others

### **3. Roles and Responsibilities**



The City recognizes that we all play a role in upholding this policy and the disconnecting from work provisions under the *Employment Standards Act, 2000*. The following outlines the various roles and responsibilities placed on those in the workplace.

The Employer is responsible for the following:

- Uphold the disconnecting from work provisions under the *Employment Standards Act, 2000*
- Champion a healthy work-life balance and promote this disconnecting from work policy
- Amend and review this policy on an ongoing basis

Supervisors are responsible for the following:

- Adhere to this policy and disconnect from work when appropriate
- Respect the wishes of others with respect to disconnecting from work
- Promote and enable disconnecting from work within their team or department
- Enforce this policy amongst their team or department
- Consult your supervisor or manager if you are struggling to disconnect from work
- Work cooperatively with your supervisor or manager to understand expectations with respect to disconnecting from work
- Consult with the Department Head and Human Resources on matters related to their teams and disconnecting from work

Employees are responsible for the following:

- Adhere to this policy and disconnect from work when appropriate
- Respect the wishes of others with respect to disconnecting from work
- Consult your supervisor or manager if you are struggling to disconnect from work
- Work cooperatively with the supervisor or manager to understand expectations with respect to disconnecting from work

## **5. Enforcement**

We all must hold each other accountable with respect to disconnecting from work, as this policy requires all of us in order to create an environment that promotes a healthy work-

life balance. The City will also hold staff accountable if they do not respect other's wishes with respect to disconnecting from work, and in some cases, disciplinary action in accordance with 700-02 may be taken.

Original Date: June 2022

## **Attendance at Meetings 400-03 – All Employees**

### **Policy Statement:**

The City recognizes that from time to time an employee may be required to attend work related meetings such as the union/association. This policy is in effect to ensure that operational requirements are met for the employer and that representation is necessary, efficient and effective for those involved.

### **Procedure:**

1. It is the responsibility of the inviter such as the union/association to request an employee's attendance at meetings as much in advance as possible. The inviter, such as the union/association will specify the name of the employee requested/required, the date, time and expected duration of the meeting, and the reason the employee is required to attend. The request will be addressed to the employee's Department Head.
2. If applicable, the Department Head will discuss the request with employee's immediate supervisor prior to approval. If approved, the Department Head will notify the inviter such as the union/association in writing. If denied, the Department Head will advise in writing, including the reasons for denial.
3. Reasonable requests will not normally be denied save for operational requirements/ The inviter such as the union/association is to ensure that requests are reasonable and do not impede operational requirements (e.g. – excessive numbers of employees required to be away from the workplace at one time, or relevance of specific employee(s) attending meeting).
4. If the inviter such as the union/association feels that denial of a request is unreasonable, the matter will be referred to the Chief Administrative Officer through Human Resources.
5. This policy does not apply to standing committees such as Joint Health and Safety.

## **Appendix 400-02**



Original Date: August 1992

Revised Date: May 2024

## **Statutory and Paid Holidays 400-04 – All Full Time Employees**

### **Policy Statement:**

Full-time employees of the City of Pembroke are entitled to designated number of paid holidays each calendar year. Eligibility is specified below.

### **Procedure:**

1. Consult the appropriate Collective Agreement for any deviations to this policy.
2. The City observes the following as paid holidays for full-time employees:

New Year's Day

Family Day

Good Friday

Easter Monday

Victoria Day

Canada Day

Civic Holiday

Labour Day

Thanksgiving Day

National Truth and Reconciliation Day

Remembrance Day

½ day before Christmas Day

Christmas Day

Boxing Day

½ day before New Year's Day

- 2.1. Any other day proclaimed hereafter by the Federal or Provincial Government is recognized as an additional holiday.

3. Compensation for Holidays Worked:

- 3.1. In accordance with the Employment Standards Act, employees are paid double time and one half (2 ½) for work performed on the above holidays OR are paid time and one half (1 ½) for work performed on the above holidays and in addition shall receive a day off with pay;
- 3.2. When Canada Day falls on a Sunday, under legislation, the holiday officially changes to Monday;
- 3.3. When a holiday falls during a scheduled vacation period, an additional day off with pay is granted;
- 3.4. Any day in lieu of a paid holiday in this Policy is at a mutually agreeable time within three (3) months of the Statutory holiday. If the parties are unable to agree, such days are added to the employee's vacation or weekends off; and
- 3.5. No more than two (2) days in lieu of paid holidays are accumulated at any time and must be taken within three (3) months.
4. If a paid holiday is observed on an employee's scheduled day off and the employee does not work on that day, they are allowed another day off with pay at a time agreeable to them and to the Department Head.
5. If an employee is on an unpaid leave of absence (including Workplace Safety and Insurance Benefits) or after a period of thirty (30) consecutive days leave for illness, they are not entitled to holiday pay.

Original Date: August 1992

Revised Date: May 2024

## **Statutory and Paid Holidays 400-05 – All Part Time and Student Employees**

### **Policy Statement:**

Part-time employees and students of the City of Pembroke are entitled to a designated number of paid holidays each calendar year, in accordance with the Employment Standards Act. Eligibility is specified below.

### **Procedure:**

1. Consult the appropriate Collective Agreement for any deviations to this policy.
2. The following paid are observed for **part-time** employees:

New Year's Day

Good Friday

Easter Monday

Victoria Day

Canada Day

Labour Day

Thanksgiving Day

National Truth and Reconciliation Day

Family Day

Christmas Day

Boxing Day

Any other day proclaimed hereafter by the Federal or Provincial Government is recognized as an additional holiday.

- 2.1. When Canada Day falls on a Sunday, under legislation, the holiday officially changes to Monday
3. Compensation for holidays worked:



- 3.1. Part-time, casual and student employees are paid public holiday pay plus a premium rate of pay (1 ½) for the hours worked on a paid holiday listed above.

4. Compensation for holidays not worked:

- 4.1. Part-time, casual and student employees who do not work on the above-listed holidays will be holiday pay in accordance with the Employment

Standards Act. This is based on an average of actual hours worked in the four-week (4) period prior to the holiday. Additionally, employees must work the scheduled shift immediately preceding and immediately following the holiday.

Original Date: August 1992

Revised Date: May 2024

## **Vacation 400-06 – All Full Time Employees**

### **Policy Statement:**

Each Department Head or designate is responsible for scheduling vacation dates for employees in a manner that is as fair as possible to all employees and that ensures minimal disruption of service in the Department.

### **Procedure:**

1. Consult the appropriate Collective Agreement or Personnel By-laws for any deviations to this policy.
2. The following schedule is used to calculate vacations for full-time employees:
  - 2.1. the vacation year starts on January 1<sup>st</sup> and ends on December 31<sup>st</sup> of each year;
  - 2.2. upon hire, vacation will accumulate for each full calendar month worked, up to December 31<sup>st</sup>; at the rate of 8.75 hours per month for an employee working 1820 hours annually and 10 hours per month for an employee working 2080 hours annually;
  - 2.3. beginning January 1<sup>st</sup> of the vacation year during which the employee will complete one (1) year of employment, they are credited with three (3) weeks of vacation leave (105 hours for an employee who works 1820 hours annually OR 120 hours for an employee who works 2080 hours annually);
  - 2.4. beginning January 1<sup>st</sup> of the vacation year during which the employee will complete five (5) years of employment, they are credited with four (4) weeks of vacation leave. (140 hours for an employee who works 1820 hours annually OR 160 hours for an employee who works 2080 hours annually);

- 2.5. beginning January 1<sup>st</sup> of the vacation year during which the employee will complete fifteen (15) years of employment, they are credited with five (5) weeks of vacation leave. (175 hours for an employee who works 1820 hours annually OR 200 hours for an employee who works 2080 hours annually);
- 2.6. beginning January 1<sup>st</sup> of the vacation year during which the employee will complete twenty (20) years of employment, they are credited with six (6) weeks of vacation leave. (210 hours for an employee who works 1820 hours annually OR 240 hours for an employee who works 2080 hours annually);
- 2.7. upon termination of employment or if an employee transfers to part-time employment, they are paid the pro-rated monthly portion of unused vacation that was credited on January 1<sup>st</sup>. Conversely, an employee is responsible for payment of vacation taken but not earned based on a pro-rated monthly calculation from January 1<sup>st</sup>; and
- 2.8. An employee may carry the equivalent of one-quarter (1/4) of the one (1) year's vacation to the subsequent year. Carried over vacation must be approved by the Department Head and Human Resources, and must be used in the subsequent year.
- 2.10. A Department Head may carry the equivalent of one-quarter (1/4) of the (1) year's vacation to the subsequent year. Carried over vacation in excess of this amount must be approved by the Chief Administrative Officer, and used in the subsequent year.
- 2.11. The Chief Administrative Officer may carry the equivalent of one-quarter (1/4) of the (1) year's vacation to the subsequent year. Carried over vacation in excess of this amount must be approved by the Mayor, and used in the subsequent year.
3. In the case of a newly recruited non-union employee with significant relevant experience, the Chief Administrative Officer has the discretion to adjust the starting vacation entitlement.
4. All vacation is taken in agreement with the employee's supervisor.

5. Vacation schedules shall be posted for each Department by September 15<sup>th</sup> of each year, and shall not be changed unless mutually agreed upon by the employee and the Corporation. Length of service on active payroll is given consideration in choice of vacation periods.
6. All employees are entitled to two (2) weeks of earned vacation consecutively. Consecutive earned vacation periods of more than two weeks may be obtained with the expressed permission of the employee's supervisor.
7. Vacation requests must be in writing.
8. While on active payroll, full time employees are not permitted to take cash in lieu of vacation except upon termination of employment.
9. Sick leave may be substituted for vacation leave where the employee can establish, by Doctor's certificate, that an illness or accident occurred while on vacation.
10. Vacation pay is calculated at the rate effective immediately prior to the vacation period;
11. Vacation credits will not accrue during an unpaid leave of absence (including Workplace Safety and Insurance Benefits) or after a period of thirty (30) consecutive days leave for illness.

Original Date: August 1992

Revised Date: May 2024

## **Vacation 400-07 – All Part Time Employees**

### **Policy Statement:**

Each Department Head or designate is responsible for scheduling vacation dates for employees in a manner that is as fair as possible to all employees and that ensures minimal disruption of service in the Department.

### **Procedure:**

1. Consult the appropriate Collective Agreement or Employee Benefit By-laws for any deviations to this policy.
2. Vacation pay for part-time employees is in accordance with the Employment Standards Act, except that part-time employees:
  - 2.1. For the purpose of vacation entitlement, years of employment means the combined years of employment as a full-time and a regular part-time employee. Part-time service is based on cumulative hours worked.
3. The following schedule is used to calculate vacations for part-time employees:
  - 3.1. The vacation year starts on January 1<sup>st</sup> and ends on December 31<sup>st</sup> of each year;
  - 3.2. Upon hire, vacation will accumulate at the rate of 1.25 days per month for each full calendar month worked, up to December 31<sup>st</sup> and pro-rated to actual hours worked;
4. Upon termination of employment an employee is paid the pro-rated monthly portion of unused vacation that has been earned. Conversely, an employee is responsible for payment of vacation taken but not earned based on a pro-rated monthly calculation from January 1<sup>st</sup>; and
5. An employee may carry the equivalent of one-quarter (1/4) of the one (1) year's vacation to the subsequent year. The carried over vacation must be used in the subsequent year. Vacation carry-over must be approved by the Department Manager.

6. All vacation is taken in agreement with the employee's supervisor. Length of service on active payroll is given consideration in choice of vacation periods.
7. Vacation requests must be in writing.
8. Sick leave may be substituted for vacation leave where the employee can establish, by a Doctor's certificate, that an illness or accident occurred while on vacation.
9. **Vacation Pay:** Employees are entitled to six-percent (6%) of their regular earnings as vacation pay. This vacation pay may or may not be paid out at the same time as a day off without pay. Vacation Pay requests must be submitted in writing to Payroll, using the attached form.
  - 9.1. Casual employees at the City of Pembroke are paid the six-percent (6%) vacation pay on each biweekly pay.
  - 9.2. Regular part-time employees who are not casual or temporary have two options regarding their six-percent (6%) vacation pay:
    - 9.2.1. six-percent (6%) added to each bi-weekly pay period; or
    - 9.2.2. six-percent (6%) is banked as vacation pay and can be paid upon request to coincide with days off.
    - 9.2.3. If an employee does not request, in writing, to bank (or accrue) their six-percent (6%) vacation pay it will automatically be paid with every bi-weekly pay cheque.
    - 9.2.4. In order to be paid vacation pay to coincide with days off, a vacation request must be completed.

Original Date: August 1992

Revised Date: May 2024

## **Bereavement Leave 400-08 – All Employees**

### **Policy Statement:**

Employees are granted paid leave of absence in the event of death in the family.

### **Procedure:**

1. Consult the appropriate Collective Agreement for any deviations to this policy.
2. The following apply to full-time employees:
  - 2.1. Bereavement leave is subject to prior notice being given to the Department Head or designee;
  - 2.2. the Employer pays an employee up to five (5) working days pay at the employee's straight time hourly rate for all regular time lost in the event of the death of the employee's spouse, father, step-father, mother, step-mother father-in-law, mother-in-law, sister, step-sister, brother, step-brother, son, daughter, son-in-law, daughter-in-law. Such leave consists of five (5) consecutive days and is taken to coincide with the funeral or service of the deceased person;
  - 2.3. the Employer pays an employee up to three (3) day's pay at the employee's straight time hourly rate for all regular time lost in the event of the death of the employee's brother-in-law, sister-in-law or grandparent;
  - 2.4. common-law status is recognized but in no event is an employee eligible for leave for a former common-law relationship or relationship by marriage that has since been terminated by divorce or annulment. Similarly, common-law relationships are not recognized where a marital relationship was not terminated by divorce or annulment;
  - 2.5. when the funeral or service occurs outside the area, such paid leave may include reasonable travelling time at the discretion of the Chief Administrative Officer or designate;

2.6. one (1) day leave is granted without loss of salary or wages to attend a funeral as a pallbearer. A request for such leave is given twenty-four (24) hours in advance of such leave, unless, under extenuating circumstances, such notice of time is not possible; and

2.7. in the event that bereavement leave is required while an employee is on paid vacation, such paid vacation is re-credited to the employee.

3. Bereavement leave is applicable to regular part-time employees to the extent that such leave is required during a three (3) days that coincides with the date of the funeral, and is based on scheduled work hours during the period.

Original Date: August 1992

Revised Date: May 2024



## **Pregnancy and Parental Leave 400-09 – All Employees**

### **Policy Statement:**

Pregnancy leave and parental leave are available to all employees who have commenced employment at least 13 weeks before the date her baby is expected to be born (the “due date”).

