Policy Manual Example

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# Introduction

Council and Administration designed this policy manual to provide the Mayor, Council, and staff with a quick reference to the legislation that governs them. This manual is for the sole use of the Council representing the Town of Anytown and is not intended for distribution.

Policies are a usual part of municipal operations. Policies are consulted to decide what decision to make, what direction and action to follow, reconcile conflicts, define acceptable behavior, and save time and money. Any of these policies may be changed or deleted entirely by resolution of Council.

It is intended that the manual be updated annually, and that each Council member receive a copy. It is further intended that this manual be used as part of a new Council member’s orientation, any new staff orientation, and to serve as an ongoing reference for the municipality.

# Definitions

* 1. “the Act” refers to The Municipalities Act.
  2. “Council” refers to the Council of the Town of Anytown
  3. “Continuous Service” means a person worked for Anytown on a continuous basis. Previous service with other towns does not qualify as continuous service. Breaks of six months or more, terminates continuous service unless the break is due to illness, accident, leave of absence or sabbatical leave.
  4. “guidelines” are statements of reference, based on the current legislation.
  5. “Immediate family” for the purposes of policy, immediate family includes spouse, common law spouse, son, daughter, parents, brother, sister, mother-in-law, father-in-law, sister-in-law, brother-in-law, daughter-in-law, son-in-law, grandparents and grandchildren of both the employee and the spouse.
  6. “Immediate supervisor” refers to an employee to whom another employee reports, and whose position is defined as a supervisory position.
  7. “municipality” refers to the Town of Anytown.
  8. Permanent full-time employment: These are employees that work full time on a permanent basis.
  9. Temporary full-time employment: there are employees who are engaged in full time employment for a limited time. i.e. summer students.
  10. Permanent part-time employees: These are employees who work less than full time but more than 15 hours per week.
  11. Casual: These are employees who consistently work less than 15 hours a week.
  12. “policy” is a definite course of action set by resolution of Council to support decision making.
  13. “Public Works Supervisor” reports to the Administrator and is responsible for the daily operations of the Public Works and Utilities of the Town of Anytown. He or she is responsible for the employees under his or her supervision to carry out the duties as assigned by the Administrator.
  14. “Staff” People hired by the Town of Anytown to do routine work, typically under supervision and direction.
  15. “Town Administrator” is the supervisor of all other positions and is the chief employee of the town. The Town Administrator is responsible to the Mayor and Town Council for completion of all duties and to implement policies as assigned by the Town Council. The Administrator is the first point of contact for contractors.

# Employment

#### Selection

1. Council will establish Job Descriptions for all new and existing positions, and shall form part of the Personnel Policy in Appendix A.
2. The Town Administrator has full responsibility for supervision of all town employees.
3. The Town Council is responsible for selecting, hiring, training, and dismissing all town employees, except for casual employees who may be hired by the Administrator on an as-needed basis.
4. Applicants for employment or promotion will provide references as required and may be required to write tests.
5. When calling for an interview, it is important to ask the applicant if they require any accommodation to attend the interview[[1]](#footnote-2).
6. During the interview, the interviewer is expected to describe the way the job is generally carried out, including any physical requirements and ask the applicant if they see any issue with carrying out the duties as assigned, or if they would require accommodation. [[2]](#footnote-3)

#### Duty of Loyalty

As a public servant every employee of the municipality has a duty of loyalty to the municipal government. “This duty derives from the essential mission of the public service to help the duly elected government, under law, to serve the public interest. The duty of loyalty reflects the importance and necessity of an impartial and effective public service to achieve this mission. The duty of loyalty is reflected in the “Values and Ethics Code for the Public Service”, 2003, which has been adopted as a policy of the Government of Canada and forms part of the conditions of employment of the Public Service. [[3]](#footnote-4)

#### Probationary Period

1. All new employees before being placed on permanent staff, shall serve a probationary period of three months for the purpose of training.
2. Each employee is assigned to a staff person responsible for training in accordance with their documented training plan.
3. The Administrator or delegate writes a letter of employment including terms of probation, a job description, and evaluation processes.
4. The Administrator and the appropriate committee will complete a performance appraisal by the end of the probationary period based on the competencies outlined in the letter of employment.
5. If there are competencies required for the job that the employee has not yet mastered, the probationary period may be extended by mutual consent, or the employment may be terminated.
6. Once the probationary period is complete, benefits start from the date the employee attained permanent status.

#### Promotion and Vacancies

Positions open with the Town will be posted; present staff may apply.

#### Retirement

1. The Saskatchewan Human Rights Code Amendment Act, 2006, gives staff a choice as to retire or to work past the age of 65.
2. Employees have the right to early retirement by attaining the requirements outlined in the Municipal Employee’s Pension Plan regulations for early retirement.

#### Employment Termination

Employment is considered “at will” throughout employment. Other than matters that would be handled under the progressive discipline policy, either the Town of Anytown or the employee wishing to end the employment agreement are expected to give sufficient notice as a courtesy to allow for planning.

# Compensation

The Town of Anytown provides competitive wages and benefits. Council reviews salaries annually at budget time and pays raises retroactive to January 1st of that year. The Town Council establishes the salary for new hires based on related experience, on the recommendation of the Administrator.

#### Salary Administration

The Town of Anytown pays employees every 14 days, resulting in 26 pay periods per year. Each payment, as per government standard, includes a detachable itemized statement showing:

1. The employee’s name
2. Pay period
3. Gross earnings for the pay period
4. Rate
5. An itemized statement of any deductions made from the wages
6. The net pay received by an employee

The Town of Anytown via the Administrative office provides employees an annual statement showing gross salary earned for the year, total deductions, accumulated sick leave credits, and any accrued vacation time.

#### Hours of Work

1. Regular hours of work are 8 am to 4:00 PM for the Town Administrator.
2. Regular hours of work are 9 am to 5:00 PM for the Assistant Administrator.
3. Regular hours of work are 8:00 a.m. to 12 noon and 12:30 to 4:30 for Public Works.

The Town provides 2 fifteen-minute rest periods per day, one in the morning and one in the afternoon.

#### Overtime

The Town of Anytown pays overtime when:

1. You are an employee paid on an hourly basis
2. Approved by the Administrator except in an emergency where the risk of damage to equipment or property requires immediate assistance

Time in lieu of overtime may be accumulated up to a maximum of 5 days, should the employee choose to do so.

#### Time Off With Pay

1. The vacation year for the Town of Anytown is the calendar year, January 1st, to December 31st.
2. Vacation leave that will be earned within the calendar year, may be taken in advance of the end of the calendar year.
3. Employees are encouraged to take their vacation in not less than weekly periods and may take their entire vacation leave in one continuous period.
4. All vacations leave is subject to the approval of the Administrator.
5. Annual vacation earned in any calendar year shall be taken before April 30th of the following year.
6. One week may be carried over from year to year with permission of the Town Council.
7. Employees with less that one-year continuous service earn 3/52 of their gross pay as holiday pay or may requested time in lieu should they choose up to 5 days.
8. Employees with one to nine years continuous service earn 3 weeks vacation leave with pay each year.
9. The Administrator establishes vacation leave schedules as early as possible
10. When a statutory holiday falls within the employee’s assigned vacation period, that statutory holiday is added on as an additional day, and the employees vacation period is extended by one day.

#### Vacation Pay

1. A permanent full-time employee shall, upon request, receive vacation pay in advance of vacation leave.
2. Casual employees receive vacation pay at the end of each pay period.
3. Permanent full-time employees receive vacation pay on overtime and it is payable at the end of the current year.
4. Vacation pay is calculated at the applicable rate (currently 3/52) for the length of employment

#### Statutory Holidays

The following days are considered holidays. The employee is paid regular salary and receives the day off.

* + New Year’s Day
  + Family Day
  + Good Friday
  + Victoria Day
  + Canada Day
  + Saskatchewan Day
  + Thanksgiving Day
  + Remembrance Day
  + Christmas Day
  + Boxing Day
  + Labor Day

1. Days proclaimed as holidays by federal or provincial authorities are considered holidays by the Town of Anytown.
2. If a statutory holiday falls on a Saturday, Town of Anytown employees will be given Friday off with pay.
3. If a statutory holiday falls on a Sunday, the Town of Anytown gives employees Monday off with pay.

# Employee Leave

Purpose: To provide clear direction to employees of the Town of Anytown regarding leaves of absence while working for the Town of Anytown.

#### Applies to:

This policy applies to full time permanent employees.

#### Legal Framework:

This policy is based on the Labour Standards Act, and the Municipalities Act.

#### Policies are as follows:

##### Sick Leave:

1. Full-time, permanent employees accumulate sick leave at the rate of 1 ½ days each month up to a maximum of 60 days.
2. Each sick day credit equals to one working day.
3. Permanent part-time employees accumulate sick leave credits based on the number of scheduled hours per month x 1.2.
4. Casual employees do not receive or accumulate sick leave.
5. Sick leave credits are used for sickness or accident.
6. Pressing necessity as approved by their supervisor.
7. Employees must notify their supervisor of their planned absence as soon as possible.
8. Employees using sick leave more than three days are required to provide proof from their doctor within three days of their absence.
9. Accumulated sick leave has no cash value, and upon termination of employment for any reason, all accumulated sick leave become null and void.

##### Bereavement Leave

All employees who have been employed with the Town of Anytown for a continuous period of six months are entitled to the following days off with and without pay in the event of a death in the family:

* Immediate family (as previously defined)
  + Five days maximum leave (3 days paid, 2 days unpaid)
* Non immediate family
  + One day maximum leave with pay
* Special consideration may be given when extensive travel is involved.

##### Pressing Necessity

An employee with the following reasons for being absent from work, may have this time taken from accumulated sick time as a pressing necessity:

1. Illness of child or spouse
2. Doctor’s appointment
3. Other necessity with approval from the Administrator

##### Jury Duty

If an employee is absent due to Jury Duty, it is considered an unpaid leave by the Town of Anytown. It is the employee’s responsibility to report to work during any regular hours of work when not actually required for jury duty or as a witness, or to be present in court.

##### Maternity/Paternity/Adoption Leave

Maternity/Paternity and Adoption leave are carried out as per the Labour Standards Act, sections 23 to 29.2

##### Domestic Violence Leave

As per Domestic Violence Leave Policy (cite)

##### Lateness and Absenteeism

Employees who are unable to report to work on time are expected to notify their immediate supervisor as soon as possible, giving a reason.

##### Corrective Justice Procedure

Employees have the right to appeal any decision or action affecting him or her when the employee considers the decision or action to be unfair or unjust. The employee is expected to:

1. Review with immediate supervisor within 5 days of the incident.
2. The supervisor is expected to respond to the employee’s complaint or grievance within 3 days, and in writing.
3. If the employee is not satisfied with the response from the supervisor, the employee may then take the grievance to the Administrator. The complaint must be made in writing within 10 days of the incident.
4. The Administrator is expected to respond to the complaint in writing within 3 days of receiving the complaint.
5. The Administrator is expected to issue a report to Council on the receipt and the outcome of the complaint.
6. In the event the complaint is against the Administration or if the employee is not satisfied with the outcome of the process, the employee may then submit the complaint to the Town Council. The complaint must be filed within 15 days of the date when the problem or grievance occurred.
7. The Council is expected to respond to the complaint in writing within 5 days after the next regular meeting of Council. The Council’s decision is final.

##### Other

Any other leave of absence is subject to the approval of the Town Council.

**EFFECTIVE DATE**  
This policy takes effect MONTH/DAY/YEAR

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Signature of Administrator

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Signature of Mayor

# Cell Phone Policy

### Purpose:

The purpose of this policy is to ensure that Town of Anytown staff knows the standard of conduct expected by Council in respect to the use of personal smartphone equipment and other similar devices including, but not limited to Personal Digital Assistants, Pagers, and Tablets. This policy provides the framework intended to prevent and correct the improper use of personal smartphone equipment during business hours.

### STANDARD:

1. The Town of Anytown expects staff to conduct themselves in a manner that promotes cooperation, excellence, and integrity, and supports community trust.
2. The Town of Anytown recognizes that smartphones are a detriment to focus and efficiency if used unwisely and excessively during business hours.
3. This policy applies to all Town of Anytown employees.

### POLICY

(OPTION 1)

Use of personal smartphone equipment in the workplace will be permitted, if:

1. The usage is minimal or so minor as to be disregarded. (Few minutes per day)
2. There is no cost to The Town of Anytown
3. The usage does not interfere with the employee’s duties
4. The smartphone ringer is off and set to vibrate

(OPTION 2)

Personal smartphone equipment will not be used by employees during business hours, with the following exceptions:

1. Personal smartphone usage is limited to employee break periods.
2. Devices must be kept in employee bags or lockers with the ringer off and set to vibrate.
3. The employee is aware of a matter that will require immediate attention. In that case, any device must be on vibrate mode, and usage must not interfere with co-workers.
4. The employee is exiting the workplace.
5. The employee is travelling for business and is a passenger.

Inappropriate Workplace Use of Smart Phones:

1. Interfering with the employee's or co-worker's performance of duties; and
2. Using personal smartphone devices to conduct business outside of Town of Anytown operations during business hours (excluding break periods);
3. Using personal smartphone devices while operating Town of Anytown’s Equipment, including after hours or on-call duties.

Disciplinary Action:

Employees who violate this policy will be subject to the Town of Anytown’s Progressive Discipline Policy.

**EFFECTIVE DATE**  
This policy takes effect March 24, 2020

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Signature of Administrator

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Signature of Mayor

# Committees and Volunteer Boards[[4]](#footnote-5)

### Purpose:

The purpose of this policy is to define the role between the Town of Anytown, and volunteer boards who have accepted the role of stewardship for town-owned facilities. As part of asset management planning, Council is committed to work with Boards and Committees to ensure there is an understanding between the Council and the Boards or Committees as to who is responsible for the care and maintenance of community buildings.

### Definitions:

A committee or Board may be made up of members of Council, a combination of members of Council and volunteers, or volunteers alone.

### Duties of Boards/Committees:

Each Board/Committee operating a community owned facility is:

1. Considered a Board or Committee of Council and is responsible and accountable to Council unless incorporated as a registered Non-Profit with the Corporations Branch.
2. Expected to work with Council to develop and review an annual term of reference.
3. Expected to submit an annual list of its members and Board of Directors to Council annually.
4. Expected to have Ad Hoc Committees report to their Boards in a manner determined by their Board.
5. Expected to provide an annual financial statement.
6. Expected to provide an annual AGM report within 60 days of it having occurred.
7. Expected to provide an annual activity report.
8. Is expected to manage and operate the facilities.
9. Expected to collect rent and user fees.
10. Expected to hold regular meetings.
11. Expected to have control of bank accounts.
12. Expected to ensure all maintenance, upgrades, or renovation comply with building codes and other safety standards.
13. Expected to ensure there is appropriate permits obtained for all functions serving alcohol.
14. Expected to maintain a record of major acquisitions or renovations for insurance purposes.
15. Allowed to engage in fundraising activities as they see fit.
16. A Board/Committee may adopt rules consistent with those set out on the Municipalities Act, that governs their conduct and procedures. They may vary these rules by a vote consistent with their bylaws, otherwise the rules consistent with the Municipalities Act applies.
17. No Board/Committee may use Town credit for their expenses, to pass bylaws, or to enter into any contractual agreement that result in an expense to the Town without the Town’s express written consent.
18. Board/Committees act in an advisory capacity to Council in all matters pertaining to their mandate and terms of reference and are expected to co-operate with other agencies and civic groups in interest of sound planning.
19. Board/Committees are expected to formulate policies that reflect their mandates and terms of reference.
20. The Board/Committee is expected to obtain Special Events Insurance for any activity that is outside the normal activity of the facility.

### Duties of the Town of Anytown:

1. The Town shall retain ownership of the facilities on behalf of the citizens.
2. The Town shall maintain appropriate levels of insurance including contents and liability.
3. The Town shall supply water/sewer and garbage pick up at no charge.
4. The Town pays for all utility fees.
5. The Town issues building permits for new construction and major renovations. Renovations without a building permit are not allowed.
6. The Town shall resume ownership of all assets in the event of Board/Committee dissolution.
7. The Town shall grant the Boards/Committees autonomy when managing and operating facilities.
8. The Town shall have facilities evaluated for insurance purposes.
9. The Town shall issue tax receipts on behalf of the facility for donations.
10. Should it be necessary for any Board/Committee to make a claim of insurance, property or liability, The Town of Anytown as the owner of the property is responsible for initiating the claim.

**EFFECTIVE DATE**  
This policy takes effect MONTH/DAY/YEAR

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Signature of Administrator

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# Council Roles and Responsibilities:

#### Purpose:

The purpose of this policy is to support the Mayor and Council to understand its roles and responsibilities as a public servant.

#### Applies to:

All members of Council

#### Legal Framework:

1. The Saskatchewan Municipalities Act 2005, c.M-36.1.
2. The Saskatchewan Employment Act
3. The Occupational Health and Safety Regulations, 1996
4. The Freedom of Information and Protection of Privacy Act, 2017
5. The Local Authority Freedom of Information and Protection of Privacy Act, 2018
6. The Public Interest Disclosure Act, 2015
7. Town of Anytown Bylaw No.1 (2017

#### Introduction:

The Council is the first tier of government. The Mayor and Council are elected by the community to represent them. These are demanding positions that require that each person who decides to serve the community in this way to have the skill and time to fulfill their duties. The following is a list of the duties of Council. The Council is responsible for making decisions about the community that impact everyone.

#### Duties of Councillors

1. To represent the public and to consider the well being and interests of the municipality ahead of their own self interest.
2. To take an active part in developing and evaluating policies, services, and programs of the municipality.
3. To actively participate in Council meetings and committee meetings and any other meeting as appointed by the Council.
4. To make sure that there are administrative practices and procedures in place to make certain that the administrator can implement Council decisions. This could be accomplished by adopting suitable bylaws and establishing an organizational plan with a clear line of authority.
5. To make certain matters discussed in private are kept confidential until those matters are discussed at a meeting held in public.
6. To maintain the financial integrity of the municipality.
7. To perform any duty or function imposed on them by the Municipalities Act or Legislation.

#### Public Disclosure Statement

Each Council member is required to file with the Administrator a public disclosure statement. Whether elected or through acclamation, new Councillors are expected to file a public disclosure statement within 30 days of being elected. The public disclosure statement identifies those areas where a possible conflict of interest could occur. The public disclosure statement must include:

1. The name of the Councillor’s employer
2. Each corporation in which the member or someone in the members family has a controlling interest, or if the member or family member is a director or senior officer
3. Each partnership or firm of which the Councillor is a member
4. The civic address or legal description of any property located in the municipality or an adjoining municipality owned by the member of Council or his/her spouse owns
5. Any corporation which has the Councillor or his/her spouse as a director or senior officer or has controlling interest.

#### Duties of the Mayor

The Mayor has all the duties of the Councillors and additional duties and responsibilities. These include

1. The Mayor presides at all meetings of Council and preserves order and enforces the rules of the Council.
2. The Mayor performs any other duty imposed by the Municipalities Act or other legislation.
3. The Mayor is a member of all Council committees and all bodies established by Council pursuant to the Municipalities Act unless Council provides otherwise.
4. The Mayor actively ensures that citizens abide by the laws of the community.
5. The Mayor ensures all cases of negligence, carelessness, and violation of duty by employees to be duly prosecuted.
6. The Mayor is responsible to keep the Council informed of any measures to improve the financial status and welfare of the community.
7. The Mayor along with the Administrator signs the cheques for all payments made on behalf of the municipality.
8. The Mayor must advise Council of any audit report outlining any negligence, irregularity, or discrepancy found in the books or accounts of the municipality.
9. When the financial statement is complete and verified by the auditor, the Mayor presents a copy to the Council at their next meeting.
10. The Mayor may, as necessary, request the Administrator to call a special meeting.
11. The Mayor shall call a public meeting at the authorization of Council after receiving a petition requesting one.
12. If necessary, the Mayor appoints a person as an acting member of the board of revision.
13. If a returning officer is unable to act during a municipal election, the Mayor can appoint a person to act in the place of the returning officer.

Additional Powers:

The Mayor may, without a warrant, seize any vehicle left on a municipal road at a place or in a manner that constitutes a hazard to other users of the road or road allowance (MA, Sec.201).

#### Deputy Mayor

The Council must appoint one of its members to Deputy Mayor who has, during the absence, illness, or other disability of the Mayor, all the powers and is subject to the same rules as the Reeve.

#### Code of Ethics

As members of Council, it is recognized that our actions have an impact on the lives of all residents and property owners in the community. Fulfilling Council obligations and discharging our duties responsibly requires a commitment to the highest of ethical standards.

The quality of the public administration and governance of the Town of Anytown, as well as its reputation and integrity, depends on our conduct as elected officials.

It is understood there are occasions when Council finds it necessary to adopt additional rules of conduct to protect the public interest and support public confidence ant trust in the local government.

1. Honesty: Council members must be truthful and open both as members of Council and as members of the community.
2. Objectivity: Council members are expected to make decisions carefully, fairly, and impartially. Council members are expected to know and act in accordance to conflict of interest legislation.
3. Respect: Council is expected to treat people with dignity, understanding and respect.
4. Members of Council shall not engage in discrimination, bullying, or harassment in their roles as members of Council. They shall not use derogatory language towards others, shall respect the rights of other people and groups, shall treat people with courtesy, and shall recognize the importance of the different roles others play in local government decision making.
5. Transparency and Accountability: Council is expected to conduct business so that citizens can clearly see how and why a decision was made. Only those discussions that are authorized by the Municipalities Act can be dealt with in closed sessions to allow for transparency.
6. Members of Council are held responsible for the decisions that they make. This responsibility includes acts of commission and omission.
7. Confidentiality: Council is expected to keep information learned during performing their official duties confidential, except when compelled by law or with authorization of Council. Council may not take advantage of or obtain private benefit from information that is obtained during or because of their official duties or position and that is not in the public domain. This includes compliance with the Local Authority Freedom of Information and Protection of Privacy Act in their capacity as members of Council of a local authority.
8. Council members are not allowed to benefit from their role as community leaders. Not only are Council members not allowed to benefit financially, but they must also even excuse themselves from decision making around situations where they can be proven to have an interest.
9. Leadership and Public Interest: The community expects Council to serve the citizenry and act in the best interests of the municipality. A member of Council is expected to focus on issues important to the community and demonstrate leadership, to build and inspire the public’s trust and confidence in local government. Members of Council are expected to perform their duties in a manner that bears close public scrutiny and shall not provide the potential or opportunity for personal benefit, wrongdoing, or unethical conduct. Acting for personal benefit, wrongdoing or unethical conduct is not tolerated by the community.
10. Responsibility: The community expects Council members to know and act in accordance with legislation, disclose conflicts of interest, follow policies and procedures of the municipality and exercise powers strictly for the purposes for which they were elected. This duty includes disclosing actual or potential conflicts of interest, either financial or otherwise relating to their responsibilities as members of Council, following policy and procedures of the municipality. Every member of Council is individually responsible for preventing potential and actual conflicts of interest.
11. The community requires Council to establish a process for dealing with contraventions of the code that describes remedial actions available to Council. The complaint handling process needs to be based on the principles of fairness, accessibility, responsiveness, and efficiency.

#### Contravention to Code of Ethics

As required by clause 93.1(5)(c)of The Municipalities Act, the following details the process for handling contraventions of the Council Code of Ethics:

1. To report an alleged contravention, an individual/organization/member of Council may submit the form found in Schedule A, by sending the form to the Administrator by mail, email, or courier. The complaint will be presented to Council at the next regular meeting in an in-camera session.
2. Council is expected to discuss the complaint and take necessary steps to ensure the complaint is valid.
3. All discussions about the matter are to be kept confidential and only to be discussed by Council at an in-camera session.
4. If the claim is substantiated Council may, by resolution, impose an appropriate penalty including:

* A written or verbal apology by the member of Council to the impacted individual(s), Council and/or general public
* Educational training on ethical and respectful conduct.
* Repayment of money/gifts received.
* Removal of the Member from Council Committees and/or bodies
* Dismissal of the Member from a position of Chairperson of a committee.
* Reprimand.