### **Procedure:**

1. Consult the appropriate Union contract for any deviations to this policy.
2. The following provisions of the Employment Standards Act 2000 apply:
  - 2.1. Pregnancy Leave:
    - 2.1.1. Employees who are pregnant and who have been employed with the employer for a least thirteen (13) weeks prior to the expected date of birth and entitled to take a pregnancy leave without pay and without loss of service/seniority or benefits. The pregnancy leave is for a seventeen (17) week period commencing on the date requested by the mother to commence leave, or the date of birth (whichever is first);
    - 2.1.2. Employees taking pregnancy leave must provide at least two (2) weeks written notice to the Employer advising of the date that the leave will begin. The date chosen for commencing leave must be no more than seventeen (17) weeks prior to the expected date of birth as confirmed by the woman’s physician;
    - 2.1.3. In the event of complications with the pregnancy or birth, still birth, or miscarriage that occurs earlier than the expected date of delivery of the child, the employee must, within two (2) weeks of stopping work, provide written notice to the Employer of the date the pregnancy leave will begin or has begun. The employee provides the Employer with a certificate from her physician stating the expected birth date of the child; and
    - 2.1.4. The pregnancy leave of an employee ends seventeen (17) weeks after the pregnancy leave began. If the employee wishes to return to work

earlier, the employee provides the Employer with a least four (4) weeks' written notice of the date of return.

## 2.2. Parental Leave (includes Adoptive Leave):

- 2.2.1. If an employee has been in the employ of the Employer for at least thirteen (13) weeks and is the parent of a child, they are entitled to take an unpaid parental leave, without loss of service/seniority or benefits, for up to thirty-five (35) weeks following the birth of the child, or the coming of the child into the employee's custody, care, and control for the first time. The term "parent" includes a person with whom a child is placed for adoption and a person who is in a relationship of some permanence with a parent of a child and who intends to treat the child as his or her own;
- 2.2.2 Employees who wish to take a parental leave commence such leave no more than fifty-two (52) weeks after the day the child is born or comes into the employee's custody, care and control for the first time;
- 2.2.3. Employees who have taken a pregnancy leave and who also desire to take parental leave, commence parental leave immediately when the pregnancy leave ends, unless the child has not yet come into the custody, care and control of a parent for the first time;
- 2.2.4. Adoptive parents may commence parental leave when the child comes into the custody and control of the parent;
- 2.2.5. The employee gives the Employer at least two (2) weeks' written notice of the date the leave is to begin. In the event that an employee who is a parent stops working because the child comes into the custody, care and control of a parent for the first time sooner than expected, the employee, within two (2) weeks of stopping work, provides the Employer with written notice of the date the parental leave began. The parental leave begins on the date that the employee stopped working; and
- 2.2.6 Parental leave ends thirty-five (35) weeks after it began, if the employee also pregnancy leave, and thirty-seven (37) weeks after it began, otherwise;
- 2.2.7. An employee may return to work sooner if the employee gives the employer at least four (4) weeks' written notice of that day.

**2.3. General Provisions applicable to Pregnancy and Parental Leave:**

- 2.3.1. An employee who has given notice to begin pregnancy and parental leave may change the notice to begin leave upon giving the Employer at least two (2) weeks' written notice;
- 2.3.2. An employee who has given notice to end leave may change the notice to an earlier date upon giving the Employer at least four (4) weeks' written notice before the earlier date;
- 2.3.3. Employees are entitled, during pregnancy and parental leave, to continue participation in the benefit plans that they participated in prior to taking the leave. The Employer continues to make the Employer's contributions unless the employee gives the Employer written notice that the employee does not intend to pay the employee's contributions during the leave period, in which case such benefits would cease;
- 2.3.4. An employee may choose to purchase all of or part of the leave period as pensionable service (through OMERS) upon return from pregnancy or parental leave. The employee would be responsible to pay for their portion of the applicable remittances for their chosen buy-back period, which is then matched by the Employer.
- 2.3.5. While on Pregnancy and Parental Leave, employees continue to accumulate service for the purposes of determining salary increment, vacation, and sick leave entitlement;
- 2.3.6. Employees are reinstated following return from pregnancy or parental leave in the position that the employee held prior to commencing leave, if it still exists, or a comparable position at the rate equal to the wages most recently paid by the Employer; and
- 2.3.7. Extensions to Pregnancy and Parental Leave are handled under Policy 400-09 (General Leave Without Pay).

**Appendix 1 – Application for Leave**

Original Date: August 1992

Revised Date: May 2024

## **Court Leave 400-10 – All Employees**

### **Policy Statement:**

Leave of absence with pay is granted to a full-time employee who is required to serve as a juror, as a result of a subpoena related to City business or to act as a witness of the Employer. This provision also applies to a regular/part-time employees for scheduled time lost.

### **Procedure:**

1. Consult the appropriate Collective Agreement for any deviations to this policy.
2. A full-time or scheduled regular part-time employee called to serve as a juror, as a result of a subpoena related to City business or to act as a witness of the Employer, receives their normal earnings with all benefits for time spent on such duty.
3. As soon as the employee receives payment from the Court for services as a juror, such payment is submitted without delay to Payroll.
4. An employee on authorized vacation leave who is required to testify or is subpoenaed as a witness because of the employment with the City has their vacation leave entitlement restored for the period of time required to attend Court.

## **Appendix 1 – Application for Leave**

Original Date: August 1992

Revised Date: May 2024



## **Leave Without Pay 400-11 – All Employees**

### **Policy Statement:**

An employee may be granted a leave of absence without pay for legitimate personal reasons upon obtaining the approval of their Department Head.

### **Procedure:**

1. See the appropriate Collective Agreement for any deviations to this policy.
2. Short Term General Leave Without Pay
  - 2.1. Requests up to and including 5 working days must be submitted on the Application for Leave. (Appendix 1)
  - 2.2. Short term requests are reviewed by the Department Head or designate and authorized by Human Resources
3. Extended General Leave Without Pay
  - 3.1. Leave Without Pay requests in excess of 5 working days must be submitted in writing with appropriate substantiation for the request.
  - 3.2. Requests are submitted to the Department Head/designate for review, and then forwarded to Human Resources. Human Resources reviews and forwards to the Chief Administrative Officer for final review and/or authorization.
4. Confirmation is sent to the employee by the Department Head with copies sent to Human Resources and Payroll.
5. If the absence exceeds fourteen (14) calendar days, the employee shall not accumulate service for the purpose of vacation entitlement, sick leave, pension plans, merit increment progression, or other compensation matters affected by service. Like, E.H.C and Dental benefits may be continued (subject to plan regulations) but the employee is responsible for the total premium costs of all benefits for the total period of absence.

6. **Note:** For the policy relating to Pregnancy and Parental Leave, please refer to Policy No. 400-07.

### **Appendix 1 – Application for Leave**

Original Date: August 1992

Revised Date: May 2024

## **Attendance Management 400-12 – All Employees**

### **Policy Statement:**

The City of Pembroke contracts with individuals to perform the services necessary for the City to meet its objectives and overall mandate. In exchange for agreed upon wages and benefits, employees must maintain an attendance record satisfactory to the City.

### **Definitions:**

#### **Job Absence**

Job Absence is defined as the failure of an employee to report for work as scheduled regardless of whether or not such failure to report is excused.

#### **Culpable Absenteeism**

Culpable Absenteeism means that the employee has faulted. It includes absence without leave, abuse of a granted leave of absence, failure to notify of an absence, falsification of medical records, and problems such as lateness, leaving early, or overstaying breaks.

#### **Non-Culpable Absenteeism**

Non-Culpable Absenteeism is defined as the excused failure to attend work due to circumstances beyond the employee's control – usually illness, whether chronic or a variety of separate illnesses, causing either one long absence or frequent short-term absences.

1. Consult the appropriate Collective Agreement for any deviations.
2. Each Department shall maintain a daily attendance record for all employees.



3. Absence from part or all of a schedule must be for good and sufficient cause and it is the responsibility of employee's supervisor to ensure that the cause is known and that the proper supporting documentation is filed.
4. Absence due to illness or injury is reported to the supervisor or designate. It is the responsibility of the employee to indicate whether or not medical attention is being sought and probable duration if known.
5. An employee's access to programs that allow the continue of salary and benefits may be conditional upon presentation of appropriate medical certification. False access to a salary and benefit continuation program is a serious offence and will result in discipline and potential termination.
6. An employee absence due to illness or injury lasting 14 calendar days or longer will be referred to the Early Assistance and Reintegration Service (EARS) through Cowan Wright Beauchamp. Refusal to participate in the program will result in loss of continuation of salary and benefits.
7. During any period of disability an employee must be accessible for medical review and consistent with the medical review, for modified work if available.
8. Corrective measures are considered on any and all absence. Action is required when:
  - 8.1. Abuse is found;
  - 8.2. The employee's past attendance record indicates poor/unacceptable attendance over a period of time; and/or
  - 8.3. There is little likelihood of regular future attendance.
9. In the event of any of the above circumstances, the supervisor must initiate one of the following procedures:
  - 9.1. For Non-Culpable Absence – Partial Attendance:
    - 9.1.1. In the event that an employee develops a chronic condition that affects their ability to maintain a regular and acceptable attendance record, a

medical report is required from the employee's physician giving details of the prognosis, the employee's functional abilities (see Appendix 300-05-A), and a clear indication of whether or not the employee is able to maintain a regular and acceptable attendance record.

9.1.2. If the prognosis and functional abilities report indicate that the employee is capable of performing the work, the expectations for improvement are discussed with the employee followed by a written summary.

9.1.3. If the prognosis and functional abilities report indicate that the employee is incapable of performing the normal functions of the position on a regular basis in the future, consideration is given to available alternate employment. If no alternate work within the capacity of the employee exists with the City, steps are taken to terminate at the employment arrangement, Human Resources is involved in this stage.

## 9.2. Non-Culpable – Continuous Absence:

9.2.1. An employee may be absent for a continuous period of time as a result of illness or injury. In such circumstances the employee must advise the supervisor as to the estimated duration of the absence. The supervisor, after consultation with Human Resources refers the matter to the appropriate City-appointed resource, who conducts the necessary follow-up. The supervisor and the employee are expected to review and participate in early return modified work programs suitable to the employee's abilities.

## 9.3. Culpable Absence – Irregular Attendance:

9.3.1. The Supervisor reviews the attendance records and all other relevant information on a quarterly basis, to determine if any pattern exists in late reporting, overstaying breaks, or whole or part day absences. If an excess or pattern exists, the Supervisor meets with the employee and discusses the problem. Identify the nature of the problem and set out a corrective plan of action in writing.

9.3.2. Monitor the progress on an ongoing basis. Meet with the employee after three months, or earlier if attendance record dictates. If the

attendance problem is corrected, the employee is so advised in writing. In the absence of a corrected situation the supervisor meets with the employee, and the employee is given the opportunity to explain the lack of progress. If the explanation is not given, or if it is inconsistent with known facts, the employee is so advised. A written summary is prepared in conjunction with proposed corrective action and referred to Human Resources. Through employee information, medical information provided by the employee, or prognosis of an appointed physician, determine if regular and acceptable levels of attendance can be expected in the future.

- 9.3.3. If the problem involves a chronic condition it is dealt with accordingly (see section 9.1 above on non-culpable absence).
- 9.3.4. If the problem is identified as culpable at any point in the process, disciplinary and/or discharge procedures are considered (refer to Policy 700-02).

Original Date: August 1992

Revised Date: May 2024

## **Section 500 Training**

### **General Training 500-01 – All Employees**

#### **Policy Statement:**

The City of Pembroke recognizes the importance of, and requirement for, on-going training in a variety of legislated and other issues such as Health and Safety, First Aid, WHMIS, Computer training and other miscellaneous subjects.

**Training policy** – Once training has been approved a copy will go to Human Resources for documentation. General training (for example, Health and Safety, First Aid, CPR, WHMIS, Excel and other related computer training) is to be performed in-house wherever possible. If Managers are looking for training, contact Human Resources first to determine/coordinate training.

#### **Procedure:**

1. Should a Department Head request the involvement of Human Resources in coordinating training, the requirement will be referred to Human Resources.
  - 1.1. Departmental funds for staff training and development are approved by Council at the beginning of each fiscal year.
2. The Department Head should outline the type of training required, the number of personnel to be trained, and the preferred timings as well as the justification for the training, using the attached Appendix 500-01-A – Request for Training.
3. Upon approval, Human Resources will source the training and advise the Department Head of the details, including dates, location, and costs associated.
4. Each employee who attends the training must submit a Staff Training and Development form (Appendix 500-02-A), which must be approved by the Department Head. When completed the forms will be retained by Human Resources, with a copy to the Department Head.
5. If in any of the above noted areas of training, Human Resources and the Department Head disagree on any matter pertaining to an application, the matter is referred to the Chief Administrative Officer for final disposition.

**Appendix 500-01-A – Request for Training**

**Appendix 500-02-A – Request for Training**

Original Date: August 1992

Revised Date: May 2024

**Staff Training and Development 500-02 – All Employees**

**Policy Statement:**

The City of Pembroke recognizes the importance of training and development of staff and encourages training and development in the following areas:

- Training of new employees;
- Improving the performance of experienced employees;
- Solving operational problems;
- Developing employees for the future

Training and development is not to be confused with education. This policy covers only training and development judged as directly and specifically related to the employee's work.

Travel time to and from training sites will not be considered overtime.

**Procedure:**

1. For the purpose of this policy, staff training and development is grouped into the following four (4) categories:

**PART A:** Training and Development Outside Regular Working Hours

**PART B:** Training and Development Requiring a Leave of Absence for Periods of Fifteen (15) Working Days or Less.

**PART C:** Training and Development Requiring a Leave of Absence in Excess of Fifteen (15) Working Days.

**PART D:** In-House Training and Development.

2. Except for health and safety related training or specific extenuating circumstances that may be approved by the Chief Administrative Officer, if an

employee fails to successfully complete the sponsored program of study, or fails to remain with the City for the period of time committed, the City may recover from the employee the total amount of money incurred in sponsoring the employee.

3. If, in any of the above noted areas of training and development, Human Resources and the Department Head disagree on any matter pertaining to an application, the matter is referred to the Chief Administrative Officer for final disposition.

4. **Part A: Training and Development Outside Regular Working Hours:**

- 4.1. Eligibility:

- 4.1.1. Reimbursements are available to any full-time or regular part-time employee in good standing;
    - 4.1.2. The employee is required to make and sign written statement expressing intent to remain with the City for a period of one (1) year following completion of the course of study; and
    - 4.1.3. The resignation or discharge of an employee during the course of study automatically terminates the eligibility for benefits under this policy and may result in a reimbursement requirement to the municipality.

- 4.2. Conditions and Procedures:

- 4.2.1. The course must be job-related and offered by a recognized institution;
    - 4.2.2. Course attendance is on the employee's own time and should not interfere with their regular job;
    - 4.2.3. A completed and signed Staff Training and Development form detailing the course must be approved by the Department Head before it is submitted to Human Resources
    - 4.2.4. Following consideration by Human Resources, one (1) copy of the form is returned to the Department Head, who informs the employee of

the decision made, and a second copy is retained by Human Resources; and

- 4.2.5. A separate form is completed for each individual course subject and must include a full description and details of the course.

4.3. Approval:

- 4.3.1. Departmental funds for staff training and development are approved by Council at the beginning of each fiscal year;

- 4.3.2. To be eligible for reimbursement, approval for specific courses must be granted by the Department Head and Human Resources prior to enrolment; and

- 4.3.3. Each course is approved individually

4.4. Funding and Reimbursement

- 4.4.1. Full registration and/or tuition fees may be reimbursed if within sixty (60) days of completion of the course:

- The employee submits evidence of their earning of a passing grade for the course;
- The employee submits a valid receipt showing the registration and tuition fee paid at the time of enrolment.

- 4.4.2. All costs for books, materials, and equipment required for the course, that are not included in the registration fee, are incurred by the employee;

- 4.4.3. The request for payment is completed by the Department and forwarded, along with the appropriate receipts and verifications as noted above, to Human Resources; and

- 4.4.4. All records and commitment agreements become part of the employee's personnel file and are retained by Human Resources.

5. **Part B:** Training and Development Requiring a Leave of Absence of Fifteen (15) Working Days or Less:

5.1. Eligibility:

- 5.1.1. Sponsorship is available to any full-time or regular part-time employee in good standing;
- 5.1.2. The employee is required to make a written statement expressing intent to remain with the City for a period of one year following completion of the course of study; and
- 5.1.3. The resignation or discharge of an employee during the course of study automatically terminates the eligibility for benefits under this policy;

5.2. Conditions and Procedures:

- 5.2.1. The course must be job-related and offered by a recognized institution;
- 5.2.2. While on leave of absence, an employee is eligible to receive full salary and all benefits;
- 5.2.3. A completed and signed Staff Training and Development form detailing the course must be approved by the Department Head before it is submitted to Human Resources; and
- 5.2.4. Following consideration by Human Resources, one (1) copy of the form is returned to the Department Head, who informs the employee of the decision made, and a second copy is retained by Human Resources.

5.3. Approval:

- 5.3.1. Department funds for staff training and development are approved by Council at the beginning of each fiscal year;



5.3.2. To be eligible for reimbursement, approval for specific courses must be granted by the Department Head and Human Resources prior to enrolment; and

5.3.3. Each course is approved individually.

#### 5.4. Funding and Reimbursement

5.4.1. Full registration and/or tuition fees may be reimbursed if, within sixty (6) days of completion of the course:

- The employee submits evidence of their earning of a passing grade for the course.
- The employee submits a valid receipt showing the registration and tuition fee paid at the time of enrolment.

5.4.2. All costs for books, materials, and equipment required for the course, that are not included in the registration fee are incurred by the employee;

5.4.3. The request for payment is completed by the Department and forwards, along with the appropriate receipts and verifications as noted above, to Human Resources;

5.4.4. Expenses such as transportation, per diem allowance, accommodation, and registration and/or tuition fees are incurred by the City as outlined in the Conventions and Seminars Policy (500-02); and

5.4.5. All records and commitment agreements become part of the employee's personnel file and are retained Human Resources.

#### 6. **Part C:** Training and Development Requiring a Leave of Absence in Excess of Fifteen (15) Working Days:

6.1. Eligibility:

- 6.1.1. Sponsorship is available to any full-time, permanent employee in good standing, who has completed three (3) years of continuous service prior to the date on which the leave of absence is requested; and
- 6.1.2. The employee is required to make a written statement expressing intent to remain with the City following completion with the program of study for a period of two years;
- 6.2. Conditions and Procedures:
  - 6.2.1. The course must be job-related and offered by a recognized institution as determined by the Employer;
  - 6.2.2. While on leave of absence, an employee is eligible to receive up to one-hundred percent (100%) salary and all benefits including applicable general salary adjustments with the exception of the following:
  - 6.2.3. Sick leave is not accrued during the leave of absence;
  - 6.2.4. The Department Head and Human Resources shall recommend to the Chief Administrative Officer the percentage of salary and benefits to be paid. If in the agreement, the Chief Administrative Officer will make the recommendation to the Personnel Committee of Council;
  - 6.2.5. During normal school breaks, the employee is required to return to their regular position with the City;
  - 6.2.6. A completed and signed Staff Training and Development form detailing the course must be approved by the Department Head before it is submitted to Human Resources;

- 6.2.7. Once processed by Human Resources, the form is presented to the Chief Administrative Officer for final approval before bringing to the Personnel Committee of Council for final disposition. After disposition, one (1) copy of the form is returned to the Department Head who informs the employee of the decision made; a second copy is retained by Human Resources, a separate form is completed for each individual course and must include a full description and details of the course;
  - 6.2.8. If the program of study extends beyond one year, each additional year of study must be resubmitted for approval prior to enrolment in that year; and
  - 6.2.9. While it is the City's intention to continue supporting the full program of study for which prior approval was given, the City reserves the right to re-assess its decision and to withdraw its sponsorship at any given time.
- 6.3. Approval:
- 6.3.1. Departmental funds for staff training and development are approved by Council at the beginning of each fiscal year as a part of the budget process;
  - 6.3.2. Approval for specific courses is recommended by the Department Head and/or Human Resources to the Chief Administrative Officer. If in agreement, the Chief Administrative Officer will forward to the Personnel Committee of Council for final approval prior to enrolment; and
  - 6.3.3. Each course is approved individually.
- 6.4. Funding and Reimbursement:
- 6.4.1. Every effort is made by the employee to obtain subsidies, scholarships, or bursaries. Where such subsidies, bursaries, or scholarships are received, the value of the awards is deducted from the amount the City would have otherwise incurred in sponsoring the employee;

6.4.2. Full registration and/or tuition fees may be reimbursed if, within sixty (60) days of completion of the course:

- The employee submits evidence of their earning of a passing grade for the course.
- The employee submits a valid receipt showing the registration and tuition fee paid at the time of enrolment.

6.4.3. All costs for books, materials, and equipment required for the course, that are not included in the registration fee, are incurred by the employee;

6.4.4. The request for payment is completed by the Department and forwarded, along with the appropriate receipts and verifications as noted above, to Human Resources;

6.4.5. Except under specific extenuating circumstances that may be approved by Chief Administrative Officer, if an employee fails to successfully complete the sponsored program of study, or fails to remain with the City for a minimum of two years following completion of the course, the City recovers from the employee the total amount of money incurred in sponsoring the employee; and

6.4.6. All records and commitment agreements become part of the employee's personal file and are retained by Human Resources.

## **7. Part D: In-house Training and Development:**

7.1. Eligibility: in-house training and development may be required or made available to any employee of the City;

7.2. This kind of training and development may vary from informal instruction guidance, or counseling, to more formalized in-house orientation programs, skill workshops, or development courses and seminars;

7.3. Where available and appropriate, in-house training will be the preferred training venue.

7.4. Approval:

7.4.1. If resources are purchased outside of the City, funds for this purpose must be approved by Council at the beginning of each fiscal year as part of budget approval; and

7.4.2. Where training or development requires a leave of absence from the work site, prior approval is obtained from the Department Head.

7.5. Funding:

7.5.1. All costs for training and development, plus expenses for books, materials, and equipment, are incurred by the City unless otherwise specified.

**Appendix 500-02-A – Staff Training and Development Form**

Original Date: August 1992

Revised Date: May 2024

## **Conventions and Seminars 500-03 – All Employees**

### **Policy Statement:**

The City provides for employee attendance at such conferences, conventions, seminars, workshops, and business meetings as deemed necessary. The City also provides reimbursements of actual and reasonable expenses as specified below.

### **Procedure:**

#### **1. Attendance:**

##### **1.1. Conference and Conventions:**

- 1.1.1. Each year as apart of the annual budget process, each Department Head provides a list of conferences and conventions which are provided for within the estimates;
- 1.1.2. This list includes the intended individual(s) to attend and the estimated expenditure; and
- 1.1.3. Approval of the budget does not constitute formal approval to attend until the submitted training request form is formally approved by the Department Head;
- 1.1.4. Attendance at such conferences and conventions is limited to only two conferences or conventions per year, and provided that the content is totally relevant to the attendee's job responsibilities; and further
- 1.1.5. Attendance is subject to the concurrence of the Department Head that the attendance does not interfere with other job responsibilities;
- 1.1.6. Travel time to and from such conferences and conventions will not be considered overtime

##### **1.2. Seminars and Workshops:**

- 1.2.1. Each Department Head has the authority to recommend attendance of their staff at any seminars, workshops, and to the limit of funds approved by Council for these purposes; and
  - 1.2.2. The Chief Administrative Officer or designate authorizes the attendance of Department Heads.
  - 1.2.3. The Mayor or designate authorizes the attendance of the Chief Administrative Officer.
- 1.3. Business Meetings:
  - 1.3.1. Department Heads attending out of town business meetings are expected to clear attendance with the Chief Administrative Officer.
2. Expenses:
  - 2.1. Registration:
    - 2.1.1. The City makes full reimbursement of any registration fees paid by a Department Head or employee, but not including any registration fee for a spouse or a family member, except as specifically authorized by City Council;
    - 2.1.2. A receipt for registration fee is required, unless pre-paid by the City;
  - 2.2. Transportation:
    - 2.2.1 The City reimburses for either Economy Air Fare (unless the actual expense was Group Fare) and all ground transportation; or for the use of a motor vehicle at the rate per km in effect by resolution of Council. It is expected that employees will ensure use of the most direct/efficient route of travel;
    - 2.2.2. In determining the method of travel, consideration is given to the cost to the municipality of time lost, and every effort is made to use the most effective method of travel; and

- 2.2.3. A receipt is required for all ground transportation except the mileage allowance.
- 2.3. Accommodation:
  - 2.3.1. The City reimburses actual and reasonable expenses supported by receipts;
  - 2.3.2. When making a reservation, the Government or other lowest possible rate is requested; and
  - 2.3.3. An allowance for staying at a private residence is provided at \$50.00 per night.
- 2.4. Meals, Gratuities, and Incidental Expenses:
  - 2.4.1. While attending out-of-town conferences, conventions, seminars, workshops, or business meetings, the City reimburses meals on a per diem rate as per the Canada Revenue Agency Directive on Travel, Appendix B: Meals and Allowances. Travellers will be paid the applicable meal allowance for each breakfast, lunch, and dinner while on travel status in accordance with the meal allowance rates specified as applicable.
  - 2.4.2. No meal allowance will be paid when meals are provided and meet the traveller's needs, such as when the carrier serves meals on route or when the meal is included in the accommodation cost or as part of the event.
  - 2.4.3. Where travellers incur out of pocket expenses to supplement meals provided, such as to meet the traveller's dietary needs, the actual costs incurred, will be paid, based on receipts, up to the applicable meal allowance.
  - 2.4.4. Where a traveller incurs meal costs that are higher than the established meal allowances in situations outside the traveller's control, the actual and reasonable expenses incurred, excluding costs for alcohol, shall be reimbursed, based on receipts.
  - 2.4.5. While attending out-of-town conferences, conventions, seminars, workshops, or business meetings, the City reimburses incidentals on a per



diem rate as per the Canada Revenue Agency Directive on Travel, Appendix B: Meals and Allowances. Travellers will be paid the incidental expense allowance rate for each day or part day while on travel status to cover a number of miscellaneous expenses not otherwise provided for in this policy.

2.5 Hospitality Expenses: (Department Heads only):

- 5.1.2. The City makes reimbursements for actual and reasonable expenses supported by receipts; and
- 5.1.3. A list of individuals in attendance, and a notation of purpose is required for each item;

5.2. Advances:

2.6.1 The Treasurer/Deputy Clerk is authorized to issue accountable advances, provided that a request is received at least ten (10) business days prior to the date required; and

2.6.2 Where an advance is made, an expense account claim reflects the advance(s) for the month;

2.7. Approvals:

2.7.1. All staff claims are authorized and reviewed by the Deputy Treasurer and approved by the Department Head;

2.7.2. All Department Heads' claims are authorized, reviewed and approved by the Chief Administrative Officer; and

2.7.3. The Chief Administrative Officer's claims are authorized and approved by the Mayor.

2.7.4. Claims from members of Council are received by the Chief Administrative Officer and approved by the Mayor.

**Appendix 500-03-A - Travel Expense**

Original Date: August 1992

Revised Date: May 2024

## **Section 600 Health and Safety**

### **Occupational Health and Safety 600-01 – All Employees**

#### **Policy Statement:**

The City of Pembroke recognizes that the health and safety of employees is of primary importance in all municipal operations. Protection of employees from injury or occupational disease is a continuing objective. The City makes every effort to provide a safe, healthy work environment. This policy is a summary. For more detail, refer to the City of Pembroke Health & Safety Policy.

#### **Procedure:**

1. The City promotes a safe work environment and provides information, instruction, and supervision on occupational health and safety as required.
2. All supervisors and employees must be dedicated to the continuing objective of reducing risk of injury.
3. The Chief Administrative Officer ensures that:
  - 3.1. Each division/workplace has a functioning Health and Safety Committee in accordance with legislation;
  - 3.2. The committee has at its disposal current legislation pertaining to Health and Safety
4. The duties of Department Heads, Supervisors and/or Sub Foreman include the following:
  - 4.1. Ensure that employees use and/or wear the equipment, protective devices, or clothing that the City requires:
  - 4.2. Ensure that machinery and equipment are safe and that employees work in compliance with established safe work practices and procedures;

- 4.3. Ensure that employees receive adequate training in their specific work tasks to protect their health and safety;
  - 4.4. Advise employees of the existence of any potential or actual danger to their health or safety, of which the Supervisor is aware;
  - 4.5. Take every precaution, reasonable in the circumstances, for the protection of an employee; and
  - 4.6. To be familiar with the provisions of the Occupational Health and Safety Act
5. The duties of Employees include the following:
- 5.1. Employees must use and/or wear the equipment, protective devices, or clothing that the City requires and follow health and safety policies and procedures;
  - 5.2. Work in compliance with the law and with safe work practices and procedures established by the City
  - 5.3. Report to their Supervisor the absence of, or defect in, any equipment or protective devices or the existence of any hazard of which they have knowledge; and
  - 5.4. Operate equipment and machines safely and conduct themselves in a safe manner.
6. Safety information is provided to employees through established lines of Departmental organization.
7. In all Departments, the Supervisors and/or Sub Foremen will transmit safety information to their employees either through group meetings or by discussion with individual employees
8. Safety suggestions made by employees to their Supervisors are referred to the Department Head. All suggestions will be considered.



Original Date: August 1992

Revised Date: May 2024

## **Incident/Accident Reporting 600-02 – All Employees**

### **Policy Statement:**

The City of Pembroke recognizes that the prompt reporting of all incidents and accidents allows for the prompt collection of accurate information, investigation and initiation of corrective actions to prevent re-occurrences.

### **Procedure:**

1. All incidents and accidents occurring while employees are working for the City of Pembroke must be reported immediately to the employee's Supervisor:
  - 1.1. The employee will report the incident/accident to their Supervisor;
  - 1.2. The Supervisor will document the incident/accident; and
  - 1.3. Immediately after the incident/accident the Supervisor, or their designate, will ensure the safety of employees, the public, equipment and facilities from further injury or damage;
  - 1.4. The Supervisor will conduct an investigation immediately, or as soon as possible, following the incident/accident;
  - 1.5. The Supervisor will complete page two (2) of the Incident/Accident Report and obtain statements from witnesses (if applicable) using the Witness Statement form;
  - 1.6. The employee will complete page one (1) of the Incident/Accident Report; and
  - 1.7. The completed form with attached Witness Statements is reviewed by the Department Manager and forwarded to Human Resources for further processing.