#### Regular meetings

1. Council has regular meetings set for the first and second Thursday of each month, commencing at 7:00 PM, except for July and August.
2. Changes to the time, date and place are made with 24 hours notice; Council members are advised by email or telephone, and public notification is made via social media.
3. Council may schedule the next meeting date at a Council meeting.
4. Regular meetings may be held with less than 24 hours notice to Council or to Committee members or to the public if all members of the Council sign a waiver of notice beginning of the meeting.[[5]](#footnote-6)

#### Meeting Procedures

1. All municipal business must be conducted at a properly constituted meeting (MA, Sec. 119 and 120).
2. Council must hold the first meeting within 31 days of the annual election at a time and place specified by the Administrator.
3. Council conducts meetings using parliamentary procedures. Council motions are not required to be seconded.
4. Every member of Council must vote on all resolutions. Refraining from voting is considered the same as voting in the negative. The Administrator is required to record each abstention and the reasons for the abstention in the minutes. (MA Sec. 99, 100, and 102).
5. If there is a tied vote, that means the bylaw or resolution has been defeated.
6. A recorded vote may be requested by any Council member; however, the request must be made before the vote. The minutes then show the names of the Council present, and how they voted.
7. All council meetings and committee meetings must be open to the public. Any person considered to be guilty of improper conduct may be expelled and excluded from the meeting by the Mayor.
8. Council or Council committees may close all or part of a meeting to the public only if the matter to be discussed is within one of the exceptions of Part III of The Local Authority Freedom of Information and Protection of Privacy Act or if it concerns long range or strategic planning, however all bylaws or resolutions must be voted on in open public meeting of Council.
9. A majority of Council members, including the Mayor constitutes a quorum and is necessary to conduct business. A quorum is maintained throughout the meeting.
10. A quorum is not impacted if a member declares a conflict of interest and removes themselves from a discussion.

#### Special Meetings

Council may hold special meetings to deal with specific issues. The special meeting must be called using written notice at least 24 hours prior to the day of the meeting. If the notice is mailed, it needs to be sent at least 7 days in advance.

1. The meeting may be held without notice if all members are present and if Council adopts a resolution with a unanimous vote to waive notice.
2. No business other than that stated in the notice is to be discussed at a special meeting unless all members or Council are present and vote unanimously in favor of conducting other busines.

#### Meetings by Electronic Means

Council and committee meetings can be conducted by electronic means such as telephone, email, and online or other communication technology provided:

1. The public was provided notice of the meeting and how the meeting was conducted
2. There is a means provided to the public where they can hear the proceedings
3. The Administrator is resent at the place specified in the notice
4. All participants to communicate adequately with each other during the meeting
5. Members of Council who participate using electronic means are counted as present at the meeting.

#### Meetings—Administrator Substitute

It is the Administrator’s duty to record the minutes of all Council meetings. However, in the event the Administrator is unavailable to record the minutes, Council is expected to appoint a person to record the minutes of the meeting.

A member of Council cannot be appointed as an employee of the municipality[[6]](#footnote-7), however, it could be another employee of the municipality or someone unassociated with the municipality.

#### Committee of the Whole:

A Committee of the Whole is when the whole Council forms a committee to carry out full discussion of a subject in a less formal manner than is required by a meeting of Council. The Committee of the Whole cannot enact resolutions.

It is not necessary to keep minutes of the Committee of the Whole. The minutes of the Council Meeting record:

1. The resolution to go into Committee of the Whole
2. The report or recommendation from the committee
3. That the Council meeting has been reconvened
4. The action or non-action taken by Council

#### Pecuniary Interest

A Council member has a pecuniary interest when they or someone in their family has a controlling interest or is a director or senior officer of a corporation that could make a financial profit or be adversely affected financially by a decision of Council.

It is not considered to be a pecuniary interest in any matter where the Council member has as a voter, taxpayer, or utility customer of the municipality.

#### Conflict of Interest

A Council member has a conflict of interest, certainly when there is a pecuniary interest, but also when a personal interest of a Council member conflicts with the public interest (what is in the best interest of the entire municipality), or with his or her duty as a public official[[7]](#footnote-8).

#### Disclosure of Pecuniary Interest or Conflict of Interest

It is the duty of the individual Council member to determine whether he or she has a conflict of interest. It is on the onus of the Council member to:

1. Declare the interest prior to any discussion on the matter
2. Abstain from voting on any question relating to the matter
3. Abstain from discussion of the matter
4. Leave the meeting while the matter is being discussed and voted on

The member shall not attempt to influence the voting in any way, either before, during or after the meeting.

The Administrator is expected to note any abstention or disclosure in the minutes.

1. If the number of Council members declaring a conflict of interest results in loss of quorum, the remaining members are a quorum unless there are fewer than 2.
2. If all but one of the members declares a conflict of interest, the Council makes a resolution to apply to a judge of the court to consider the matter.
3. These procedures apply to all Council meetings and Council Committees.

#### Committees

Council Committees are special committees set up by resolution and are made up of only members of Council. The Mayor is an ex-officio member of all Council committees. Meetings of these committees are typically informal.

1. Council may establish standing committees for any purpose they see fit. Typically, committees consider and research the matter that has been assigned to it, and reports to Council with or without a recommendation.
2. Special committees may be established to deal with a specific problem or issue, and then cease to exist with the problem or issue is addressed.
3. The whole Council may sit as a Committee as a Whole.

#### Procedures

Mayor and council are expected to:

1. Know the duties of their positions outlined in The Municipal Councillors Handbook (March 2019) pages 5-8.
2. Understand the Municipalities Act, Saskatchewan Labour Code, Occupational Health and Safety, Labour Standards Act, Freedom of Information and Privacy Act, The Local Authority Freedom of Information and Privacy Act, The Public Interest Disclosure Act, or any other Act required.
3. <https://pubsaskdev.blob.core.windows.net/pubsask-prod/95528/110331-Council-Members-Handbook.pdf>
4. Councillors must read the Municipal Councillors Handbook (March 2020) included in the policy manual.
5. Professional development of Council and staff is paid by the Town of Anytown.
6. Councillors can register for the Municipal Leadership Development Program (MLDP) course modules through MLDP.ca
7. The Town of Anytown will not reimburse fees for any uncompleted course.
8. Councillor’s Indemnity and travel will be paid by The Town of Anytown.
9. Know how to develop and evaluate policies, services, and programs of the municipality.
10. Have a working knowledge of the administrative process.

**EFFECTIVE DATE**

This policy takes effect MONTH/DAY/YEAR

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Signature of Administrator

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Signature of Mayor

# Council Remuneration

#### Purpose of the Council Remuneration Policy:

The purpose of the council remuneration policy is to clearly state the remuneration rates of the Mayor and Members of Council for the Town of Anytown and the process for claims.

#### Applies to**:**

1. Mayor and Council both while acting on behalf of the community during regular meetings and as representatives of the community when attending conventions, conferences, or committee meetings.
2. Others when acting as representatives of the Town of Anytown.

#### Legislation:

This policy references The Municipalities Act 2005, c.M-36.1, s.82.

#### Policy

1. Remuneration:
   1. The remuneration paid to the Mayor, as established by Council is $235.00 per meeting less an income tax deduction of $60.00 per meeting.
   2. The remuneration paid to each Councillor as established by Council is $200.00 per meeting less an income tax deduction of $50.00 per month.
   3. There are 2 meetings per month for Mayor and Council.
2. General:
3. When a member of Council is appointed to a board or committee that is under the Town jurisdiction, that member receives a $50.00 flat rate per meeting.
4. When a member of Council is expected to attend a “special meeting” of Council, they receive a $50.00 flat rate per meeting.
5. When the Mayor is expected to attend a “special meeting” or is appointed to a committee or a board they receive a $60.00 flat rate per meeting.
6. Except as outlined in this policy no member of Council receives or accepts any remuneration, employment, or other payment in respect of his or her services, except when acting as a representative.
7. Representative:
8. A person being appointed by Council and attending a meeting or an appointment or conference on behalf of Council for the benefit of the Town of Anytown is a representative.
9. A person, if instructed by the Administrator, or Council is supervising an operation of the Town, they too are a representative.
10. Representatives are compensated at:
11. $50.00 per ½ day (5 hours or less)
12. $125.00 per full day (5 hours or more).
13. .75 per kilometre
14. Hotel or Motel accommodation is booked and paid in advance by the Town of Anytown.
15. If representatives choose to book and pay for their own accommodation, they may be reimbursed by the Town provided they submit receipts.
16. A food and beverage allowance of up to $60.00 is provided by the Town of Anytown and is reimbursed to the representative based on receipts verifying the expense.
17. Representatives are to fill out the expenses on the form provided by the Town Office, and to submit this form along with their receipts for reimbursement.

#### Procedure**:**

1. Mayor and Council members, staff and representatives must keep an itemized log of the time spent attending meetings, type of meeting and mileage incurred.
2. Expense vouchers with an itemized description of expenses for remuneration and mileage and any other authorized expenses will be submitted to the administrator for reimbursement.

**EFFECTIVE DATE**  
This policy takes effect March 11th, 2020

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Signature of Administrator

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Signature of Mayor

# Council Meeting Policy

#### PURPOSE:

To provide Council with direction pertaining to Council meetings. Subsection 122(1) of The Municipalities Act states that a Council may hold regularly scheduled council or committee meetings on specified dates, times, and places. The purpose of this policy is to:

1. To set the dates of the regular council meetings
2. To set the dates of a special council meetings
3. To set the dates of committee meetings
4. To set the end date for submission of items for Council meetings
5. To support the Administration to prepare meeting packages
6. To facilitate public attendance at meetings

#### scope:

This policy applies to Council, Administration and the General Public wishing to attend Council meetings.

#### legislation and source:

The Municipalities Act pg. 85, Part VI, Public Accountability

#### procedures:

1. Regular Council Meetings are held on the first and third Tuesday of every month unless a member of Council or Administration determines it needs to be changed.
2. Council must give appropriate notice to other members of Council as to any change in date.
3. Council must give appropriate notice to the public as to any changes to meeting time
4. Council, after a general election, holds its first meeting within 31 days of the election at the Town Office.
5. Notification of a meeting or a change of meeting may be made personally, or by leaving a message at a place of residence or work, by regular mail, telephone or voice mail, fax or email at the number or address provided by the member.
6. Council is considered to have given sufficient notice by posting a written notice at the municipality office, or by any other manner as specified by the Council.
7. For an item to be included on the agenda, they must be submitted to the Town Office
8. When there is a need for a special meeting, the Administrator is notified, who then arranges the meeting.
9. Councillors who oversee committees are expected to call committee meetings and/or attend meetings that are called by others and to report to Council.
10. Citizens have a right to be present at council meetings that are conducted in public unless the person presiding at the meeting expels the person for improper conduct. The public is welcome to attend.

**EFFECTIVE DATE**  
This policy takes effect MONTH/DAY/YEAR

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
Signature of Administrator

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Signature of Mayor

# Council Meeting Packages

#### Purpose**:**

The purpose of this policy is to clarify the process around Council Meeting packages and to clarify how these are used in context with Council responsibility to conduct Council and committee meetings transparently and in public.

#### Scope:

This policy applies to Council and is carried out by Town administrative staff.

#### Legislation and Source:

1. The Municipalities Act (Part III or Section 120 (2) & (3) of The Municipalities Act
2. Town of Whitewood Draft
3. The Local Authority Freedom on Information and Protection of Privacy Act

#### Procedures:

1. The CAO or delegate posts an agenda on the website no later than Monday preceding the meeting.
2. That CAO report, accounts for approval and financial statements can be made available to the public at no charge via website or email upon request
3. The CAO, acting on behalf of Council reserves the right to withhold any documentation that would compromise the personal information of another.

**EFFECTIVE DATE**  
This policy takes effect MONTH/DAY/YEAR

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Signature of Administrator

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Signature of Mayor

# Inclusive Hiring Policy

#### Purpose:

The purpose of this policy is to cultivate a respectful workplace through inclusive hiring policy.

#### Applicability:

The Town of Anytown treats all present and prospective employees and customers with respect and maintains a work environment free from all forms of discrimination prohibited by The Saskatchewan Human Rights Code.