Note: Also see Policy 600-03 Workplace Safety Insurance Board

**Appendix 600-02-A – Incident Accident Reporting Form**  
**Appendix 600-02-B – Witness Statement**

Original Date: August 1992

Revised Date: May 2024

## **Workplace Safety and Insurance Board 600-03 – All Employees**

### **Policy Statement:**

All employees of the City of Pembroke are covered by the provisions of The Workplace Safety and Insurance Act (W.S.I.B) of Ontario in the event of an injury or industrial disease sustained while in the course of their employment. The City of Pembroke recognizes that the prompt reporting of all occupational injuries/illnesses allows for the prompt collection of accurate information, investigation and initiation of corrective actions to prevent re-occurrences and to facilitate rehabilitation and recovery.

### **Procedure:**

1. Consult the appropriate Collective Agreement for any deviations to this policy.
2. All occupational injuries/illnesses occurring while employees are working for the City are reported immediately to the employee's Supervisor.
3. A **'no treatment injury'** is an injury that does not require any treatment (e.g. bruised finger). In the event of a no treatment injury:
  - 3.1. The employee will report the injury to their Supervisor;
  - 3.2. The Supervisor will document the injury; and
  - 3.3. Immediately after the occupational injury/illness the Supervisor, or their designate, will ensure the safety of employees, the public, equipment and facilities from further injury or damage.
4. A **'First Aid Injury'** is an injury that can be treated at the work site and does not require treatment from a health care professional (e.g. cut finger that requires a band aid only). In the event of a First Aid Injury:
  - 4.1. First Aid treatment is provided and the treatment is documented;

- 4.2. The employee will report the injury to their Supervisor; and
  - 4.3. Immediately after the occupational injury/illness the Supervisor, or their designate will ensure the safety of employees, the public, equipment and facilities from further injury or damage.
5. A 'Medical aid injury' is an injury that requires treatment from a health care professional, but is not of a critical nature (e.g. cut finger that requires stitches from a physician). In the event of a medical aid injury:
- 5.1. First Aid treatment is provided if necessary, and the treatment is documented;
  - 5.2. The employee, with the Supervisor or their designate (if deemed necessary), will proceed to the emergency department of the hospital;
  - 5.3. Immediately after the occupational injury/illness the Supervisor, or their designate, will ensure the safety of employees, the public, equipment and facilities from further injury or damage;
  - 5.4. The Supervisor will conduct an investigation immediately, or as soon as possible, following the injury/illness;
  - 5.5. The Supervisor will complete the Injury Investigation Report and obtain statements from witnesses using the Witness Statement form (Appendix 600-02-B); and
  - 5.6. The completed form with attached Witness Statements is forwards to Human Resources to ensure that the W.S.I.B Form 7 – Employer's Report of Injury/Disease is completed and submitted to W.S.I.B
6. A 'Critical Injury' is an injury of a serious nature that places a life in jeopardy, produces unconsciousness, results in substantial loss of blood, involves the fracture of a leg or arm but not a finger or a toe, involves the amputation of leg, arm, hand, foot, but not a finger or a toe, consists of burns to a major portion of the body, and/or causes the loss of sight in an eye. In the event of a critical injury:
- 6.1. First Aid treatment is provided and the treatment is documented;



- 6.2. Transportation for the injured employee(s) is arranged for a location where professional health care can be delivered;
- 6.3. Immediately after the occupational injury/illness, the Supervisor, or their designate, will ensure the safety of employees, the public, equipment and facilities from further injury or damage;
- 6.4. The Ministry of Labour, Chief Administrative Officer, Joint Health & Safety Committee, Human Resources and Department Head are notified immediately;
- 6.5. The Supervisor will conduct an investigation immediately, or as soon as possible, following the illness/injury;
- 6.6. The Supervisor will complete the Injury Investigation Report, and obtain statements from witness using the Witness Statement form (Appendix 600-02-B);
- 6.7. The completed form with attached Witness Statement(s) is forwarded to Human Resources to ensure that the W.S.I.B Form 7 – Employer's Report of Injury/Disease is completed and submitted to W.S.I.B.

**Note:** The City is obliged by law to report the information the Workplace Safety and Insurance Board within three (3) days of the incident.

- 7. A **Lost Time Injury** is an injury that results in an employee missing time from work even if the lost time is a result of the **no treatment injury**. In the case of a lost time injury:
  - 7.1. The employee will report the injury to their Supervisor; and the
  - 7.2. Supervisor will complete the Injury Investigation Report and obtain statements from witnesses using the Witness Statement form (Appendix 600-02-B);
  - 7.3. The completed form with attached Witness Statements is forwarded to Human Resources to ensure that the W.S.I.B Form 7 – Employer's Report of Injury/Disease is completed and submitted to W.S.I.B

**Note:** The City is obliged by law to report the information to the Workplace Safety and Insurance Board within three (3) days of learning there has been lost time.

8. This lost time provision is designed to ensure that employees are aware of the options and alternatives available in the event that they are faced with a leave under the W.S.I.B;
  - 8.1. At the time that a W.S.I.B Form 7 is submitted to the W.S.I.B, W.S.I.B is informed that the employee's wages are covered in the amount normally paid by the W.S.I.B as outlined in item 8.2.1. below. These payments are advanced to the employee by the employer using the Short-Term Disability (STD) Plan (see Policy 300-05).
  - 8.2. If a claim is allowed by the W.S.I.B, the W.S.I.B payments outlined below will not go to the employee (claimant) directly, as the employer has covered these amounts by advances of the STD benefits. The amounts instead are then debited against the employers account.
    - 8.2.1. Claims are approved by W.S.I.B. initiates payment to the claimant at the rate of:
      - 85% based on take-home pay, if injury occurred on or after January 1,1998
      - 90% based on take-home pay, if injury occurred April 2,1985 to December 3,1997
      - 75% based on pay before deductions, if injury occurred before April 1, 1985
  - 8.3. W.S.I.B. coverage continues until such time as the claimant is certified fit to return to work or until such time as a permanent/partial disability award is granted by W.S.I.B. During the period of disability, the following options are available to the claimant. These options are designed to provide relative consistency in compensation payments, if there are delays in processing by the W.S.I.B.

- 8.3.1. Should an employee for any reason receive payments direct from W.S.I.B., they must immediately reimburse the Employer upon receipt of W.S.I.B. benefits for any advance of funds provided for in this clause;
  - 8.3.2. If a claim is disallowed by the W.S.I.B., the employee's lost time is charged to the STD plan (sick leave); and
  - 8.3.3. If an employee fails to reimburse the Employer for advances provided, all such funds owing may be withheld from any other benefit or severance normally paid to an employee.
9. The following apply to continuation of Benefits during W.S.I.B. leave:
  - 9.1. If the injury requires, or appears to require, leave beyond one (1) year, Human Resources imitates waiver of premium provisions for health benefits. Such waiver of premium requests is made as much in advance in the one-year time period as possible;
  - 9.2. An employee is required to advise the departmental Supervisor two (2) weeks in advance of the intended date of return to work. This notice includes certification from a legally licensed physician that the employee is capable of resuming normal duties; and

- 9.3. Life, Extended Health and Dental benefits may be maintained for up to two (2) years or up to date of receipt of a permanent partial disability award, whichever occurs first.
- 10. Vacation and Paid Holidays while on W.S.I.B. leave:
  - 10.1. Vacation and paid holiday credits shall not accrue during a period of W.S.I.B absence; and
  - 10.2. Vacation credits and statutory/paid holidays (lieu days) are paid out if an employee who has been on W.S.I.B. leave returns to work at a time during the year that vacation credits and lieu days cannot reasonably be scheduled.
- 11. The City has a Return to Work policy in effect (Policy No. 600-04) and will work in cooperation with the employee and health care professionals with early intervention and return to safe work for ill and injured workers.
- 12. Investigation of Claims:
  - 12.1. All lost time accidents are investigated immediately by the Department Head or designate. Steps are taken in order to avoid re-occurrences; and
  - 12.2. The appropriate Joint Health and Safety Committee, will investigate any fatal or critical accident, and may investigate any other accident.

**Appendix 600-03-A – WSIB Form 7**



Original Date: August 1992

Revised Date: May 2024

## **Return to Work Program 600-04 – All Employees**

### **Policy Statement:**

The City of Pembroke strives to achieve the goal of prevention of injuries and illnesses through maintaining a safe and healthy workplace. The City is committed to the successful recovery of injured and ill employees by assisting with early intervention and return to safe work, and will take all reasonable steps to return injured and ill employees to their pre-injury job as quickly as possible through its Return to Work Program. Where the employee is unable to return to their pre-injury job, the goal is to return them to alternative work that is consistent with their functional abilities. The Return to Work program is also available to employees who qualify for Workplace Safety and Insurance Board (W.S.I.B.) benefits.

### **Procedure:**

1. The Return to Work process begins immediately after the injury or illness occurs.
2. Where an employee is unable to return to their pre-injury/illness job, the goal will be to return them to alternative work, which is consistent with their functional abilities.
3. The role of the Employee in the Return to Work process is to do the following:
  - 3.1. Immediately report all accidents and illnesses to their Supervisor using the Employee Incident/Accident Report form (Appendix 600-02-A) and obtain necessary first aid and/or health care;
  - 3.2. If applicable, consent to allow the Workplace Safety and Insurance Board to share Functional Abilities information provided to them with the employer;
  - 3.3. Participate in a cooperate with the Early Assistance and Reintegration Service program through current insurance carrier, including signing of consent to disclosure of information to the physician employed by current insurance carrier;

- 3.3.1. A Functional Abilities package will be provided to the employee's physician by the physician employed by the current insurance carrier, and then returned to the EARS program.
  - 3.3.2. Note: Medical information is never shared with the employer, excepting functional abilities information intended to assist in the return to work process.
- 3.4. Communicate with the Supervisor regularly throughout recovery; and
- 3.5. Co-operate in the Return to Work process and regularly communicate updates of functional abilities to Human Resources or to current insurance carrier.
- 4. The role of the City in the Return to Work process is:
  - 4.1. The Supervisor will:
    - 4.1.1. Complete the Injury Investigation Report (Appendix 600-03-A) and forward to the Department Head. Upon review the Department Head will forward to Human Resources; and
    - 4.1.2. Communicate regularly with the employee throughout the recovery period.
  - 4.2. The Department Head will:
    - 4.2.1. Review the Injury Investigation Report and forward it to the Human Resources.
  - 4.3. Human Resources will:
    - 4.3.1. Notify current insurance carrier (EARS) of the employee absence;
    - 4.3.2. Complete and submit the Form 7 to the Workplace Safety and Insurance Board within three (3) days after learning of the incident;
    - 4.3.3. Write a Return to Work Plan in co-operation with the Department Head and the employee, on the advice of the EARS program and WSIB;

- 4.3.4. Communicate with the employee regularly throughout recovery; and
  - 4.3.5. Complete all necessary forms as required by the Workplace Safety and Insurance Board
- 5. Whenever there is dispute between the City of Pembroke and the employee, the City of Pembroke will take reasonable steps to correct any existing errors. If the dispute cannot be resolved, the matter will be referred to current insurance carrier (EARS) for an objective third party decision. If the dispute remains unresolved, it will be referred to the Workplace Safety and Insurance Board for assistance from a Return to Work Mediator or other WSIB official for a determination of the dispute.
  - 6. The Return to Work program is intended to provide an accommodation to an employee while they are recovering from a workplace injury/illness. Return to Work programs will be provided for a maximum of twelve (12) weeks. The Return to Work program may be extended at the discretion of the Department Head and Manager of Human Resources.
  - 7. Exit criteria from the Return to Work process is as follows:
    - 7.1. Return to regular job at full capacity;
    - 7.2. Return to full functional capacity supported by functional ability information;
    - 7.3. Unable to identify suitable, available work; or
    - 7.4. Permanent placement in alternative/comparable work.

Original Date: August 1992

Revised Date: May 2024



## **Substance Policy 600-05 – All Employees**

### **Policy Statement**

The City of Pembroke is committed to the health and safety of its employees and has adopted this policy to communicate its expectations and guidelines surrounding substance use, misuse, and abuse.

### **Guidelines**

Employees under the influence of drugs or alcohol on the job can pose serious health and safety risks to both themselves and their fellow employees. To help ensure a safe and healthy workplace, the City of Pembroke reserves the right to prohibit certain items and substances from being brought on to or present on company premises.

### **Definitions**

Drug: Any substance which can change or adversely affect the way a person thinks or feels, whether obtained legally or illegally. This could include recreational cannabis, cocaine, opiates, and amphetamines.

Drug paraphernalia: Material or equipment used or intended for use in injecting, ingesting, inhaling, or otherwise introducing a drug, illegal or controlled, into the human body.

Medication: Includes a drug obtained legally, either over the counter, or through a prescription or authorization issued by a medical practitioner. For this policy, medications of concern are those that inhibit a worker's ability to perform their job safely and productively.

Alcohol: Any beverage containing any quantity of alcohol, including, beer, wine, and distilled spirits.

### **Expectations**

The following expectations apply to employees and management alike while conducting work on behalf of the company, whether on or off company property:

- Employees are expected to arrive to work fit for duty and able to perform their duties safely and to standard;
- Employees must remain fit for duty for the duration of their shift;
- Use, possession, distribution, or sale of drugs or alcohol during work hours,

including during paid and unpaid breaks, is strictly prohibited.

- Employees are prohibited from reporting to work while under the influence of recreational cannabis and any other non-prescribed substances;
- Use and possession of medically prescribed or authorized drugs is permitted during working hours, subject to the terms and conditions of the company's policies and all applicable legislation;
- Employees on medically approved medication must communicate to management any potential risk, limitation, or restriction requiring modification of duties or temporary reassignment; and
- Employees are expected to abide by all governing legislation pertaining to the possession and use of cannabis.

## **Roles and Responsibilities**

The City of Pembroke will:

- Clearly communicate expectations surrounding alcohol and drug use, misuse, and abuse;
- Maintain a program of employee health and awareness;
- Provide a safe work environment; and
- Review and update this policy regularly.

Management will:

- Identify any situations that may cause concern regarding an employee's ability to safely perform their job functions;
- Ensure that any employee who asks for help due to a drug or alcohol dependency is provided with the appropriate support (including accommodation) and is not disciplined for doing so; and
- Maintain confidentiality and employee privacy.

Employees must:

- Abide by the provisions of this policy and be aware of their responsibilities under it;
- Arrive to work fit for duty, and remain so for the duration of their shift;
- Perform work safely in accordance with established safe work practices;

- Avoid the consumption, possession, sale, or distribution of drugs or alcohol on company property and during working hours (even if off company property);
- When off duty, refuse a request to come into work if unfit for duty;

- Report limitations and required modifications as a result of prescription medication;
- Report unfit co-workers to management;
- Seek advice and appropriate treatment, where required;
- Communicate dependency or emerging dependency to management or human resources; and
- Follow the after-care program, where established.

### **Suspicion of Impairment**

The following procedure may be enacted if there is reasonable belief that an employee is impaired at work:

1. If possible, the employee's manager or supervisor will first seek another manager's or supervisor's opinion to confirm the employee's status.
2. Next, the manager or supervisor will consult privately with the employee to determine the cause of the observation, including whether substance abuse has occurred. Suspicions of an employee's ability to function safely may be based on specific personal observations. If the employee exhibits unusual; behaviour including but not limited to slurred speech, difficulty with balance, watery or red eyes, or dilated pupils, or if there is an odour of alcohol, the employee should not be permitted to return to their assigned duties in order to ensure their safety and the safety of other employees or visitors to the workplace.
3. If an employee is considered impaired and deemed "unfit for work," this decision is made based on the best judgement of two members of management and **does not** require a breathalyser or blood test. The employee may be advised that The City of Pembroke has arranged a taxi or shuttle service to safely transport them to their home address or to a medical facility, depending on the determination of the observed impairment. The employee may be accompanied by a manager or supervisor or another employee if necessary.
4. An impaired employee will not be allowed to drive. The employee should be advised if they choose to refuse The City of Pembroke organized transportation and decide to drive their personal vehicle, the company is obligated to and will contact the police to make them aware of the situation.

5. A meeting may be scheduled for the following work day to review the incident and determine a course of action which may include a monitored referral program as part of a treatment plan.

## **Possession at Work**

Possession of alcohol, drugs, and drug paraphernalia on company property is prohibited. Company property encompasses all company owned or leased property used by employees, including without limitation parking lots, vehicles, lockers, desks, and closets.

Possession of alcohol, drugs, and drug paraphernalia is also prohibited while employees are acting on behalf of the organization off of company premises. This includes attending events as a company representative.

Employees are not excused from their duties as a result of their dependencies. The City of Pembroke promotes early diagnosis. Any employee who suspects that they might have an emerging drug or alcohol problem is expected to seek appropriate treatment promptly.

The company will work with the individual who requests accommodation in an effort to ensure that the measures taken are both effective and mutually agreeable, up to the point of undue hardship. Employees are encouraged to communicate any need for accommodation to their immediate supervisor, and to work with them in addressing the concern.

## **Voluntary Identification**

Employees are encouraged to communicate if they have a dependency or have had a dependency so that their rights are protected and they can be accommodated appropriately. Employees will not be disciplined for requesting help or due to current or past involvement in a rehabilitation effort.

All medical information will be kept confidential by the City of Pembroke, unless otherwise authorized by law.

## **Medical Cannabis**

Where an employee uses medical cannabis, it is expected they provide a copy of their medical documentation for use The City of Pembroke and abide by the company's accommodation policy.

## **Agreement for the Continuation of Employment**

The City of Pembroke reserves the right to invoke an agreement for the continuation of employment in accordance with an employee's commitment to become and remain alcohol- and drug-free. The agreement will outline the conditions governing the employee's return to the job and the consequences for failing to meet the conditions.

## **Disciplinary Action**

Employees may be subject to disciplinary action up to and including termination of employment for failure to adhere to the provisions of this policy, including but not limited to:

- Failure to meet prescribed safety standards as a result of impairment from alcohol or drugs; and
- Engaging in illegal activities (for example, selling drugs or alcohol while on company premises).

Original Date: August 1992

Revised Date: May 2024



## **Section 700 Discipline**

### **Suspension or Loss of Driver's License 700-01 – All Employees**

#### **Policy Statement:**

The City of Pembroke ensures that employees are aware of the possible effects that a driver's license suspension, has on their employment, and provides general guidelines with regard to appropriate and equitable action when an employee is unable to carry out their normal duties as a result of the suspension or loss.

#### **Procedure:**

1. Consult the appropriate Collective Agreement for any deviations.
2. Any employee who requires a driver's license in the performance of their duties either occasionally or on a regular basis and who has had their driver's license suspended, must immediately notify their Supervisor.
3. Any employee who requires a driver's license in the performance of their duties either occasionally or on a regular basis and who has had their driver's license suspended for an infraction must immediately notify their Supervisor with the following information:
  - 3.1. The date of the infraction;
  - 3.2. Details of the infraction;
  - 3.3. A copy of the summons;
  - 3.4. The date of the hearing; and
  - 3.5. The date and the duration of the suspension if available;

The Supervisor must notify their Department Head, who informs Human Resources of the circumstances.

4. Human Resources will undertake to investigate each situation as it becomes aware of one of its employees becoming subject to a drivers licence suspension.
5. The Chief Administrative Officer with Human Resources and the relevant Department Head will consider the impact of the employee's conduct and the loss of drivers licence on his or her ability to perform the work duties and responsibilities required.
6. Human Resources consults with the Department Head to determine an appropriate course of action. The attached chart is used as a guideline only. Action taken may be altered according to the circumstances of each incident. Matters for consideration include:
  - 6.1. Requirements for driver's licence;
  - 6.2. The length of the suspension;
  - 6.3. Whether driving a City-owned vehicle or personal vehicle; and
  - 6.4. The employee's employment record and the availability of alternative non-driving positions;

The recurrence of incidents increases the degree of discipline.
7. This Policy applies to driving infractions incurred while on or off duty. For infractions incurred while on duty, additional disciplinary action may be applied in accordance with the City's general Disciplinary Guide (Policy 700-02)
8. Infractions related to impairment by drug or alcohol abuse will involve an offer of assistance in accordance with the Substance Abuse Policy (600-05).
9. All disciplinary actions must be reviewed and approved by the Chief Administrative Officer prior to implementation.
10. Any employee who requires a driver's licence in the performance of their duties either occasionally or on a regular basis and who has had their driver's licence suspended, for medical conditions, must immediately notify their Supervisor with the following information:

10.1. The date and the duration of the suspension if available;

The Supervisor must notify their Department Head, who informs Human Resources of the circumstances.

Human Resources will gather information from the employee and others with respect to the possible existence of a disability and any duty to accommodate.

**Appendix 700-01-A Disciplinary Guidelines- Suspension or Loss of Driver's Licence**

Original Date: August 1992

Revised Date: May 2024

**Discipline and Dismissal 700-02 – All Employees**

**Policy Statement:**

The purpose of discipline is correction. It is important to ensure that employees perform their duties in compliance with The City of Pembroke rules, directives, regulations, instructions, and procedures, since the objectives of the City cannot be achieved without this acceptance and conformity.

**Procedure:**

1. Consult the appropriate Collective Agreement or Employee Benefit By-Law for any deviations to this policy.
2. Responsibility of the Supervisor:
  - 2.1. Supervisors are responsible for guiding employees in their behaviour at work;
  - 2.2. The manner in which guidance is given is all-important. Most individuals conduct themselves properly when they understand exactly what is expected of them. Employees should therefore receive clear, unambiguous instructions on the code of behaviour and work performance expected of them;
  - 2.3. Supervisors are held accountable for the completeness and accuracy of documentation that may be relied upon for discipline. Proper

documentation is essential to process of administering fair and reasonable discipline; and

- 2.4. Follow-up is important. It is not enough to discipline an employee and “let the case rest’. A systematic and controlled review of job performance is required.

### 3. Disciplinary Techniques:

- 3.1. It is essential to give the employee every possible chance to explain their actions so that the Supervisor and other investigating officers shall not err because all the facts or circumstances are unknown;
- 3.2. There are a number of instances that require discipline of varying degree. Some of these instances and the degree of discipline suggested are illustrated in Appendix 700-01-A;

#### 3.3. Note:

- 3.3.1. The infractions shown on Appendix A are examples and not intended to be all-inclusive or in any way to limit the City’s right to discipline;
- 3.3.2. The disciplinary actions shown on Appendix A for infractions are a guide; they may be reduced or extended as required;
- 3.3.3. One incident may involve more than one infraction; and
- 3.3.4. Following the doctrine of progressive discipline, the degree of discipline increases with the number of incidents per infraction. The increased degree of discipline is particularly significant if there is a recurrence of incidents involving like or similar misconduct.

All disciplinary action is recorded so that relevant facts may be substantiated at a later date if necessary.

4. Any questions regarding disciplinary procedures are directed to Human Resources. Before an employee is sent a letter of warning, suspension, or dismissal, the Department Head discusses the content of the letter with Human Resources and the Chief Administrative Officer. Depending on the circumstances

the Chief Administrative Officer may seek approval from the Chairman of the Personnel Committee.

5. Type of Discipline:

5.1. Oral Reprimand:

- 5.1.1. A Supervisor may give an oral reprimand to an employee for minor infractions;
- 5.1.2. This reprimand is given in private so that the employee and Supervisor may both benefit from a free interchange of opinion; and
- 5.1.3. When an oral reprimand, rather than a letter of warning is given, the incident is closed and becomes part of the employee's record for information purposes only.

5.2. Letter of Warning:

If it is recommended by a Department Head and agreed by Human Resources that a letter of warning is issued, the following apply:

- 5.2.1. The letter includes a description of the infraction(s); a warning that repetition of the infraction(s) results in more severe disciplinary action; and, in the case of incompetence, a specific time limit during which work is to be brought up to a required standard.
- 5.2.2. If, subject to part 4 above, the Supervisor sends the letter of warning in absence of the Department Head, the Department Head is informed immediately upon their return.
- 5.2.3. This letter is signed by the Supervisor, Department Head or Human Resources and sent to the employee within five (5) days of the infraction or culminating incident, with copies sent to the President of the applicable Union and to Human Resources.

5.3. Suspension:

If the infraction(s) is deemed serious by the Department Head and agreed by Human Resources, then it may be decided to suspend the employee;

- 5.3.1. A letter of suspension is sent to the employee and must include: a description of the infraction(s), a warning that repetition of the infraction(s) results in more severe disciplinary action. In the case of incompetence, a specific time limit during which the employee must bring their work up to a required standard; and the time period that the employee is suspended without pay;
  - 5.3.2. If, subject to part 4 above, the Supervisor signs the letter of warning in absence of the Department Head, the Department Head is informed immediately upon their return.
  - 5.3.3. The Department Head signs the letter and sends it to the employee, with copies sent to the President of the applicable Union and to Human Resources;
  - 5.3.4. Additionally, the employee is given the reason for the suspension in the presence of their Steward or Union Official within five (5) days after the infraction(s).
- 5.4. Discharge:
- If the infraction(s) is critical to the efficient operation of the Department, it may be decided to discharge the employee;

- 5.4.1. A letter of discharge is issued promptly to the employee by the Department Head, subject to part 4 above;
  - 5.4.2. This letter includes: a description of the infraction(s), a description of disciplinary action taken to date (if applicable), and a notice that the employee is dismissed on a specific date (within a legal time period); and
  - 5.4.3. This letter is signed by the Department Head and sent to the employee with copies to the President of the applicable Union and Human Resources.
  - 5.4.4. Discipline of Department Heads is processed by the Chief Administrative Officer.
6. Appeal procedure:
- 6.1. No appeals are considered in the case of any employee discharged prior to completion of their probation period;
  - 6.2. Any minor disagreement is first addressed in writing with the employee's immediate supervisor, a copy which is filed with Human Resources;
  - 6.3. If the matter is not amicably settled, the employee has the right to appeal to the Manager of Human Resources; CEO and eliminate 6.4
  - 6.4. If there is still no agreeable settlement, the employee has the right to appeal to the Chief Administrative Officer to intervene; and
  - 6.5. If the matter is not amicably settled, the employee has the right to appeal to the Personnel Committee, but only in matters pertaining to demotion, suspension, or dismissal;
  - 6.6. If there is still no agreeable settlement, the employee has the right to appeal to City Council to intervene, but only in matters pertaining to demotion, suspension, or dismissal.

## **Appendix 700-02-A – Disciplinary Guidelines and Sample Infractions**

Original Date: August 1992

Revised Date: May 2024

## **Section 800 Information Technology**

### **Responsible and Proper Use of Information Resources 800-01 – All Employees**

#### **Policy Statement:**

Employees of the City of Pembroke are responsible for using information resources in an effect, secure, ethical, and legal manner. The City establishes the following procedures to promote a stable, secure, and reliable computing environment. Department specific guidelines may supplement, but do not supersede, this policy.

#### **Definitions:**

##### **Information Resources**

Information resources are defined as information in electronic or audiovisual format, or hardware or software that makes possible the storage and use of such information. This includes but is not limited to local and externally accessed databases, electronic mail (e-mail), all external storage devices, recorded magnetic media, photographs, and digitized information. These resources may be individually controlled, shared, stand-alone, networked, temporary, or permanent.

##### **Information Technology Support**

Information Technology Support is defined as an outside agency, or an employee designated by the City the provides information technology support to the City or one of its departments or Boards.

#### **Procedure:**

1. All information and all programs are the property of the City of Pembroke.



2. Use information resources in a manner consistent with the public service, training, and administrative objectives of the City of Pembroke, as well as the specific objectives of the project or task for which such use was authorized. All uses inconsistent with these objectives are considered to be inappropriate use and may jeopardize further access to information services.
3. The City of Pembroke characterizes as unethical, unacceptable, and just cause for taking disciplinary action, any activity through which an individual:
  - 3.1. Violates City of Pembroke or third party copyright or patent protection and authorizations, as well as license agreements and other contracts; therefore, respect copyrights and licensing of programs, data, and software: e.g. do not make copies of licensed computer programs to avoid paying additional license fees or to share with other users;
  - 3.2. interfere with the intended use of the information resources; therefore' respect the information resources' intended use e.g. use the username and password, funds, transactions, data and processes assigned to you by Department Heads, the IT support, or Managers only for the purposes specified;
  - 3.3. seeks to gain or gains unauthorized access to information and/or information resources;
  - 3.4. without authorization, destroys, alters, dismantles, disfigures, prevents rightful access to, or otherwise interferes with the integrity of City, as well as third party, computer-based information and/or information resources; and
  - 3.5. without authorization, invades the privacy of individuals or entities that are creators, authors, users, or subjects of the information retained by the City of Pembroke
4. Access to data is limited to authorized users. All City users are required to utilize information resources with respect for the public trust placed in the City of Pembroke, (i.e. perform tasks with competence and integrity, and demonstrate ethical and acceptable conduct.)

5. All City users, by their access to information resources, accept responsibility to protect the IT environment from abuse, disruption, and unauthorized access; therefore, safeguard all data, personal information, passwords and authorization codes, and confidential data, by taking full advantage of the file security mechanisms built into the computing systems.
6. Respect the privacy of others, e.g.:
  - 6.1. Do not intentionally seek information on, obtain copies of, or modify files, tapes, or passwords belonging to other users or the City;
  - 6.2. Do not attempt to represent others, unless explicitly authorized to do so by those users; and
  - 6.3. Do not divulge sensitive personal data to which you have access, without explicit authorization to do so.
7. Respect the rights of others by complying with all City policies regarding harassment as they apply to users of information resources.
8. Comply with any requests made by IT Support, and/or Department Heads pertaining to account and systems use via long scripts, memos, and e-mail, provided such requests do not violate any other policy or procedure,
9. Respect the integrity of the system or network i.e. do not intentionally develop or use programs, transactions, data, or processes that harass other users, infiltrate or circumvent the system, or damage or alter the software or data components of a system. Alterations to any system, network software, or data component are made only under specific instructions from the IT Support.
10. Respect the financial structure of the City's computing or networking systems (e.g. do not intentionally develop or use unauthorized mechanisms to alter or avoid charges levied by the City for computing, network, or data processing services.)
11. IT Support personnel are required to follow the same policies, procedures, and conditions of use as all other employees, except when intervention or special actions are required to forestall an immediate threat to the security of a system or its users. These actions must first be authorized by the City and may include:

- 11.1 Suspending system access for users involved in a violation that is being investigated;
  - 11.2. Taking necessary action to preserve the state of files and other information relevant to an investigation; and
  - 11.3. Examining content of e-mail and other private files, where the content may jeopardize the security of systems, the safety of users, the ability of the City to conduct necessary business, or any other appropriate use as directed.
12. Respect the acceptable use standards of external networks with which the City has connections (e.g. the Internet or electronic bulletin boards; the City cannot and will not extend any protection to you should you violate the policies of an external network).
13. Violations of the above guidelines may result in appropriate corrective action, or may even constitute a criminal offence; information concerning violations should be reported to the respective Department Head for the system involved. If you are

unsure whom to report to, contact the Chief Administrative Officer, who will redirect the information to the appropriate person(s).