This policy applies to all aspects of employment, including, but not limited to: recruitment, selection, placement, training and development, promotion, compensation, benefits, termination, provision of services, and the work environment.

The Town of Anytown will not tolerate, nor should its employees tolerate or engage in, any form of discrimination prohibited by The Saskatchewan Human Rights Code.

Work-related conferences, business trips, social functions, contract sites, and job interviews are all examples of when this policy applies.

#### Legal Framework:

This policy focuses upon the rights and obligations set out in

1. The Saskatchewan Human Rights Code.
2. The Occupational Health and Safety Act, 1993.

#### Definitions:

1. The Complainant is the person who makes a complaint or brings a discrimination issue to the attention of the employer.
2. The Respondent is the person whose behaviour is being complained about.
3. Discrimination is the harmful treatment of an individual or group, based on certain personal characteristics. The Saskatchewan Human Rights Code establishes which characteristics (referred to as “prohibited grounds”) are covered. They are: mental or physical disability, age (18 and over), religion or religious creed, family status (being in a parent-child relationship), marital status, sex (including pregnancy and gender identity), sexual orientation, ancestry, colour, race or perceived race, nationality, place of origin, and receipt of public assistance (provincial).
4. Discrimination does not need to be intentional to be illegal. For example, a rule or policy may be developed for good business reasons but have an unintended, significant negative effect on a certain group of employees.

**Systemic discrimination** occurs when structural barriers or widespread stereotypes and assumptions bar certain groups of people from full participation in activities covered by The Saskatchewan Human Rights Code.

**Prohibited Grounds** are those personal characteristics that are covered by The Saskatchewan Human Rights Code - see the definition of “Discrimination” above. They are called prohibited grounds because discrimination based upon those personal characteristics is prohibited.

**Accommodation** is the process of making changes or adjustments that eliminate discriminatory barriers to equal participation and enjoyment of opportunities in employment, education, public services, and other areas covered by The Saskatchewan Human Rights Code. Accommodation means focusing on inclusion and flexibility, rather than on just one way of doing things.

**The Duty to Accommodate** requires employers, service providers, and others covered by The Saskatchewan Human Rights Code to accommodate needs related to a prohibited ground of discrimination, up to the point of undue hardship. This duty extends to both employees and clients. The duty to accommodate is a requirement to integrate diversity into public services and the workplace and may entail changing office space, policies, practices, and/or behaviours

**Undue Hardship** describes the limit on the duty to accommodate for employers, service providers, and others covered by The Saskatchewan Human Rights Code. Undue hardship can only be defined on a case-by-case basis as its determination relies on the specific facts of each case. The point of undue hardship is only reached when the employer or service provider has done everything possible to accommodate a need. Some factors which courts have considered in their determinations of what constitutes undue hardship include: a threat to health or safety, major economic impact, disruption to a collective bargaining agreement, diminished morale, interchangeability of workforce and facilities and size of workplace. This list is not exhaustive, rather demonstrative.

**Undue hardship cannot be established by personal preferences** based on ancestry, gender or any other of the prohibited grounds under The Saskatchewan Human Rights Code.

**Mediation** is a collaborative process of communication and solution-seeking between the employer, employee, and the union where applicable, that leads to the resolution of a matter. This process can also be referred to as early resolution, settlement, conflict resolution, or alternative dispute resolution. Mediation is a consensual process and should only be undertaken if the parties agree to it.

**Investigation** is a fair and impartial fact-finding process which leads to a decision and action by the employer.

#### Roles and Responsibilities:

##### Employer:

The Town of Anytown will not discriminate against any present or prospective employee, patron, client, contractor, or volunteer, nor will the Town of Anytown tolerate discriminatory practices within the workplace, including systemic discrimination, The Town of Anytown will take all complaints seriously, investigate them, and promptly correct actions or practices determined to be discriminatory. The Town of Anytown will maintain the confidentiality of employee records and investigation of complaints to the extent possible.

The Town of Anytown is committed to providing a discrimination-free environment where people can work and conduct business.

The employer is aware and complies with duty to accommodate legislation, and when appropriate works with the union to determine the best accommodation possible right up to the point of undue hardship.

**Managers and Supervisors**  
Council, Administration and Supervisors of The Town of Anytown are expected to lead by example and to act respectfully in dealings with employees, clients, and patrons. Managers and supervisors will ensure that employees are aware of this policy and comply with this policy.

**Employees**  
Employees have a right to a discrimination-free working environment. Employees have an obligation not to participate in or encourage discriminatory practices.

**Residents**

Residents have the right to receive non-discriminatory service(s). The Town of Anytown values its employees’ rights and in cases where clients or patrons do not treat employees with respect, The Town of Anytown will take steps to protect its employees from discrimination.

#### procedures:

1. **How to make a complaint**

A person wishing to make a complaint of discrimination can consult and file a complaint with the Administrator. If a complaint is against the person designated to handle initial complaints, the complainant can consult and file with the Mayor.

1. **Once a complaint has been filed**

Once a complaint has been filed the Town of Anytown undertakes an investigation immediately. In instances where there is an alleged respondent, as opposed to alleged systemic discrimination, the respondent will be notified immediately.  The complainant and the respondent will both be interviewed along with any individuals who may be able to provide relevant information.

Where the alleged discrimination is an organizational practice or procedure, that practice or procedure will be investigated immediately.  Where the investigation finds systemic discrimination within the organization, that practice or procedure will be changed promptly.

**3. Mediation**  
The Town of Anytown supports resolving matters through mediation if it is consistent with organizational duties, obligations, and needs. Mediation can only be undertaken voluntarily. If both parties agree to participate, matters may be resolved through mediation in the following circumstances.

Once the matter has been investigated and the Town of Anytown has determined the facts of the case, the Town of Anytown may use mediation to develop appropriate solutions to the complaint; and

In rare instances where the incident is an isolated event and the parties do not dispute the facts, the Town of Anytown will act diligently to ensure that matters are dealt with in a manner that ensures the safety and protection of everyone within the organization.

1. **Timeliness**

The Town of Anytown will investigate all complaints immediately and will work towards the prompt resolution and prevention of discriminatory acts and practices.

1. **Fairness**

All complaints will be investigated in the same manner with the aim of promoting fairness and equality.

1. **Confidentiality and the Right to Privacy**The Town of Anytown will preserve the confidentiality of all individuals involved in a discrimination complaint. The preservation of confidentiality may be affected by the employer’s duty to prevent discrimination in/at the Town of Anytown and by the alleged respondent’s right to know the nature of the complaint being made against them and who has made it so that they can respond.
2. **Protection Against Retaliation**Retaliation against any individual who has or may file a complaint, provide information relevant to a complaint, or testify in a proceeding under The Saskatchewan Human Rights Code is against the law and will not be tolerated by the Town of Anytown.
3. **Documentation**All meetings, discussions and steps taken in a mediation or investigation with respect to the alleged discrimination will be documented. Documents relating to a complaint will be kept in a secure location.

If the investigation fails to find evidence to support the complaint, no documentation concerning the complaint will be placed on the file of the respondent. The Town of Anytown will retain all documentation for 5 years for informational purposes if there is an internal appeal, or a complaint filed with an outside agency.

1. **Outcomes and Remedies**The Town of Anytown will act swiftly to ensure that the discriminatory practice is stopped as soon as possible and may remedy the situation in several ways. Where the investigation determines that discrimination has occurred, or the matter has been successfully mediated, outcomes may include moving the respondent to another department, changing the respondent’s job duties, or a letter of apology. Actions taken to remedy a discriminatory situation should not have a negative effect on the complainant. The main concerns of the employer will be to ensure that the discrimination ends and to restore workplace harmony.

**7. Discipline**If the investigation indicates discrimination has occurred, the respondent will be disciplined appropriately.

**8. Reporting Back**The Town of Anytown will provide both parties with written confirmation of findings, indicating either that the investigation found evidence to support the complaint and the resultant “next steps,” or that there is no evidence to support the complaint and the matter has been closed.  
If the complaint is settled through mediation, the parties will receive written confirmation of the agreed upon terms of settlement and documentation related to the process will be kept on the respondent’s file.

When the Town of Anytown determines that systemic discrimination has occurred because of one of its practices or procedures, all employees of the Town of Anytown will be notified in writing of the finding and the resultant change in practice or procedure.

#### Appeal Process

Within 15 days, either the complainant or the respondent may make a written request that an investigation be reviewed stating which aspect of the investigation is inadequate. The request must be submitted to the Administrator who will determine if the investigation is to be re-opened to address the concerns raised.

#### Right to File a Complaint with Outside Agency

This policy is meant to provide effective mechanisms for preventing and addressing discrimination in this workplace. However, every employee also has the right to file a complaint with an outside agency such as the Saskatchewan Human Rights Commission4, the Workers’ Compensation Board5, or the Occupational Health and Safety Division of the Labour Standards Branch of the Saskatchewan Ministry of Advanced Education, Employment and Labour6.

9.0 EFFECTIVE DATE

This policy takes effect April 1st, 2019

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Signature of Administrator

# Harassment Policy

#### Purpose of the Harassment Policy:

The purpose of the policy is to ensure no worker is subjected to harassment at the place of employment, and to provide training to workers about what constitutes harassment, and the procedure that needs to be followed if harassment occurs. “Harassment” means any objectionable conduct, comment, or display by a person that:

#### Definitions:

1. **Harassment based on prohibitive grounds** includes any inappropriate conduct, comment, display action or gesture by a person that:
2. Is made on the basis of race, creed, religion, colour, sex, sexual orientation, marital status, family status, disability, physical size or weight, age, nationality, ancestry or place of origin, and constitutes a threat to the health or safety of the worker.
3. Is of a sexual that is offensive, unsolicited, or unwelcome and can include:
   1. A direct or implied threat of reprisal for refusing to comply with a sexually oriented request
   2. Unwelcome remarks, jokes, innuendos, propositions or taunting about a person’s body, attire, sex, or sexual orientation
   3. Displaying pornographic or sexually explicit pictures or materials
   4. Unwelcome physical contact
   5. Unwelcome invitations or requests, direct or indirect, to engage in behavior of a sexual nature
4. Refusing to work with or have contact with workers because of their sex, gender, or sexual orientation
5. Certain types of conduct not specifically directed at an individual, such as displaying a poster or making comments that are overheard by another worker, can be considered harassment on prohibited grounds.

2**. Personal Harassment** is sometimes referred to as bullying. It includes any inappropriate conduct that:

1. Adversely affects a worker’s psychological or physical well-being.
2. Would cause the worker to be humiliated or intimidated; and constitutes a threat to the health and safety of the worker.

Typically, personal harassment involves repeat occurrences, however, a single incident may also constitute personal harassment if serious or severe and is shown to have a lasting harmful effect on a worker. Personal harassment includes but is not limited to:

1. Verbal or written abuse or threats
2. Insulting, derogatory, or degrading comments or gestures
3. Personal ridicule or malicious gossip
4. Work sabotage
5. Refusing to work or co-operate with others
6. Interference with, or vandalism of personal property

All incidences of inappropriate conduct should be appropriately addressed to ensure the workplace remains respectful and harassment free.

3. What is not harassment:

Day to day management or supervisory decisions are not considered to be harassment even if they have unpleasant consequences including:

1. Work assignments
2. Implementation of a dress code
3. Disciplinary actions

#### Applicability:

This policy applies to the Mayor, Deputy Mayor, Council, Committees of Council, employers, and contractors.

All concerned are expected to know what constitutes harassment, and to conduct themselves accordingly.

1. Every worker is entitled to a working environment free of harassment.
2. No workers shall cause or participate in the harassment of another worker.
3. The Town of Anytown ensures that no worker is subjected to harassment by anyone.
4. Managerial actions must be carried out in a manner that is reasonable and not abusive.
5. All employees, including managers and supervisors have a responsibility to ensure appropriate conduct in the workplace.
6. Employees are required to refrain from causing or participating in the harassment of another worker both when on and off duty.
7. Employees are expected to co-operate with harassment complaint investigations.

By law, an employer is responsible to ensure a harassment free workplace, and so in addition to this policy must:

1. Ensure, as much as reasonably practical, that employees are not exposed to harassment in the workplace, including harassment that occurs outside of regular work hours and locations, such as conferences, or employer sponsored social events.
2. Ensure that members of the community are not allowed to harass staff.
3. Promote awareness through information meetings and training on harassment prevention.