Original Date: August 1992

Revised Date: May 2024

## **Responsible Proper Use of E-Mail and Internet Access 800-02 – All Employees**

### **Policy Statement:**

The City of Pembroke establishes rules and procedures to ensure the appropriate use of its electronic mail system and Internet access.

### **Procedure:**

1. E-mail, Internet access and social media sites are tools for business and administrative communication are not intended for personal or non-business purposes.
2. Messages that are created, sent, or received using the City's e-mail system as well as any items or programs downloaded from the Internet are the property of the City. E-mail messages may be backed up or recorded and stored centrally.
3. The City advises anyone who utilizes corporate computers for personal use that any form of personal communication on corporate systems may be accessed, retained, or deleted by the City without notice.
4. Employees may not send or forward religious, political, or commercial messages; chain letters, promotional messages for personal gain, messages for employee solicitation, or messages that are forged.
5. Employees may not send or forward messages that contain:
  - 5.1. Intimidating, harassing, or offensive material (e.g. threatening, disruptive, obscene, or profane language or images); and
  - 5.2. Language or images that may offend on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, age, record of offenses, sex, marital status, sexual orientation, family status, or handicap.
6. Due to threat of viruses, employees may not make use of external email accounts such as Yahoo, Hotmail, etc.

7. Authorized users are provided with log in and password information to access their City email account. Passwords format may be defined by the City, and are not to be shared with other staff, or any other individual.
8. Employees should not leave workstations unattended during a signed on session.
9. Employees may not intentionally or knowingly use the City's internet connection to visit web sites that have offensive content (e.g. obscene, profane, or harassing language or images and/or language or images that may offend on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, age, record of offenses, sex, marital status, sexual orientation, family status, or handicap).
10. The City manages consistent with available technology, the privacy and security of electronic data or transmission, and all employees are advised as follows:
  - 10.1. The City reserves the right to access and disclose the contents of all messages created, sent, or received using its e-mail system without notification to its users; the IT Support may be required, where approved, to monitor e-mail/Internet access and/or redirect e-mail or internet documentation for propriety, legal ramifications, or investigation of reported violations; and
  - 10.2. Proxy access to electronic mailboxes should be limited and authorized by the Department Head; the individual providing proxy access is responsible for all information released.
11. E-mail and the Internet are the preferred media of communication rather than fax and voice calls when appropriate.
12. Handle e-mail communication in the same professional and confidential manner as letters, faxes, memo, or other forms of business communication. Employees may inadvertently receive e-mail sent in error and meant for another recipient; advise the sender immediately so that the e-mail can be re-sent, and delete the improperly sent item, thereby preserving another's privacy and security.
13. E-mail messages should also appear professional in nature. Employees should not attach "backgrounds" to their email messages, which are often distracting and

make text difficult to read. All users will utilize the following standardized signature block and disclaimer:

Name  
Title  
City of Pembroke  
email address  
Tel: (613) 735-6821 x 0000  
Fax: (613) 735-3660

The information in this email belongs to the City of Pembroke and may contain confidential and privileged information for the sole use of the individual or organization to which it is addressed.

If you are not the intended recipient, you are hereby notified that any disclosure, copying or distribution of the contents of this email is prohibited. If you have received this email in error, please contact the sender and destroy all copies of the original message.

14. Employees are encouraged to read their e-mail frequently and respond within an appropriate time frame. (Typically within one (1) working day).
15. Users are responsible for the proper storage of their e-mail messages.
16. Messages exceeding mailbox capacity will result in messages being rejected. Regularly archiving and/or deleting messages will alleviate this issue. Mailbox capacity is set by IT Support.
17. Report violations of this policy immediately to the appropriate Department Head; the City makes every effort to maintain confidentiality within the limits of its obligations.
18. When serious violations of this policy are confirmed, access will be restricted and/or appropriate action will be taken in compliance with the Discipline and Dismissal Policy (Policy No. 700-02).



Original Date: August 1992

Revised Date: May 2024



## **Software Copyrights and License Agreements 800-03 – All Employees**

### **Policy Statement:**

The City of Pembroke is committed to ethical and legal practices in using software, and establishes procedures and guidelines to prevent violations of software and copyright law and license agreements by its users. Unauthorized copying of software is illegal; such activity by City employees may incur a legal liability and harms the City's image, its reputation, its standing with the public, and affects all others employed by the City.

### **Procedure:**

1. All software installation on City computers is executed or supervised by the IT Support, after it has been approved in accordance with Policy 800-07.
2. Unless placed in the public domain, software is protected by copyright law and may not be duplicated or distributed for any reason without permission of the copyright owner.
3. Records of corporate software purchases, receipts, communications with software vendors, and vendor information are submitted to and maintained by the IT Support, and proof of purchase must be submitted for software obtained through shareware distribution.
4. To determine the contents of the license agreement for particular City software, contact IT Support.
5. The City reserves the right to monitor, limit, and/or remove any and all software used on its property and equipment. This applies to all servers, computers, laptops, fixed disks, and removable magnetic and optical storage media. Ensure that all software, including shareware and public domain software, is approved for use and installed by the IT Support.
6. Contact IT Support if you have any questions regarding software use.



Original Date: August 1992

Revised Date: May 2024

## **City of Pembroke Website Content 800-04 – All Employees**

### **Policy Statement:**

The City of Pembroke ensures that all content on the City of Pembroke website meets acceptable standards by establishing rules and procedures for the collection and dissemination of such content.

### **Definitions:**

#### **Website**

A website is defined as a set of interconnected webpages, usually including a home page, generally located on the same server, and prepared and maintained as a collection of information by a person, group, or organization. The City of Pembroke website URL address is: [www.pembroke.ca](http://www.pembroke.ca)

#### **Content**

Content is defined as any text or image used on the City of Pembroke website; this content is the property of the Corporation of the City of Pembroke.

### **Procedure:**

1. Content (excluding minutes, agendas, tenders and by-laws) is reviewed and edited for use on the Internet and approved by the appropriate Department Head, before it is posted to the website. All content must fulfil at least one (1) of the following functions:
  - 1.1. Provide corporate public information that may include supporting illustrations and pictorials;
  - 1.2. Gather information from the public; and/or
  - 1.3. Provide services to the public.

Original Date: August 1992

Revised Date: May 2024

## **General Communications/Confidentiality 800-05 – All Employees**

### **Policy Statement:**

Upon request from the public or an organization, The City of Pembroke may agree to reproduce and distribute, according to a fixed rate, any record, book, account, or document in possession of the Chief Administrative Officer not covered under the Municipal Freedom of Information and Protection of Privacy Act.

### **Procedure:**

1. Upon request from an applicant, the City may agree to photocopy any record, book, account, or document that is not covered under the Municipal Freedom of Information and Protection of Privacy Act (MFFIPPA).
2. The fixed rate charged to the applicant for any photocopies received is the prevailing rate as established by the City and subject to change from time to time.

Original Date: August 1992

Revised Date: May 2024

## **Back-Up and Retention of Electronic Documents 800-06 – All Employees**

### **Policy Statement:**

In order to maintain the integrity of the Information Technology infrastructure, the City of Pembroke enforces regular back-up rules.

### **Procedure:**

1. All computerized files will be backed-up in accordance with the following schedule:

1.1. Diamond is backed up every night by the Treasury Department Staff;

1.1.1. Diamond Backup tapes are stored at the bank and exchanged for updated backup tapes weekly.

1.2. All PC Data on Microsoft Network shared drive (C:\Documents and Settings\username\My Documents\) are backed up by the IT Support nightly. Changes to files saved on your desktop should be backed up by the user.

1.2.1. IT Support provides a full system backup on a weekly basis, and monthly will archive the backup. This archive is retained for one year. Instructions on how to retrieve archived files can be found on the On-Line Support.

1.3. All employees should archive Microsoft Outlook files on a regular basis – minimum monthly. Instruction on how to do this is available through IT Support.

Original Date: August 1992

Revised Date: May 2024

## **Access to IT Services 800-07 – All Employees**

### **Policy Statement:**

The City of Pembroke monitors use of Information Technology Support to ensure appropriate use of this resource.

### **Procedure:**

1. Any employee requiring services of the IT Support must use the “On-Line Support” system, found in the Public Folders of Microsoft Outlook on your desktop. These services include all requests, problems, installations and general information Technology questions.
2. Requests submitted through on-line support are reviewed and approved by the Treasurer/Deputy before any action on the part of IT Support.

Original Date: August 1992

Revised Date: May 2024

## **Voice Mail Protocol 800-08 – All Employees**

### **Policy Statement:**

Voice communications equipment and voice mail systems are corporate resources, and should be used for purposes that benefit the City and that are directly applicable to the employee's job function.

### **Procedure:**

1. Voice communications equipment includes but is not limited to: cellular telephones, land-line telephones, voice mail messages.
2. Voice communications and voice mail content must be professional in nature.

2.1. **Main** – to be used when the person is not on holidays or extended leave:

"Hi, you have reached Name. I am not available to take your call at this time, if you would like to leave your name, number, and a brief message after the tone, I will contact you as soon as possible. If you wish to speak with the operator, press 0. Thank and have a great day".

2.2. **Managers Main** – to be used when the manager is not on holidays or extended leave:

"Hi, you have reached Name. I am not available to take your call at this time, if you would like to leave your name, number, and a brief message after the tone, I will contact you as soon as possible. If you wish to speak with my assistant (Name of Assistant) press the number sign followed by (Extension Number of Assistant) or dial 0 to speak with the Operator. Thank you and have a great day.

2.3. **Secondary** – to be used during holidays and extended leave periods:

"Hi, you have reached Name. I am away from the office from (Date) returning on (Date). If you would like to leave your name, number, and a brief message after the tone, I will contact you upon my return. If this call requires immediate response, please contact (Name of Assistant/Backup Person) press the number sign followed by (Extension Number of Assistant) or dial 0 to speak with the Operator. Thank you and have a great day.



2.4. **Departmental** – to be used for general department greeting;

“Hi you have reached the City of Pembroke (Department), no one is available to take your call at the moment. If you would like to leave your name, number, and a brief message after the tone, your call will be returned as soon as possible. If you wish to speak with the Operator, please press 0. Thank you and have a great day.”

Original Date: August 1992

Revised Date: May 2024

## **Media Releases 800-09 – All Employees**

### **Policy Statement:**

In order that the media receives the appropriate information and the City's position is properly conveyed, the following protocol shall be followed:

### **Procedure:**

1. When members of staff receive an enquiry from the media, they shall immediately refer the enquiry to the appropriate Department Head.
2. The Department Head will determine the nature of the inquiry and the level of response required, be it departmental staff, the Chief Administrative Officer, or Council. Sensitive matters shall be directed to the Chief Administrative Officer. The Chief Administrative Officer will direct any necessary information or inquiries to the Mayor as spokesperson for Council (or their appointed designate). Where appropriate, communications staff shall be consulted on messaging and strategy.
3. In matters requiring council response, staff shall provide accurate and timely information to the Mayor or their appointed designate. The Chief Administrative Officer will contact the appropriate departments to receive this information.

Original Date: August 1992

Revised Date: May 2024

## **Distracted Driving 800-10 – All Employees**

### **Policy Statement:**

The City of Pembroke establishes rules and procedures to ensure the appropriate use of cellular phones and other hand held devices. Distracted driving presents serious risks to our employees, contractors, other workers, and the public. Employees of the City of Pembroke are responsible for these resources in a safe, secure, and legal manner.

### **Definitions:**

Cellular phones and hand held devices include but not limited to; cell phones, smartphones, laptops, tablet computers, MP3 players, and any other electronic devices.

### **Procedure:**

1. Managers, employees, contractors, and other workers are prohibited from holding, operating, communicating, or watching the screen of a hand-held communication device:
  - 1.1. While driving a company vehicle
  - 1.2. While driving a personal vehicle to conduct business on behalf of the company
  - 1.3. While driving on company property
  - 1.4. While operating mobile equipment, such as a forklift, back hoe etc.

In addition, all managers and employees should avoid other forms of in-vehicle distractions.

Original Date: January 2016

**Social Media Policy 800-11 – Applies to: All City employees, City Council members, City advisory and ad hoc committee members, members of the public**

Effective Date: November 3, 2020

**Section 1: Policy Purpose:**

The City of Pembroke encourages the use of social media to further the goals of the City and the mission of its departments.

The City is committed to using social media for the purposes of broadcasting and promoting municipal objectives, initiatives, programs, and news through professional and strategic communications.

The City of Pembroke's website (pembroke.ca) will remain the City's primary and predominant internet presence. However, the City acknowledges that social media is also needed to assist in communications with residents and visitors.

The City's official social media pages are as follows:

- A. [Facebook page](#) ("The City of Pembroke");
- B. [Twitter account](#) ("@CityPembroke");
- C. [Instagram account](#) ("@cityofpembroke");
- D. [Snapchat account](#) ("@cityofpembroke").

The City's designated employees who are responsible for monitoring and maintain the City's social media accounts are the following:

- Tourism and Digital Media Officer,
- Economic Development and Communications Officer,
- Recreation Programmer.

The City's stakeholders that the City may share social media content for general promotional purposes with are as follows:

- A. Pembroke Business Improvement Area;
- B. County of Renfrew;
- C. Renfrew County and District Health Unit;
- D. Other levels of government and their respective entities.

This policy serves to:

- A. Ensure consistency and professionalism with how the city communicates with the public via social media across all channels;
- B. Establish protocols, criteria and courses of action for:
  - Appropriate monitoring and administration of the City's social media pages;
  - Determining/adopting new social media pages/accounts for the City;
  - Providing timely, effective and accurate information and responses;
  - Establishing a mechanism to address controversial or sensitive matters relating to online content about the City;
  - Warranting appropriate protection of privacy of the public who engage or interact with the City via social media;
- C. Provide City employees, Council members, advisory and ad hoc committee members, and the public with an understanding of the policies and procedures surrounding the acceptable corporate and personal use of social media pages as they relate to discussing the business of the City of Pembroke.

## **Section 2: Policy Scope:**

The following policy has been developed to establish standards and expectations for all City of Pembroke representatives (City employees, City Council members, and advisory and ad hoc committee members) that discuss, share or comment on the City of Pembroke's social media pages, as well as any member of the public who engages with

any of the City's social media pages. The following policy will also apply to personal pages and accounts of City of Pembroke representatives where applicable.

### **Section 3: Policy Administration**

All City employees, City Council, and advisory and ad hoc committee members are bound by the terms of the City of Pembroke's Social Media Policy.

### **Section 4: Definitions**

**City of Pembroke Social Media:** Official social media pages created and managed by City staff. For an up-to-date list, visit the [City's website](#).

**Social Media Content:** Content that is planned and developed by the City's departments and posted or intended to be posting on City social media pages.

**Social Media Moderator and Contributors (Designated Employees):** City staff tasked with posting, updating, monitoring, and reviewing content on corporate social media pages.

**Online Communications:** Refers to the communications of information through the internet for any purpose (i.e. information sharing, marketing, engagement).

**Public Statement:** A declaration made by a City employee or representative in any public forum, which relates to the City of Pembroke, its employees and/or its business. This includes statements made in blogs, online forums or discussions, social networking pages, and elsewhere in the public record.

**Official Record:** Anything which is created in the regular course of conducting City business and which documents the business of the City, regardless of format. Official records document decisions, policies, procedures, transactions, activities, commitments, obligations, ownership, entitlement, legal rights, etc. of the City and are relied upon by the City to support City business.

**Official City Social Media Pages:** Audiences should only associate posts published on the verified City of Pembroke social media pages as authentic City posts. Other social media pages/ accounts that have "Pembroke" in its page name or reference the City are not official City-administered pages. The posts and/or discussions on these pages do not reflect the views or corporate identity of the City of Pembroke.

### **Section 5: Site Administration:**

- A. The City's official social media pages are monitored regularly during business hours: Monday – Friday, 8:00 a.m. – 4:00 p.m.;
- B. The City will make every effort to respond to concerns and questions on its social media pages. City staff aim to address all appropriate comments within two business days (excluding holidays and weekends). This turnaround time may be impacted by staff availability and resources;
- C. The City has appointed designated employees who will serve as a centralized resource for the oversight of the City's social media. Please see Appendix B for the City's designated employees;
- D. Login and passwords are confidential and will be stored with the City's designated employees. Passwords will not be changed without the approval of the designated employees;
- E. Only the designated employees will have administrative access to any City of Pembroke social media page;
- F. It is the responsibility of all City departments to provide content to the designated employees on services, events, resources, or updates pertaining to their department for posting on social media.

### **Section 6: Site Goals:**

The primary goals for the City of Pembroke's official social media pages are as follows:

- A. Increase awareness of municipal services;
- B. Enhance existing corporate communicate methods;
- C. Distribute time-sensitive information quickly;
- D. Correct misinformation;



- E. Utilize social media tracking/analytical tools to better evaluate the City's communications and marketing efforts;
- F. Ensure that posts remain professional and pertinent to the City's corporate identity;
- G. Ensure responses to messages are made in a timely manner;
- H. Use social media to lead online traffic to the City website for more information.

#### **Section 7: Site Selection/Establishing New Accounts:**

- A. City employees wishing to create additional social media pages shall suggest the idea to the designated employees or the designated employees shall initiate the proposal for a new social media page themselves;
- B. Criteria for adopting new social media pages or platforms will include, but not be limited to, research that:
  - Demonstrates the need for the specific page or platform;
  - Demonstrates the originality of the specific page or platform;
  - Identifies appropriate staff resources that would be required to establish and maintain the new page or platform.

#### **Section 8: Site Content:**

- 8.1. Where possible, all social media pages shall:
  - a. Have the City's logo and/or contact information;
  - b. Refer to the City's website
- 8.2. The City invites community members to post, share and discuss, while treating each other with respect, and, in addition, content posted to the City's corporate social media pages shall be related to City business.

- 8.3. The City will not tolerate inappropriate posts or comments that include, but are not limited to:
- A. Profane or inappropriate language or content, sarcastic or disrespectful comments;
  - B. Content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, colour, age, religion, gender or gender identity, marital status, status with regard to public assistance, national origin, physical or mental disability or sexual orientation;
  - C. Content considered to be in oversight with municipal Human Resources; Health & Safety and other policies;
  - D. Content considered to be defamatory, disrespectful or insulting to City staff or representatives;
  - E. Sexual content or links to sexual content;
  - F. Conduct or encouragement of illegal activity;
  - G. Content related to any industries or businesses or related to sales, advertising or promotions falling outside of the boundaries of the City of Pembroke;
  - H. Information about any identifiable individual (including photographs of, or information about that individual, as well as views or opinions about that individual, unless the identifiable individual has provided specific, written consent to the City of Pembroke in advance;
  - I. Plagiarized or copyrighted material;
  - J. Any content deemed inappropriate by the City of Pembroke.
- 8.4. The City reserves the right to remove any content that is posted for any reason or at any time. If a member of the public believes a submission on any City social media violates the policy, please report it immediately to

the designated employees. Any content deemed inappropriate will be dealt with immediately and persistent issues will be handled appropriately and swiftly.

## **Section 9: Questions, Concerns, and Complaints:**

- 9.1. Members of the public with questions or concerns should reach out through one of the municipality's official channels in order to be connected with a corresponding City of Pembroke representative who can assist. These official channels to reach the City with a question or concern are:
- A. [Facebook](#): The City of Pembroke
  - B. [Twitter](#): (@City Pembroke)
  - C. [Instagram](#): (@cityofpembroke)
  - D. [Email](mailto:pembroke@pembroke.ca): ([pembroke@pembroke.ca](mailto:pembroke@pembroke.ca) )
  - E. [Online Form](https://bit.ly/PembrokeFeedback): ([bit.ly/PembrokeFeedback](https://bit.ly/PembrokeFeedback))
  - F. Phone: 613-735-6821
- 9.2. Sometimes, answers are readily available on the City's website. For example, see the [water restrictions frequently asked questions](#) and the [winter control frequently asked questions](#).
- 9.3. Members of the public with complaints may follow the Public Complaint Policy of the City of Pembroke which can be found in its entirety on the [City's website](#).

## **Section 10: Use of Photos and Videos:**

The City of Pembroke reserves the right to use photos and/or videos from any City of Pembroke program, event, or function across all social media platforms.

## **Section 11: Public Posts:**

Members of the public wishing to have content posted to the City's social media must send a request via email to the designated employees. For the request to be approved for posting, the submission must:

- A. Normally occur within the boundaries of the City of Pembroke and/or Renfrew County;
- B. Be open to the public and receive special approval.

And follows one of the following characteristics:

- A. Funded in full, in part, or be sponsored by the City of Pembroke;
- B. Organized or funded by another level of government;
- C. Organized by a government-funded agency or board;
- D. Organized by a City advisory committee;
- E. Organized by a registered charitable organization operating within the City of Pembroke;
- F. Organized by a service club operating within the City of Pembroke;
- G. Organized by a business located within the City of Pembroke;
- H. Organized by one of the City's stakeholders. Please see appendix C for a list of the City's stakeholders.

## **Section 12: Use of Social Media by Employees, Council Members and Committee Members**

Any City of Pembroke representative (employees, Council members or committee members) engaged in online interaction on the City's social media pages or any online conversation that involves information about the City on a personal account, group, or page, is also required to meet a social media standard that mandates:

- A. If an employee/Councillor/Committee member is asked a question by a member of the public on social media that they do not confidently know the answer to, then they should direct the member if the public to contact the city through the official channels found in Section 9.1 (the City of Pembroke's municipal social media accounts, email, online form, and phone);
- B. A significant wealth of information is available on the City's website and employees, Council members, and Committee members should encourage those with inquiries who need rapid responses (i.e. need a faster response than awaiting an official response from the proper City employees) to look for information at the [City's website](#).
- C. As per the Municipal Act, 2001, the Mayor serves as head of Pembroke City Council, acts as the representative of the municipality both within and outside the municipality, and promotes the municipality locally, nationally and internationally. This responsibility extends to the City of Pembroke's social media presence;
- D. Communications on the City's behalf should be based on current, accurate, complete and relevant data. The City will take all reasonable steps to assure the validity of information communicated via any social media, but it is the employee's/Councillor's/committee member's responsibility to assure accuracy in the first instance;
- E. Online postings do not reveal any confidential or sensitive information. If there are questions about what is considered confidential or sensitive, employees should check with their supervisors and Council or committee members should check with a relevant City department head or the CAO;
- F. If employees encounter a situation while using City social media that threaten to become hostile, employees should disengage from the conversation and notify the CAO;
- G. Ensure that privacy, confidentiality, copyright and data protection laws are adhered to, and must not make comments that are considered defamatory or libelous;

- H. Employees/Council/committee members shall not discuss the City or any of its employees/Council/committee members in a negative way through personal social media pages;
- I. City employees should note the social media guidelines set out by the [Canadian Union Public Employees](#) (CUPE), which warns against the following actions in personal social media use to protect the employees:
- Defaming the employer;
  - Using work tools (laptop, cell phone, email) for inappropriate reasons;
  - Posting photos or comments that contradict being on sick leave;
  - Engaging with coworkers or others in online harassment;
  - Posting racist sexist, or other discriminatory remarks or images;
  - Violating confidentiality agreements or workplace codes of conduct.

### **Section 13: General Online Etiquette Guidelines:**

- A. Consider whether social media is the best way to communicate;
- B. Do not send information that you wouldn't want forwarded to a large audience;
- C. Take time to consider and interpret whether further context is necessary before sharing information;
- D. Refrain from sharing emails from staff or constituents in public social media posts without clear permissions and full context;
- E. Commentary should be expressed in such a way that it cannot be misrepresented or misunderstood. Keep in mind that brief, well written messages have a great impact;

- F. Remember that the Internet is permanent. Even if comments or posts are deleted, screenshots or record still exist, which is why the choice of words and content shared by City representatives is so important.
- G. Understand that content contributed to a social media page or platform could encourage comments or discussion of opposing ideas. Consider responses carefully and think about how it will reflect on you and/or the City.

**Section 14: Social Media Disclaimer:**

- A. A link between the City's social media pages and any other website does not imply an endorsement or sponsorship by the City of that website, or the creator of that website;
- B. The City does not guarantee users' privacy on third part social networking websites, as users are subject to the terms and conditions of the specific application on that website;
- C. The City will not be responsible for losses or damages suffered from using third party social media or websites. Users participate at their own risk, and in doing so accept that they have no right of action against the City related to such use;
- D. The City may monitor online content for factuality and appropriateness and will make all reasonable efforts to ensure that the content posted is accurate at the time of posting. However, accuracy and timelines are not guaranteed and may not be reliable, as such, users acknowledge that the City makes no such guarantees;
- E. The City is not responsible for the authenticity or suitability of content posted to its social media by members of the public. A comment posted by a member of the public on any City social media is the opinion of the poster only, and does not imply endorsement of, or agreement by the City of Pembroke, nor do such comments necessarily reflect the opinions or policies of the City of Pembroke,
- F. By using the City's social media pages, users acknowledge and consent that their comments or messages may become part of the public record and used in

official City of Pembroke documentation. It is at the City's sole discretion which comments will be archived or used.

## **Electronic Monitoring 800-12 -All Employees**

### **Policy Statement:**

The City of Pembroke has an obligation under Provincial legislation (Bill 88) as an employer that employs 25 or more employees to provide a written policy addressing the electronic monitoring of employees at work.

### **Scope:**

This policy is to indicate all areas in the municipality where electronic monitoring of employees in the workplace occurs.

### **Definitions:**

#### **Electronic Monitoring**

Includes all forms of electronic monitoring of employees.



### Use of Electronic Monitoring

Means	Location	Circumstances	Purpose
Building Automation System (BAS)	Fire Department	Monitor interior conditions and record when changes/updates are made within the system.	To ensure appropriate changes and updates are being made to the system, at what time and temperatures are set at appropriate levels.
Cellular Telephone and Landline Telephone Invoices	Any employee with a City cellular or landline telephone.	Invoices are monitored for usage and unusual charges.	To ensure City telephones are being used appropriately and no fraudulent charges are posted.
Electronic Logbooks	Wastewater Treatment Centre	Daily logbook entries to detail work completed.	Is a requirement through Provincial regulation for logbooks to be kept for all water and wastewater operations governed by the MECP.

Means	Location	Circumstances	Purpose
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Email, Internet Laptops, Financial/City Software Use and Access	All work locations.	Ability to monitor access to websites and all employee emails with a City email address. Ability to monitor employee using the City's financial and other software systems.	To ensure appropriate use of the internet and City email. The number of users is displayed when logging into the City's financial software due to a limited number of licenses.
Fire Radio Communications and 9-1-1/Fire Dispatch	Fire Department and in Fire Vehicles.	Ability to monitor action of Fire Fighters and Communicators.	To communicate in emergency and non-emergency situations, as well as create an electronic record of events for use in the future if required.
Global Positioning System (GPS) in Fleet Vehicles	Various vehicles and snowplows, sanders and sidewalk machines in Environment and Infrastructure Services.	Displays locations visited, speeds. Live feed with a 15-minute delay for the public for snowplows.	To monitor locations of snowplows, etc. for public inquiries and compliance of road maintenance standards. To ensure safety of employees when in City vehicles.

On-Call/Standby Cellular Telephones	Various cellular telephones utilized throughout the City for standby or on-call purposes.	Monitored for calls received or made. Reviewed for event timelines and compliance.	To ensure employees meet the requirements of on-call/standby.
Radio Communications in City Vehicles, work locations, and on the radio display in Supervisor's station.	Various vehicles in Environment and Infrastructure Department.	Monitored audibly by two-way communications throughout City Operations.	To ensure the safety of employees and communicate any issues with supervisors, administration, mechanics, or other staff.
Electronic Keys/Swipe Cards for Building/Facility entry	Wastewater Treatment Centre City Hall Operations	Monitor entry of employees at each facility.	To ensure the safety of employees working after hours;
Security Cameras	Operations, River Road City Hall Marina	Operational at all locations listed on a 24/7 basis.	To ensure employee and asset safety by being able to review the security footage.

Supervisory Control and Data Acquisition (SCADA) and SCADA Tablet	Water Filtration Plant Wastewater Treatment Centre	Operational control of the water/wastewater treatment facilities.	Reviewed to confirm employee actions taken by employees were correctly made. Aware of when
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## **Responsibilities:**

### **Managers/Supervisors**

- Reading and acknowledging the policy.
- Obtaining appropriate permission to access the electronic monitoring information for work purposes.

### **Employees**

- Reading and acknowledging the policy.

### **Human Resources**

- Providing a copy of the written policy to each employee within 30 days of preparing or amending this policy.
- Providing a copy of the written policy to every new employee at the time of orientation with 30 days of the date of commencement of employment.

## **Amendments:**

This policy may be amended in the future if a location is added to any of the areas outlined or a new means of electronic monitoring is added.

Original Date: October 2022

## **Section 900 Employee Recognition**

### **Employee Recognition 900-01 – All Employees**

#### **Policy Statement:**

The City recognizes the value and dedication of the service of its employees.