#### Legislation and Source:

This policy references:

1. The Occupational Health and Safety Regulations, 1996; Section 36
2. Saskatchewan Human Rights Code: Sections 16, 17,18 and 27.
3. The Saskatchewan Employment Act:

#### Procedure:

All complaints of harassment are taken seriously. Council respects the rights of all concerned. Anyone who has been harassed is encouraged to follow these steps.

1. Tell the person who is harassing you to stop.
2. Where this cannot be done, or is unsuccessful, the worker reports the behavior to their immediate supervisor, either the Administrator or the Public Works Foreman.
3. If the complaint is not resolved, the worker reports the incident(s) to the Mayor.
4. In the event the complaint is against the Mayor, then the worker reports to the Deputy Mayor.
5. Once a report is received, the Administrator, the Mayor of the Deputy Mayor informs the person accused of harassment of the nature of the complaint and begins a confidential investigation.
6. Once the investigation is concluded, both the complainant and the person accused of harassment are informed of the results.
7. No action will be taken against a worker if it has been determined they acted in good faith,
8. Where harassment has been substantiated, the Administrator, the Mayor or the Deputy Mayor will take appropriate action to resolve the complaint, and if considered necessary by Council will seek legal advice to determine the appropriate action.
9. Confidentiality is expected. Neither the identity or the circumstances of the complaint will be disclosed by the Administrator, Mayor or Deputy Mayor, except where disclosure is necessary as part of an investigation, or as part of disciplinary action, or where required by law.
10. Nothing in this policy prevents or discourages a worker from referring a harassment complaint to Occupational Health and Safety or under the Saskatchewan Human Rights Code.
11. As a worker, you have the right to request the assistance of the Occupational Health and Safety (OHS) Division. If your employer failed to take reasonable steps to address the issue you can ask for help by calling OHS at 1-800-567-7233.

**EFFECTIVE DATE**  
This policy takes effect MONTH/DAY/YEAR

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Signature of Administrator

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# Domestic Violence Policy

#### Purpose:

The purpose of this policy is to communicate the Town of Anytown’s responsibility to provide abuse survivors with up to 5 days paid leave and 5 days unpaid leave in the event of interpersonal violence.

#### Standards:

This policy applies to an employee, or an employee’s child or a person for whom an employee is a caregiver, and who has been the victim of interpersonal violence or sexual violence, and the employee requires time off to:

1. Seek medical attention
2. Obtain services from a victim’s services organization
3. Obtain psychological or other professional services
4. Relocate, either temporarily or permanently; or
5. Seek legal or law enforcement assistance and attend court appearances.

Employees must have worked for an employer for a minimum of 13 weeks and will be required to provide evidence of the services being received if the employer requests it. This could be written confirmation from:

1. a social worker.
2. a member of the College of Psychologists.
3. a medical doctor.
4. a practicing member of the Saskatchewan Registered Nurses Association or the Registered Psychiatric Nurses Association of Saskatchewan.
5. a member of the Royal Canadian Mounted Police or another police service; or
6. another person approved by the employer who is employed by an agency or organization that provides emergency or transitional shelter or support for victims of interpersonal violence.

Leave can be taken in whole or in shorter blocks of a few hors or a few days to a total of five paid working days, and five unpaid working days.

#### Legislation and Source:

This policy is compliant with Chapter 31-The Saskatchewan Employment (Interpersonal Violence Leave) Amendment Act, 2017.

**EFFECTIVE DATE**  
This policy takes effect MONTH/DAY/YEAR

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Signature of Administrator

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Signature of Mayor

# Municipal Employee Code of Conduct

#### purpose:

1. To help employees clearly understand what is meant by ethical behavior in the workplace
2. To make employees be aware that failing to follow the Code of Conduct may result in disciplinary action up to and including dismissal.
3. To help employees understand the ‘duty of loyalty’ inherent to public service positions.
4. To support employees to understand their obligations as public employees.

Our values are:

1. Respect for democracy
2. Respect for people
3. Integrity
4. Stewardship
5. Excellence

#### Applicability:

This policy applies to all employees, term employees, employees who are on leave, casual, seasonal, and part-time workers.

#### Legislation:

This policy is based on Government of Saskatchewan Legislation “Values and Ethics Code for the Public Sector.

#### Procedures:

1. Supervisors are role models and as such are expected to:
2. Know and understand and comply with code of conduct policies
3. Provide advice to employees under their supervision consistent with these policies
4. Set an example through their own behavior.
5. Know and understand the ‘Duty of Loyalty’ legislation
6. Respect for Democracy is demonstrated by the following procedures:
7. Respecting the rule of law and carrying out their duties in accordance with legislation, policies and directives in a non-partisan and impartial manner.
8. Loyally carrying out the lawful decisions of their leaders
9. Providing decision makers with all the information, analysis, and advice they need, always striving to be open, candid, and impartial.
10. Respect for People is demonstrated in the following ways:
11. Treating every person with respect and fairness.
12. Valuing diversity and the benefit of combining the unique qualities and strengths inherent in a diverse workforce.
13. Helping to create and maintain safe and healthy workplaces that are free from harassment and discrimination.
14. Working together in a spirit of openness, honesty and transparency that encourages engagement, collaboration, and respectful communication.
15. Integrity is demonstrated in the following ways:
16. Acting always with integrity and in a manner that will bear the closest public scrutiny, an obligation that may not be fully satisfied by simply acting within the law.
17. Never using their official roles to inappropriately obtain an advantage for themselves or to advantage or disadvantage others.
18. Taking all possible steps to prevent and resolve any real, apparent or potential conflicts of interest between their official responsibilities and their private affairs in favour of the public interest.
19. Acting in such a way as to maintain their employer’s trust.
20. Stewardship is demonstrated in the following ways:
21. Effectively and efficiently using the public money, property and resources managed by them.
22. Considering the present and long-term effects that their actions have on people and the environment.
23. Acquiring, preserving, and sharing knowledge and information as appropriate.
24. Excellence is demonstrated in the following ways:
25. Providing fair, timely, efficient, and effective services that respect Canada’s official languages.
26. Continually improving the quality of policies, programs, and services they provide.
27. Fostering a work environment that promotes teamwork, learning and innovation.

**EFFECTIVE DATE**  
This policy takes effect (Insert Date)

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Signature of Administrator

# Occupational Health and Safety

#### Purpose:

The purpose of this policy is to direct staff and Council to ensure all site operations are conducting safely and in the spirit of creating a safe work environment focused on illness and injury prevention. To this end, the Town of Anytown established the following principles:

1. A safe and healthy environment benefits employee, visitors, and the community at large.
2. All injuries and occupational illnesses are preventable.
3. Safe work practices are a job requirement and must be integrated into daily activities.
4. Failing to follow work safe practices are subject to progressive discipline.
5. The Town is responsible for providing adequate health and safety training.
6. Management and Council is expected to demonstrate leadership and set the example in its commitment to health and safety.

#### Scope:

This policy applies to all employees of the Town of Anytown, contractors and sub-contractors, and the Occupational Health and Safety Committee.

#### Legislation and Source:

Occupational Health and Safety Act

#### Procedures:

1. The Town meets or exceeds all applicable laws and regulations
2. Maintains a safe and healthy work environment
3. Establishes and communicates health and safety responsibilities for contractors and visitors
4. Require all levels of supervision to ensure staff work safely and that health conditions re provided and maintained.
5. Provide training to employees so that they know how to carry out their duties safely
6. Encourage employees to promptly report hazards
7. Ensure hazards are addressed as they are identified.
8. Develop safe and healthy procedures that are easy to understand
9. Review health and safety procedures annually to ensure they are up to date and reflect current best practices.
10. The Occupational Health and Safety Committee meet every quarter to review safety concerns and procedures
11. The Town of Anytown established an Occupational Health and Safety Orientation Handbook for all employees as an appendix.

**EFFECTIVE DATE**  
This policy takes effect MONTH/DAY/YEAR

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Signature of Administrator

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Signature of Mayor

# Pandemic Response Policy

#### purpose:

The purpose of this policy is to ensure that Town of Anytown staff know what is expected of them during a pandemic. This policy provides a framework based on the provincial and federal response. This policy is intended to provide the best possible level of service to our citizens while ensuring our staff are protected from exposure to viruses. It is also intended to calm anxiety for residents by providing regular communication of accurate information.

#### STANDARD:

The Town of Anytown expects staff to conduct themselves as directed by provincial and federal directives. The Town cannot place restrictions on their community that exceed provincial restrictions.

1. The Administrator keeps up to date on provincial and federal legislation pertaining to pandemic and makes updated information available to Council and staff as it becomes available.
2. The Administrator provides relevant information on social media and on the website as it becomes available.
3. The Administrator provides information to the population about social distancing, and quarantine as needed.
4. The Administrator reports any work-related lost time to WCB provided it can be demonstrated that their position requires exposure.
5. The Emergency Management Committee is placed on standby whenever there is a provincial or federal directive including but not limited to:
   * + Social distancing
     + Quarantine

#### Applicability:

This policy applies to the Town of Anytown, staff and management both when acting in a professional capacity and when off duty or out of office. This is applied this way due to public perception where personal opinions expressed by Council and Staff may be taken as a directive.

Once the Administrator has been informed that there is a health concern that requires social distancing, and/or quarantine, he or she informs the Council to enact the pandemic policy.

#### Legislation

This policy focuses upon the rights and obligations set out at WBC Saskatchewan

* + <http://www.wcbsask.com/employers/covid-19-and-the-workplace/>

and work safe legislation through Occupational Health and Safety

* + <http://www.worksafesask.ca/industries/occupational-health-safety/>
* The Emergency Measures Act
  + [file:///C:/Users/gems/Downloads/E8-1.pdf](file:///C:\Users\gems\Downloads\E8-1.pdf)

#### Procedure:

When the provincial government enacts a state of emergency requiring social distancing, the Town of Anytown will:

1. Notify the Emergency Management Coordinator, who will in turn notify the Emergency Management Committee be on standby in the event the situation worsens.
2. Make information available to the public via social media, and on the website about social distancing.
3. Place restrictions on public access to the Town Office
4. Stop all work that makes social distancing impossible except that work which is seen as essential.

Should layoffs be determined to be necessary, Council is committed to providing wages until employment insurance is available.

When the government requires quarantine or lock down the Town of Anytown will:

1. Make information about quarantine available to the public via social media and on the website.
2. Contact the RCMP to determine if there is a reporting process that should be followed for those who violate the quarantine.
3. Make information available for the staff about how to access employment insurance and other legislated benefits.
4. Close the office for the duration of the quarantine.
5. Layoffs, if they become necessary are done in accordance with current legislation. With or without pay is to be determined by the legislation at the time.

#### 6. ROLES AND RESPONSIBILITIES:

Council is expected to:

1. Provide all employees with training to know how to comply with social distancing and if necessary, quarantine.
2. Follow the provincial and federal directives pertaining to pandemics including rules around essential workers.
3. Share only accurate information.
4. Provide reassurance to the community.
5. Ensure an outbreak/pandemic plan is added to emergency management planning.
6. Monitor staffing requirements, reducing, and increasing staff hours as required to make the best use of community resources.

Administration is expected to:

1. To keep Council advised about any changes in threat levels
2. To provide regular updates to the community
3. To enforce changes in hours and access by the public to the building as determined by legislation at the time of occurrence.
4. To comply with sanitizing requirements and to wear masks as required.

Employees:

1. Both union and non-union employees are expected to comply with legislation pertaining to social distancing and quarantine, and directives from the Administrator during a pandemic. Any failure to comply are subject to action as outlined under the Progressive Discipline Policy.
2. Public Works staff may be required to delay reading meters if socially distancing requirements cannot be met.
3. All staff are expected to self isolate in the event they are exposed to high hazard areas, and/or an infected person.
4. All staff are to be aware of and comply with provincial protocols pertaining to social distancing and PPE.

Residents:

The residents of the Town of Anytown are expected and encouraged by the Administrator and Council to comply with directives from Federal and Provincial governments pertaining to Social Distancing, and Quarantine.