#### **Procedure:**

1. Effective January 1, 2016 a length of service award system will become effective.
  - i. Length of service awards for 10,15, and 20 years of service shall be a framed certificate and presented by the CAO and the Department Head. Length of service awards for 25,30,35 and 40 years of service shall be a framed certificate and presented by the Chair and Mayor.
  - ii. Length of service awards will be based on the number of years since the date of full time hire.
2. Effective January 1,2016 a service of recognition will become effective.
  - i. Nominations from Supervisors, Managers and Department Heads will be forwarded to the CAO for an employee who deserves to be recognized for excellence.
  - ii. Nominations can be made for:

- a. Outstanding performance
  - b. Excellence and high quality of work
  - c. Attendance
  - d. Keeping up an excellent attitude through a difficult situation
  - e. Helping the public
- iii. All full time and regular part time employees are eligible to be nominated

- iv. On a semi-annual basis, the CAO will personalize a certificate and present to the nominated employees.

Original Date: January 2016

## Take our Kids to Work Day 900-03 – All Employees

### **Policy Statement:**

The City recognizes the benefits to local students in encouraging and informing students on the types of employment available in the municipal setting. This policy is in effect to ensure that a safe and effective program is followed for this purpose.

### **Procedure:**

1. Due to limited resources, host of students of employees will have priority.
2. It is the responsibility of the Chief Administrative Officer to ensure the overall Health and Safety of students who visit City premises during this program and to implement a program and schedule which will be informative and which showcases the City's commitment to the ongoing education of young people.
3. It is the responsibility of Human Resources to ensure all students have proper documentation for their respective schools, develop a schedule of events for the day, to provide a general orientation, organizational overview, basic health and safety overview, as well as schedule presentations from other departments as necessary.
4. It is the responsibility of the Department Head to ensure that students visiting their department are provided with site specific safety information, are provided with any necessary personal protective equipment, and that they are supervised on a one-to-one basis at all times.
5. It is the responsibility of the Supervisor to ensure:
  - 5.1. Workers and students re trained to perform safely every task they're assigned and check regularly to ensure that safety procedures are being followed;
  - 5.2. Alert employees and students to every possible safety hazard, no matter how obvious or minor;
  - 5.3. Observe and correct any unsafe practices or conditions;



- 5.4. Provide appropriate protective clothing and equipment to every employee and student; and
- 5.5. Discuss with your employees and students any past accidents and the corrective measures that have been taken to prevent similar accidents from happening again.
- 6. It is the responsibility of any employee who is supervising a student to ensure that the student is informed, instructed and supervised at all times during their visit.
- 7. It is the responsibility of any employee who is supervising a student visitor to ensure that the tasks provided are not confidential in nature and that tasks are cleared with your supervisor.

Original Date: August 1992

Revised Date: May 2024

## **Section 1000 Miscellaneous Policies**

### **Amendments or Revisions to the Manual 1000-01 – All Employees**

#### **Policy Statement:**

In order to remain in compliance with legislation and changes to policies and benefits approved by City Council, all amendments to this document will be recorded in accordance with this policy.

#### **Procedure:**

1. It is the responsibility of Human Resources to amend policies in accordance with changes approved by Council, and to distribute amendments as required to Departments.
2. It is the responsibility of the Department Head to ensure that all copyholders (Employees) receive a copy of any updates or amendment(s), and that all employees provide written confirmation that they have received said amendments (Appendix 1000-01-A).
3. Each Department Shall hold a master copy of the Policies & Procedures, and will designate a staff member to ensure that all amendments are kept up to date in said master copy, and recorded on the Revision Record (Appendix 1000-01-A).
  - 3.1. The Revision Record will be kept at the front of binder.
4. Any recommendation for changes to the Human Resources Policies & Procedures must be brought to the attention of the Chief Administrative Officer and Human Resources by the Department Head.
5. The City reserves the right to change, add or terminate policies at any time.
6. All new policies override previous policies, whether verbal or written.

#### **Appendix 1000-01-A – Revision Record**

Original Date: August 1992



Revised Date: May 2024

## **Employee Legal Services 1000-02 – All Employees**

### **Policy Statement:**

Legal services to employees of the City of Pembroke are provided for matters arising out an employee's direct and proper discharge of duties.

### **Procedure:**

1. An employee, while engaged by the City and in the proper conduct an discharge of their duties, who finds a matter has arisen or may arise that could involve action against the employee and/or the employee and the City, immediately reports the matter to their Department Head giving full particulars of the circumstances.
2. It is the responsibility of the Department Head to immediately report and review the matter with the Chief Administrative Officer,
3. Each situation is based upon its individual merits. Legal assistance is made available upon the recommendation of the Chief Administrative Officer to the Personnel Committee of Council, who will make the final decision.
4. An employee who chooses to retain legal assistance on their without reference to the City, places themself in position where assistance, either legal or financial, may not be available.

Original Date: August 1992

Revised Date: May 2024

## **Confidentiality Agreement Contracted Employees – All Employees**

### **Policy Statement:**

Contractors or contracted employees who engage in any business with the City of Pembroke, and who, while carrying out such business, may have access to City records and/or personal information, shall be required to sign a 'Confidentiality Agreement' (pursuant to section 47 (c) of the Municipal Freedom of Information and Protection of Privacy Act and Ontario Regulation 823), to ensure the security and confidentiality of records and personal information under the control of the Corporation of the City of Pembroke.

### **Procedure:**

1. Any new contract entered into between the City and a Contractor may be conditional upon the service provider signed the 'Contract Confidentiality Agreement'.
2. Upon the City's acceptance of an offer, the 'Contract Confidentiality Agreement' is signed by the service provider, dated, witnessed, and placed in the Contractor's file with the respective Department.
3. A Contractor's refusal to sign a 'Contractor Confidentiality Agreement' may void and nullify the contract between the City and the Contractor.

### **Appendix 100-06-A – Employee Confidentiality Statement**

Original Date: August 1992

Revised Date: May 2024



## Committee Report

**To:** Councillor Patricia Lafreniere, Chair  
Parks and Recreation Committee

**From:** Heather Sutherland  
Economic Development & Communications Officer

**Date:** 2025-06-17

**Re:** **Lands to retain for City use in TransCan Corporate Park**

### **Recommendation:**

That Committee direct staff to hold approximately 11 acres of land in the TransCan Corporate Park next to the current fire hall and Operations yard for future City growth and development.

### **CAO Review:**

The report has been reviewed and I concur with the information and recommendation.

### **Financial Comment:**

The City of Pembroke sells its industrial lands for \$12,000/acre. While this land hold represents a potential loss of \$132,000 in sales revenue, it is unlikely the City could purchase other lands to develop for these needs at a price that low.

### **Background:**

As staff look at longer-term planning and needs of the City of Pembroke, coupled with an increased number of inquiries for land in the TransCan Corporate Park, they've noted the need to retain land for future City use.

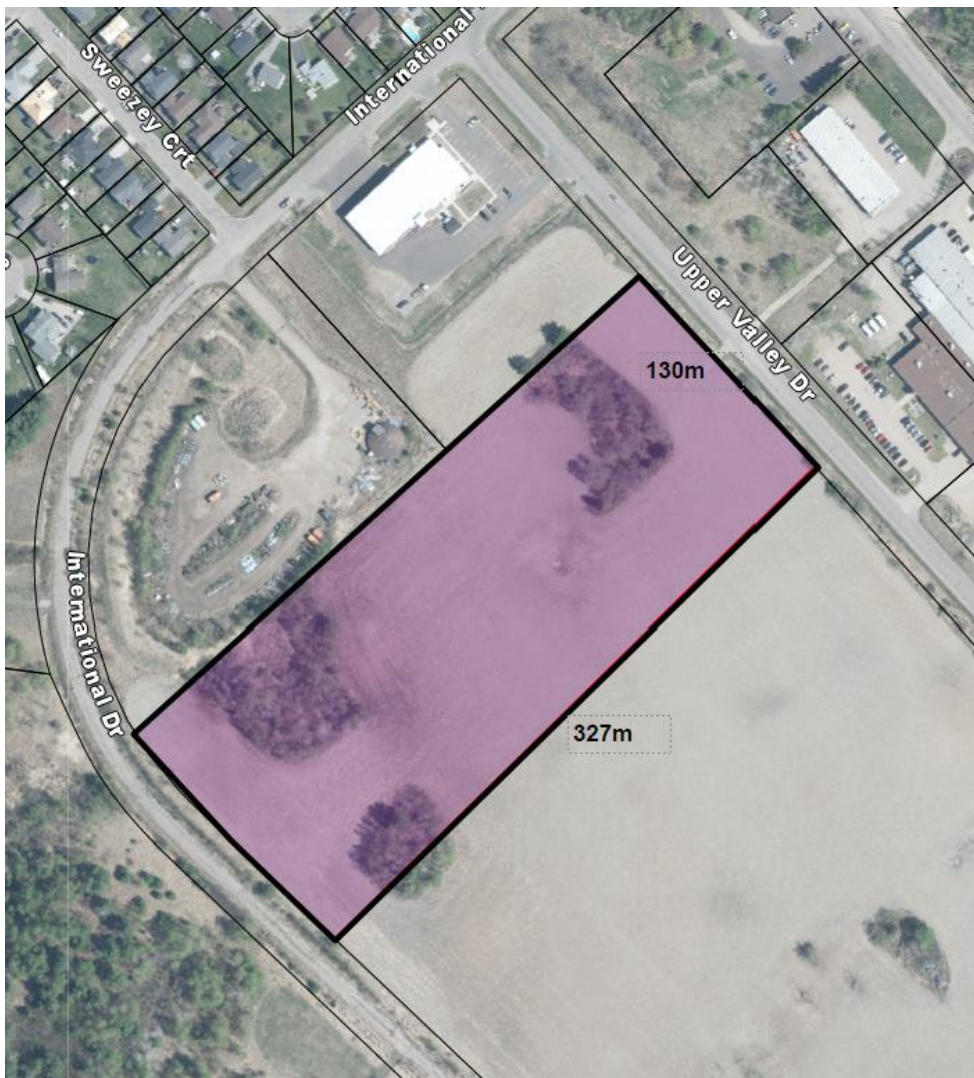
Currently the west end of the centre portion of the park is home to the Pembroke Fire Department and an Operations yard.

**Discussion:**

The Operations Department has noted a future need for the expansion of its current yard in the TransCan Park. The Fire Department has future plans for expansion with the creation of training grounds adjacent to the fire hall.

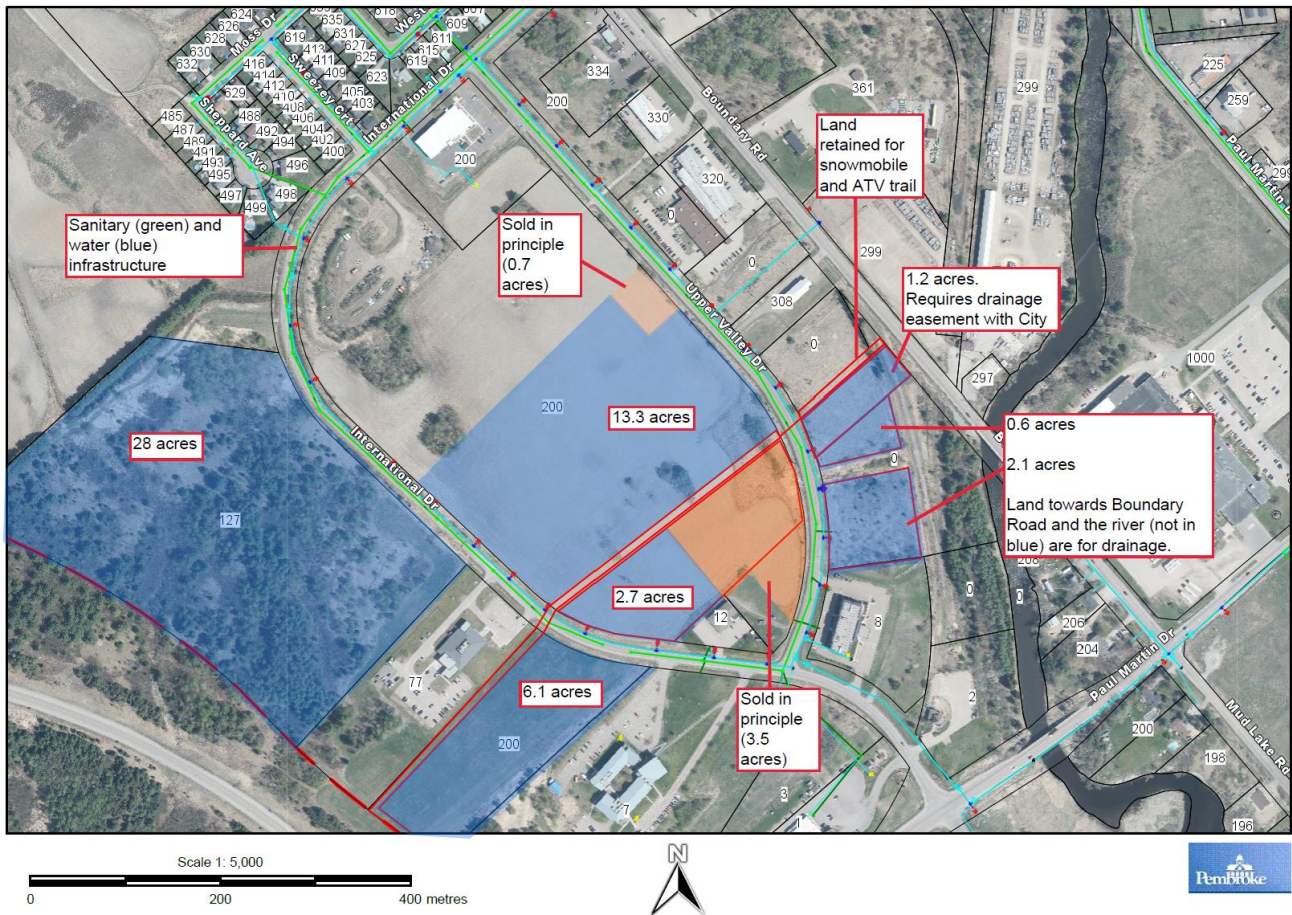
Keeping this in mind, staff recommend holding an 11-acre parcel of land for City use and removing it from the land inventory for sale to outside development.

This drawing shows the land to be retained.



The overall map of land available for purchase in the TransCan Park to outside development would now look like this:





Staff notes the lands currently noted as being held for snowmobile and ATV use may not be required in the future, dependent upon recreational trail development and/or future development of the former CN lands. This presently-retained trail access will be looked at on a case-by-case basis should interest be shown for adjacent lands.

### Alternatives Considered:

Council could also:

1. Direct staff to hold additional land.
2. Direct staff to hold less land.
3. Direct staff to not hold any land.





**Strategic Plan Impact:**

Holding the land speaks to the City's long-term financial planning in terms of asset management, as well as seeking additional revenue streams through the potential use of the fire hall training grounds.

**Attachments:**

None.

Respectfully submitted,

Heather Sutherland  
Economic Development & Communications Officer

Dave Unrau  
Chief Administrative Officer/Clerk