**9.0 EFFECTIVE DATE**  
This policy takes effect March 24, 2020

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Signature of Administrator

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Signature of the Mayor

# Privacy Policy and Procedure

#### Purpose:

The purpose of this policy is to provide citizens with the correct procedures to access the records under control of the Town of Anytown within the legislation, and to provide Council and staff with guidelines intended to protect the personal information of its staff, residents and taxpayers as per legislation.

#### Scope:

1. This policy applies to all personal information in the custody or control of the Town of Anytown.
2. This policy applies to all employees of the Town of Anytown
3. Mayor and Council are expected to know the relevant legislation and to ensure staff are trained.

#### Legislation and Source:

Local Authority Freedom of Information and Protection of Privacy Act and Regulations

<https://www.canlii.org/en/sk/laws/stat/ss-1990-91-c-l-27.1/latest/ss-1990-91-c-l-27.1.html?resultIndex=5>

#### Procedures**:**

The Chief Administrative Officer collects personal information about people who live in the community to:

1. Assess properties for tax purposes
2. Provide utility and levy utility charges
3. Permit rental of lots and levy charges
4. Provide other services as authorized by Council

The CAO collects only the amount of information necessary and shares only the amount of information necessary for its intended purpose.

The personal information that the Town collects is limited to:

1. Name of property owner and/or occupants
2. Mailing address of property owner and/or occupants
3. Telephone number of property owner and/or occupants
4. Legal description of the property
5. Civic address of property
6. Assessed value of land and improvements
7. Taxes levied and taxes paid
8. Utilities levied and utilities paid

The Chief Administrative Officer collects personal information about staff to:

1. Pay wages and benefits to employees
2. Remit payroll deductions
3. Enroll employees in benefit and pension plans

The Chief Administrative Officer limits the personal information collected to:

1. Name of employee
2. Employee’s social insurance number
3. Employee’s beneficiary
4. Employee’s mailing address
5. Employee’s home telephone number

When the Chief Administrative Officer collects information he or she shall:

1. Provide the individual with an explanation of how the information will be used and shared
2. Provide the individual with a written brochure that explains the reasons why the information is being collected.
3. Respond to any questions the individual may have

No manager or employee, other than those who need to access personal information as part of their job, shall access, use, disclose, or otherwise view personal information.

Before allowing a use or disclosure of personal information, the following applies:

1. The purpose must be approved by the CAO, who will consult with the Privacy Office, as necessary.
2. The use or disclosure must be permitted by the Freedom of Information and Protection of Privacy Act.
3. When practical and appropriate, the subject individual must give consent, and that consent must be documented.
4. Personal information that does not identify the owner may be used if it serves the purpose.
5. Aggregate and statistical information which is derived from personal information may be used or disclosed without breach of policy provided all identifying information has been removed and it is not reasonably possible to identify the individuals.
6. Personal information collected is retained for the legislated period. When this time elapses and records are destroyed, they are disposed of in a safe a secure matter by being shredded. This process ensures all identifying information is removed and it is not reasonably possible to identify the individuals.
7. The CAO collects information directly from the subject individual whenever possible to ensure accuracy.
8. An individual may request to see and review the information collected by the CAO and make changes to ensure accuracy.

When the CAO receives a request to amend personal information the CAO will:

1. Amend the personal information as requested and add a note to the record indicating that a request was made, and why.
2. Personal information is stored in an area accessible only to authorized staff. Records are protected by:
3. Use of passwords
4. Limiting the number of people who have access to the files
5. Use of file cabinets that are kept locked when files are not in use.

**EFFECTIVE DATE**  
This policy takes effect MONTH/DAY/YEAR

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Signature of Administrator

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Signature of Mayor

# Progressive Discipline Policy

#### Purpose:

The purpose of this policy is to ensure that Town of Anytown staff know the standard of conduct expected by Council, and to ensure staff are treated fairly by Council. The progressive discipline policy provides the framework intended to correct unsatisfactory performance, prevent re-occurrence and to support the employee to satisfactory performance in the future. Discipline is intended to be fair, predictable, and consistent with union rules where appropriate.

#### Standard:

1. The Town of Anytown expects staff to conduct themselves in a manner that promotes cooperation, excellence, and integrity, and supports community trust.
2. Further, both union and non-union employees are expected to conduct themselves according to all relevant legislation including labour standards, human rights legislation and occupational health and safety.
3. Supervisory staff are expected to identify any incidents of misconduct as they occur. It is anticipated most corrections can be handled as part of ordinary operations, without the need for formal discipline. There are circumstances however where discipline is appropriate, and when they occur, the progressive discipline policy becomes the guide.

#### Legal Framework:

This policy focuses upon the rights and obligations set out in Government of Saskatchewan Progressive Discipline outline located here:

<https://www.canada.ca/en/employment-social-development/services/labour-standards/reports/discipline.html>

#### Grounds for Action:

When the circumstances allow it, Council will follow the progressive discipline policy in a step-by-step manner. Each level of discipline is documented on the appropriate form as it occurs. The form is copied, and a copy is:

1. Retained for the employee file
2. Provided to the employee
3. Provided to the union representative when appropriate.

Because each incident is unique, Council has the responsibility to treat each incident individually—without implying a precedent or set course of action for future incidents.

This policy is not intended to limit the appropriate action called for when misconduct is severe. Council may, if the situation warrants, go immediately to dismissal. Criminal charges for illegal activity should be expected and does not require the step-by-step process associated with a typical progressive discipline process.

Council may modify suggested penalties based on extenuating circumstances. These are guidelines.

Progressive Discipline Includes:

1. Documented Verbal Warning
2. Written Warning with Documented Improvement Plan
3. Suspension/Decision Making Leave
4. Termination

#### Grounds for Action Level 1:

A level one ground for action can be described as those seemingly small incidents when taken alone. However, when occurring often or when there are multiple offenses, level one offenses pose a serious risk to staff moral, and the intended function of Council. As such, appropriate discipline could include any of the progressive discipline steps. Examples of a level one offense are:

1. Inappropriate comments or conduct towards co-workers, Council, or members of the public.
2. Malicious gossip either in person or on social media.
3. Habitual lateness to work (Guide: 3x in a 30-day period).
4. Being absent without notification
5. Discourtesy to anyone with whom the employee comes into contact while in the performance of his or her duties.
6. Violation of a safety rule or practice.
7. Reporting for work while unfit for duty for any reason
8. Disorderly conduct including but not limited to:
9. Abuse either physical or emotional directed co-workers, Council, or residents
10. Inflammatory, divisive, or rude comments
11. Any comments pertaining to race, religion, disability, gender, or ethnicity
12. Creating or contributing to unsafe and unsanitary conditions in any of the Town-owned facilities.
13. Failure to comply with OH&S, Labour Standards, or Human Rights Standards, and the Town of Anytown’s Municipal Policy Manuals.

#### Grounds for Action Level 2:

A level 2 grounds for action can be described as a more serious violation and as such, has a more serious consequence and can include a suspension without pay for up to 2 days. Examples of a level 2 offense include but are not limited to:

1. Reporting to work while under the influence of alcohol or drugs
2. Carelessness resulting in damage to materials, equipment, or property.
3. Failure to report an accident or injury occurring on the job.
4. Abuse of leave privileges or falsification of records.
5. Unauthorized use of municipal vehicles or equipment.
6. Driving a motor vehicle while on duty without a valid Sask. Driver’s license
7. Failure to report a loss or suspension of driver’s license when it is an employee who is required to drive as part of their normal duties.

#### Grounds for Action Level 3:

A level 3 grounds for action is expected to result in immediate termination, following the process prescribed by Labour Standards and any applicable union. Examples of a level 3 offense include but are not limited to:

1. Violation of safety rules or a safety practice that has the potential to endanger the safety of employees, contractors, or visitors.
2. Deliberate damage or destruction of municipal property, or employee Council property.
3. Falsification of personnel or municipal records, including but not limited to:
   1. Employment applications
   2. Accident records
   3. Work records
   4. Purchase orders
   5. Time sheets
   6. Maintenance records
   7. Asset Management documentation
4. Making any false claims or misrepresentations to obtain accident benefits, WCB or unemployment compensation for themselves or others.
5. Refusal to perform work as assigned unless the reason for refusal is the right to refuse unsafe work.
6. Theft or removal from municipal locations any property belonging to the municipality without appropriate authorization.
7. Conviction of a crime may be considered as a level 3 misconduct if the conviction impacts the community’s ability to trust the employee.
8. The use and/or sale of narcotics, marijuana, or alcohol when on duty and when required to run equipment.
9. Being absent for 3 days without notification.
10. Failure to return to work from an authorized leave.

#### Responsibilities

**Town Council:**   
Council is expected to apply the progressive discipline policy fairly, and in keeping with all other policies and procedures and legislature. Council is expected to provide all employees with training to know the expected code of conduct, and to advise them of the progressive discipline policy.

**Supervisory Personnel:**

Supervisory personnel are expected identify any incidents of misconduct and address these as they occur. It is anticipated that most incidents can be corrected at this stage without the need for formal discipline.

**Employees:**  
Employees are expected to learn and know the conduct expected of them, and to understand the consequences of willfully ignoring the standards.

**Residents**:

The residents of the Town of Anytown are expected and encouraged by administration and Council to report any grounds for action through the normal protocol of a signed complaint.

#### Procedures:

**Documented Verbal Warning:**

During normal employment, it is expected that disagreements will happen from time to time. Employees are encouraged to work out their issue through discussion with their immediate supervisor. When the discussion does not result in a resolution of the problem, the supervisor provides:

1. A verbal explanation of the expected behavior as per the policy or the code
2. A clear explanation of the violation and expected correction
3. The consequences should the behavior remain uncorrected
4. An agreement for follow up is reached
5. A verbal reprimand form is signed by both the employer/supervisor and the employee
6. The Town maintains a copy of the form in the employee file
7. The employee receives a copy
8. The union representative receives a copy (if applicable).
9. If no further problem occurs, no further action is expected.

**Written Warning with Documented Improvement Plan:**

If the documented verbal warning did not have the desired impact, the immediate supervisor, a representative of Council and union representative (if the employee is unionized) are required to meet with the employee. One of those present keeps notes. At that meeting, the representative of Council:

1. Explains to the employee why the meeting was called and states the specific problem.
2. Reviews the steps that have already been taken, and what the next steps will be.
3. Gives the employee the opportunity to tell his/her side of the story and includes the explanation in the notes of the meeting.
4. Forms become part of the employee file for a year and can be removed if there are no additional warnings.
5. If an employee receives a second formal warning before the first warning expires, the first warning remains in the employee’s file until the first anniversary date of the second warning.
6. If corrective action through the formal warning process is not successful at correcting the behavior, the employee may be placed on a probationary period for a minimum of three months to attempt to resolve the problem.

**Accommodation:**

The Town of Anytown undertakes to discuss the accommodation request with the person whose needs are being addressed and with the union (if applicable), and to work co-operatively to determine the best and most appropriate accommodation possible, respecting the privacy of the parties.

#### Applicable to:

This policy applies to Council, administration and employees at all levels, applicants, and candidates for employment.

Work-related conferences, business trips, social functions, contract sites, and job interviews are all examples of when this policy applies.

The Occupational Health and Safety Act, 1993 states that workplace harassment can arise outside of a worker’s place of employment.  It includes harassment directed at a worker at home or away from home if the harassment occurs with respect to any matter or circumstance arising out of the worker’s employment. In the event of harassment outside of work arising from the worker’s employment, the progressive discipline policy may still be applied.

#### Procedures:

A person wishing to make a complaint of discrimination can consult and file a complaint with the Administrator. If a complaint is against the person designated to handle initial complaints, the complainant can consult and file with the Mayor.

**Investigation**  
Once a complaint has been the Town of Anytown undertakes an investigation. In instances where there is an alleged respondent, as opposed to alleged systemic discrimination, the respondent will be notified immediately.  The complainant and the respondent will both be interviewed along with any individuals who may be able to provide relevant information.

Where the alleged discrimination is an organizational practice or procedure, that practice or procedure will be investigated immediately.  Where the investigation finds systemic discrimination within the organization, that practice or procedure will be changed promptly.

**Mediation**  
The Town of Anytown supports resolving matters through mediation if it is consistent with organizational duties, obligations, and needs. Mediation can only be undertaken voluntarily. If both parties agree to participate, matters may be resolved through mediation in the following circumstances.

1. Once the matter has been investigated and the Town of Anytown has determined the facts of the case, the Town of Anytown may use mediation to develop appropriate solutions to the complaint; and
2. In rare instances where the incident is an isolated event and the parties do not dispute the facts, the Town of Anytown will act diligently to ensure that matters are dealt with in a manner that ensures the safety and protection of everyone within the organization.

**Timeliness**  
The Town of Anytown will investigate all complaints within 24 hours.

**Fairness**

All complaints will be investigated in the same manner with the aim of promoting fairness and equality.

**Confidentiality and the Right to Privacy**  
The Town of Anytown will preserve the confidentiality of all individuals involved in an incident requiring discipline if possible, however preservation of confidentiality may be affected by the employer’s duty to report and by the alleged respondent’s right to know the nature of the complaint being made against them and who has made it so that they can respond.

**Protection Against Retaliation**  
Retaliation against any individual who has or may file a complaint, provide information relevant to a complaint, or testify in a proceeding under The Saskatchewan Human Rights Code is against the law and will not be tolerated by the Town of Anytown.

**Documentation**  
All meetings, discussions and steps taken in a mediation or investigation with respect to the progressive discipline will be documented. Documents relating to a complaint will be kept in a secure location.

The Town of Anytown will retain all documentation for 5 years for informational purposes if there is an internal appeal, or a complaint filed with an outside agency. If the investigation fails to find evidence to support the complaint, no documentation is kept.

**Appeal Process**  
Within 15 days, either the complainant or the respondent may make a written request that an investigation be reviewed stating which aspect of the investigation is inadequate. The request must be submitted to the Administrator who will determine if the investigation is to be re-opened to address the concerns raised.

**Right to File a Complaint with Outside Agency**  
This policy is meant to provide effective mechanisms for progressive discipline in this workplace. However, every employee also has the right to file a complaint with an outside agency.

**EFFECTIVE DATE**  
This policy takes effect October 11, 2018

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Signature of Administrator

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Signature of Mayor

# Training and Development

#### Purpose:

The purpose of this policy is to clarify Council’s position on training and personal development for staff.

#### Applies to:

This policy applies to staff.

#### Legislation:

Occupational Health and Safety

#### Policy

The Town provides opportunities for training and encourages the personal development and advancement of its staff by:

1. Authorizing employees in advance to enroll in an educational course related to their position or career goals (These are considered on a case by case basis by Town Council).
2. Allowing an employee when possible and practical to attend related educational courses during regular work hours.
3. Reimbursing any employee who attends courses when authorized, for all expenses including:
   * Transportation
   * Meals
   * Lodging
   * Tuition Fees
   * Textbooks
   * Incidental expenses
4. Authorizing an advance payment for the cost of the educational course when these courses are approved.
5. Safety Courses are a priority as mandated.

**EFFECTIVE DATE**  
This policy takes effect MONTH/DAY/YEAR

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
Signature of Administrator

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Signature of Mayor

# Workplace Impairment Policy

#### Purpose:

The purpose of this policy is to notify employees of the town’s commitment to protect the safety, health, and well-being of all employees and public in maintaining an impairment free workplace.

#### Applicability:

This policy applies to all employees of the Town of Anytown, including permanent, temporary, casual and student workers and members of Council. The workplace includes all vehicles, and buildings. Impairment creates an undue risk and is not acceptable or tolerable in the workplace.

This policy applies to impairment due to:

1. Alcohol, cannabis, legal or illegal drugs and substance abuse
2. Fatigue
3. Health issues

1. It is prohibited to use any drug legal or illegal that has the potential for impairment while performing municipal business or while on municipal property. There is zero tolerance towards conducting municipal business while impaired.

2. Possession of recreational drugs and/or alcohol on municipal property is strictly prohibited.

#### Legislation and Sources:

This policy focuses upon the rights and obligations set out by the Government of Saskatchewan, Saskatchewan Human Rights and Canadian Centre for Occupational Health and Safety.

Cannabis in the Workplace:

<https://www.saskatchewan.ca/government/cannabis-in-saskatchewan/cannabis-and-the-workplace>

Canadian Centre for Occupational Health and Safety

<https://www.ccohs.ca/oshanswers/hsprograms/impairment.html>

The Saskatchewan Human Rights Commission Drug & Alcohol Testing, A General Guide

<http://saskatchewanhumanrights.ca/pub/documents/policies_guidelines/Drug%20and%20Alcohol%20Testing%20Guide%20-%20Final%20Jan2011.pdf>

Canadian Centre for Occupational Health and Safety

<https://www.ccohs.ca/products/publications/cannabis_whitepaper.pdf>

#### Definitions:

|  |  |
| --- | --- |
| Table 1 Signs and Symptoms of Problematic Substance Use (not specific to any causal agent) | |
|  | Indicators |
| Physical | * deterioration in appearance and/or personal hygiene * unexplained bruises * sweating * complaints of headaches * tremors * diarrhea and vomiting * abdominal/muscle cramps * restlessness * frequent use of breath mints/gum or mouthwash * odour of alcohol on breath * slurred speech * unsteady gait |
| Psychosocial impacts | * family disharmony (e.g., how the colleagues speak of family members) * mood fluctuations (e.g., swinging from being extremely fatigued to ‘perkiness’ in a short period of time) * inappropriate verbal or emotional response * irritability * confusing or memory lapses * inappropriate responses/behaviours * isolation from colleagues * lack of focus/concentration and forgetfulness * lying and/or providing implausible excuses for behaviour |
| Workplace performance and professional image | * calling in sick frequently (may work overtime) * moving to a position where there is less visibility or supervision * arriving late for work, leaving early * extended breaks; sometimes without telling colleagues they are leaving * forgetfulness * errors in judgement * deterioration in performance * excessive number of incidents/mistakes * non-compliance with policies * doing enough work to just ‘get by’ * sloppy, illegible, or incorrect work (e.g., writing, reports, etc.) * changes in work quality |

#### Roles and Responsibilities:

Council/Employer:

1. Council is expected to provide training to employees about this policy and their expectations around impairment, and the use of any drug or substance, legal or illegal that could result in impairment.
2. Council is expected to assist and accommodate employees who voluntarily disclose a substance dependency issue. Assistance and accommodation are coordinated with the Administrator.
3. It is not the role of Council to diagnose dependency.
4. Council understands that the duty to accommodate is limited to accommodating the disability that requires medication.
5. Council may require a drug and/or alcohol test in the event of accident or injury when there is a possibility of impairment.

Managers and Supervisors:

1. Managers and Supervisors are expected to report any concerns regarding subordinate’s fitness for work to Council.
2. Managers and Supervisors are responsible to ensure that subordinate’s who are suspected of any kind of impairment do not operate machinery or equipment.

Employee:

1. Employees are expected to report for work fit for duty.
2. Employees with a prescription for any drug that may cause impairment must provide proof that the drug is a prescribed by a medical doctor.
3. Employees with the potential for impairment must advise the Administrator so that there is an opportunity for appropriate accommodation.
4. Employees are not allowed to operate equipment, or drive vehicles while impaired.
5. Employees are expected to advise their immediate supervisor when they witness any activity that creates concern about a co-worker’s fitness for duty.
6. Employees who require rehabilitation for substance dependency are encouraged and expected to seek professional care and support through their health care professional.

Residents

1. Residents are expected to voice any concerns regarding Town of Anytown employees who appear impaired to the Administrator.

#### Procedures:

Accommodation:

1. Council recognizes that under Human Rights Legislation, alcohol and drug dependency is treated as a disability.
2. When possible, alternate duties will be assigned, or the employee will be provided with time off to the point of undue hardship.
3. Under no circumstance will employees be allowed to operate machinery or equipment while using any substance that could result in impairment.
4. Employees who come to work unfit for duty will be asked to leave the workplace, and if necessary, will be provided safe transportation.
5. Employees who disclose a dependency on drugs or alcohol will be supported to seek rehabilitation, and their position will be held for them until rehabilitation is complete.
6. Employees refusing to cooperate with rehabilitation and/or who continue to present themselves as a safety risk will be subject to disciplinary action.

Accommodation Process:

1. The employee is expected to provide the Administration with details of the proposed rehabilitation including their expected dates of leave.
2. Employees may use sick time to facilitate treatment.
3. Employees who have expended sick time may have a leave of absence without pay.
4. Employees returning to work after rehabilitation are required to periodic random drug and/or alcohol testing for up to one year after their return to work.
5. The Town of Anytown undertakes to assess and address the accommodation requests of its employees up to the point of undue hardship, where accommodation needs are based on one of the prohibited grounds of The Saskatchewan Human Rights Code.

CONFIDENTIALITY AND RIGHT TO PRIVACY:

Employees have the right to privacy regarding their medical issues. Employees may disclose the use of a prescription drug or substance that can cause impairment and be assured that this information will be kept confidential.

**EFFECTIVE DATE**  
This policy takes effect October 10th, 2019

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
Signature of Administrator

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Signature of Mayor

# Appendixes

#### Handling Discrimination Complaints

It is important for employers to have procedures in place for handling complaints of discrimination in a fair, effective and timely manner. Even where organizations ultimately decide to bring in an outside mediator or investigator, their first steps can help restore workplace harmony and avoid costly or harmful mistakes.

These guidelines provide **general suggestions** on how to handle discrimination complaints internally. Please note, however, that **this is not legal advice**. The law is constantly evolving, and legal obligations will always depend on the facts of a situation. Please contact a lawyer for specific advice on specific situations.

**1.0 INTRODUCTION**  
There are many benefits to resolving discrimination complaints internally. For example, internal resolution:

* helps preserve working relationships
* is relatively fast and inexpensive
* ensures greater confidentiality and privacy
* has many business advantages.

At the same time, employers should be aware that their efforts to resolve a discrimination complaint could later become evidence at an arbitration or hearing. A flawed investigation or inadequate response could itself become the subject of a complaint. It is therefore important to proceed carefully, and to document all actions taken and all information gathered.  
In addition, employers should never discourage employees from pursuing one of the other remedies available to them – whether that is a complaint to the Saskatchewan Human Rights Commission, the Labour Standards Branch or the Occupational Health & Safety Division; a claim to the Workers’ Compensation Board; or a grievance under a collective agreement.

**2.0 MEDIATION OR INVESTIGATION?**  
Mediation is generally a faster, more informal process than investigation and the parties may prefer it. It must be noted, however, that employers operate within a legal framework that gives them certain legal obligations including the duty to prevent and redress discrimination in the workplace. For this reason, the employer will usually have to investigate the facts and determine whether discrimination has occurred. The employer must also be careful to determine whether the behaviour complained of was an isolated incident or part of a larger pattern of discrimination that needs addressing in a proactive and preventive manner. Have other employees experienced similar discrimination, or is there a problem that could lead to future discrimination if left unresolved?

Nevertheless, mediation may be appropriate in some situations where, for example, there is no dispute about the facts, or where an investigation has confirmed discrimination occurred and the employer wishes to work with the parties to develop appropriate solutions.

**3.0 MEDIATION  
3.1. What is Mediation?**  
Mediation can only be undertaken as a voluntary process in which the parties communicate with each other in an effort to develop a negotiated agreement (settlement) which is acceptable to both of them and which addresses the issues raised in the complaint. Mediation is sometimes referred to as an early resolution, conflict resolution, or settlement process. The communication process can take different forms. For example:

* face-to-face meetings facilitated by the employer or an outside mediator
* “shuttle negotiation” (the facilitator conveys information, viewpoints, and proposals back and forth between the parties until agreement is reached)

Mediation can be the most effective and satisfying way of resolving complaints. It gives parties an opportunity to voice their concerns and helps the parties understand each other’s perspectives. Mediation also gives the parties input into developing appropriate remedies. At the same time, the settlement must be workable from the employer’s perspective and consistent with the employer’s duty to prevent discrimination from re-occurring.

**3.2 The Mediation Process**  
Mediation can take a variety of forms, and employers may wish to hire a trained mediator in complex cases. For employers who decide to conduct mediation themselves, a suggested process is outlined below.

1. Take complete written statements from the complainant and respondent. This step is the same in both mediation and investigation.
2. Mediation should be a consensual process. If the facts are clear (because there has been an investigation or because the parties agree on what happened), ask the parties if they wish to try mediation in order to develop an appropriate solution, they can both agree on.
3. If their answer is yes, ask how they wish mediation to proceed (e.g. face-to-face meetings or shuttle negotiation).
4. Clarify the process and what can be expected from it. The focus will likely be on reaching a settlement acceptable to the parties and on preventing future discrimination.
5. Set ground rules for the discussion: for example, courtesy, commitment to the process, and no interruptions.
6. Facilitate the discussion. Document all meetings and actions.
7. Enable parties to develop a solution that is satisfactory to them and workable from your perspective. These may include an apology; a change in working conditions; adoption of a policy; staff training.  You may wish to begin by outlining a range of possible options.
8. Put the agreement in writing and have it signed and dated by all parties.

**4.0 INVESTIGATION**  
Both sides are entitled to a prompt but thorough investigation.

**4.1.  What is an Investigation?**  
Investigation is a fair, impartial, and unbiased process of fact-finding and analysis. Its purpose is to determine what happened, on a balance of probabilities. This is accomplished by gathering relevant evidence to support or disprove allegations. Ignore irrelevant information. Do not rely on hearsay (second-hand information) or opinions. Always obtain the best evidence possible: for example, an original document rather than a copy.

To avoid perceptions of bias at the investigative stage:

* be consistent in the treatment of everybody involved in the investigation.
* avoid editorial comments or personal remarks.
* ensure the investigation stays within the parameters of the allegations.

Typically, an investigation will have five steps.  
1. **Interview** the complainant and respondent. Get a complete statement of concerns from the complainant. Include details of allegations and desired remedies. Record the complainant’s state of mind (relevant to credibility and appropriate remedies). Obtain a full response in writing to each allegation.

2. **Plan** the investigation.

* Establish what you need to find out. List the allegations and defenses. What evidence do you need to prove or disprove them? Who do you need to talk to? In what order? Write out the questions you want to ask witnesses.
* List the documents you need to examine, and why.
* Develop a written plan with time frames for each stage.

3. **Collect** witness statements and other information. Re-interview the parties if necessary.

4. **Analyze** the information.

5. Prepare a **report**.

**4.2 Procedural Fairness**  
An investigation must meet the legal requirements of procedural fairness. Some principles of procedural fairness include:

* Complainants have a right to a full airing of their concerns.
* Respondents have a right to notice of an investigation.
* Respondents have a right to know what they are accused of (in enough detail to be able to respond adequately) and a right to respond to those allegations.
* Parties must be given an opportunity to respond to counter-allegations.
* Parties have a right to an objective and neutral information gatherer.
* Parties have a right to an unbiased decision-maker.
* Parties have a right to open-mindedness at the investigation stage.

**4.3 Kinds of Evidence**  
There are several kinds of evidence the employer can collect during an investigation.

1. Direct (witness) evidence

* from the complainant, respondent, and witnesses.
* what they can report from their own experience.
* preferred in the form of signed statements.

2. Documentary evidence

* e.g. payroll records, time sheets, correspondence, notes, file contents, calendars, electronic records, and e-mails relevant to the complaint.

3. Physical evidence

* concrete, physical evidence relevant to the complaint, e.g. graffiti, cartoons, letters, gifts, drawings, photographs

4. “Similar fact” evidence

* evidence of others being treated in the same way by the respondent
* sometimes called evidence of pattern or practice

5. Evidence of credibility

* evidence that is consistent with that of either the complainant or respondent, e.g. evidence that the complainant spoke about the problem to others, or appeared upset, soon after the behaviour complained about.

How much evidence is enough? Be thorough but timely.

4.4 Witnesses and Statement Taking  
Witnesses may include:

* people who directly experienced or observed an action, including the parties.
* people to whom something similar happened (“similar fact” witnesses);
* witnesses of credibility, including people to whom the complainant spoke.

Interview witnesses separately and ask witnesses to keep their evidence and their information about the complaint confidential.

1. Draft statements as you interview.
2. Ensure the statement is logical, legible, and complete.
3. Ensure the statement reflects the witness’s views, not your own.
4. Write in the witness’s own words. Avoid jargon.
5. Do not lead witnesses. Ask general questions, then seek more detail on relevant points.
6. Be thorough. Ask for more details where appropriate and explore inconsistencies.
7. Conclude by asking if the witness has anything to add to the statement.
8. Have the witness review the statement and initial any changes he or she makes.
9. Have the witness date and sign the statement, then witness the statement yourself.
10. Provide the witness with a copy of the statement. Store the original.

4.5 The Investigation Report  
It is important to have a clear and accurate summary of the investigation and its findings. This report provides a basis for the employer’s subsequent decisions. The report may also become evidence at a future proceeding, if the investigation or its outcomes are challenged.

1. Outline the complainant’s allegations.
2. Outline the respondent’s version of events.
3. List witnesses and outline their evidence.
4. Outline all other evidence (e.g. documents). List exhibits.
5. Analyze the evidence. Who does it support, on a balance of probabilities?
6. Outline conclusions based on the information already summarized.
7. Recommend a course of action and specific remedies.
8. Attach statements and exhibits.

**4.6 Taking Action**  
If an investigation supports the complaint, the employer must decide on actions to remedy the complainant’s concerns and prevent discrimination from re-occurring.

Remedial measures will depend on the facts of the case and the damage done. Their purpose should be to provide the complainant with a safe, discrimination-free working environment and to redress whatever harm has been suffered. If the employer decides to discipline the respondent, that discipline must be consistent with general principles of employment law and with the collective agreement.

Preventive measures can include the development and enforcement of an anti-discrimination policy, staff training and education, and other activities that promote an inclusive and respectful workplace.

**4.7 Follow-up and Feedback**  
Though confidentiality should be a high priority when handling complaints, it is important to give complainants enough feedback to let them know their complaint was taken seriously and acted upon. This does not necessarily mean giving complainants details of disciplinary action, for example, but it might mean talking to them about outcomes in general terms and explaining the limits imposed on information sharing by the duty of confidentiality.

**5.0 GOOD PRACTICES IN MEDIATION OR INVESTIGATION**  
Mediation and investigation are different processes but share many strategies and recommended practices. The strategies most relevant to investigations are discussed in Part 6.

Before you receive a complaint

* Develop and distribute an anti-discrimination policy setting out principles, procedures, and consequences.
* Appoint a person to receive and handle complaints, tell your employees who that person is, and make the complaint process accessible and non-threatening. It is also helpful to name an alternate person in case the designated official is unable to handle the complaint.

When you receive a complaint

* Treat all complaints seriously.
* Respond quickly and effectively.
* Be objective and neutral. Ensure that the mediator or investigator is impartial.
* Observe the principles of procedural fairness. (See Part 6B.)
* Ensure confidentiality to the greatest extent possible. (See Part 4.)
* Document all actions in writing. Sign and date all documents, indicate from whom they have been received, and keep them in a safe, secure location with limited access.
* If the complainant decides to withdraw a complaint, record the withdrawal in a document. Note that the employer may still have a duty to act. (See Part 4.)
* Keep tight timelines in mind.

**6.0 CONFIDENTIALITY, PROCEDURAL FAIRNESS AND THE DUTY TO ACT**  
Everyone involved in an investigation or mediation should preserve the confidentiality of information they acquire during the process. This practice will protect individual privacy and ongoing working relationships and prevent damage to reputation where a complaint cannot be substantiated.

Confidentiality will also preserve the integrity of an investigation. If witnesses discuss their evidence with others, this can undermine the independence and reliability of witness statements to the employer. It should be noted, however, that there are a couple of significant limitations on an employer’s ability to preserve confidentiality.

1. Employers have a duty of fairness towards respondents. People who are accused of discrimination have the right to know the nature of the complaint being made against them in sufficient detail that they can respond to the allegations.
2. Employers have a duty to prevent discrimination from occurring. For example, an employee may complain to her manager that employee B is harassing her but ask the manager to keep the matter confidential because she does not want any action taken. The manager cannot keep the matter totally confidential because of the risk that employee B will harass other employees in the same way.  The employer must explore the complaint and, if it seems to be well founded, take preventive action.

**7.0 AVOIDING HUMAN RIGHTS COMPLAINTS**  
Process and timeliness are important. People sometimes file human rights complaints because they believe the employer failed to address discrimination complaints appropriately or adequately. Examples include:

* failure to act on a complaint for several months because certain staff members were on vacation.
* failure to inform a complainant that the employer accepted her allegation of sexual harassment by a supervisor and had disciplined the supervisor.
* transfer of the complainant, rather than the respondent, to a less desirable working environment in order to separate the parties after a discrimination complaint was found to be valid.
* failure to address all of the complainant’s allegations.
* discipline of an employee for her reaction to racial harassment by a customer.
* a dismissive or trivializing response to the complaint.

Avoiding such pitfalls can decrease the likelihood of complaints to an outside agency.

Section 3: Alternative Statements of Commitment for Anti-Discrimination Policies

The following samples may be used instead of the Statement of Commitment provided in Section 1: Anti-Discrimination Policy Template of this guide. Alternatively, they can provide guidance in the drafting of a customized statement of commitment for your organization.

*Sample 1*  
Individuals have a right to be treated with respect in the workplace and while conducting business. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [your organization], in exercising its responsibility as an employer and service provider, will endeavor at all times to provide a safe and healthy work and business environment which is supportive of both productivity and the dignity of every person, including employees and customers.  
\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [your organization] will not tolerate, nor should employees or patrons allow, discrimination, including harassment, that is illegal and likely to interfere with employees’ ability to do their work and patrons’ ability to carry out business. Discrimination may harm or compromise the health and safety of employees and patrons and will not be tolerated.

*Sample 2*  
\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [your organization] will not tolerate, and employees should not allow behaviour, including discrimination, harassment and sexual harassment, that are likely to undermine work relations or productivity, and to create an unsafe work place and/or place to conduct business.

*Sample 3*  
\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [your organization] is committed to providing a safe, positive work environment and place to conduct business where everyone is treated with respect and dignity.  
Discrimination in the workplace and/or towards patrons is unacceptable and against the law. It will not be tolerated in any form.

Section 4: Complaint Process and Procedures

This section identifies procedural components that your organization can incorporate into your policy or provide for in a separate procedural manual. The sections referred to are from Section 1: Anti-Discrimination Template.

1.0 POLICY-SPECIFIC SUGGESTIONS

**1.1 Accommodation Process**  
Under 6.4 - Undertakings – Accommodation, you may include your organization’s specific accommodation procedures which might include:

* A step-by-step procedure for handling accommodation requests.
* A procedure for addressing issues where someone might need accommodation but has not requested it.

**1.2 Complaint Process and Procedures**  
A step-by-step complaints handling procedure will help to ensure that all matters are dealt with similarly and therefore fairly. This procedure could be incorporated directly into 8.0 Complaint Process and Procedures. If you do not take this step, ensure that you have a procedure in mind that will be followed consistently. Your organization should handle all complaints the same way and dismiss the unsubstantiated complaints. Never be dismissive of a complaint without looking into it.  
Your organization could:

* Outline your organization’s step-by-step process for handling complaints.
* Include the names of those people designated to handle different portions of the complaint process.
* Include the process for dismissing/not bringing forward complaints.
* Include specific timelines for the steps of the complaints process.
* Develop organization-specific procedures with respect to mediation, investigation, and decision-making. Please refer to Section 2 - Handling Discrimination Complaints to guide you.

**1.3 Timelines**  
Your organization may wish to pre-determine timelines for investigations, appeals, etc. in order for complainants to know exactly what to expect and to ensure that matters get dealt with in a timely manner and do not “get away” from you at the organizational level.

**1.4 Documentation**  
Pre-determined documentation procedures are beneficial for successful handling of discrimination complaints. Your organization could include the following documentation procedures under 8.2.7 - Complaints Process and Procedures – Documentation:

* How to file documentation[8](http://saskatchewanhumanrights.ca/learn/fact-sheets/developing-an-anti-discrimination-policy#8);
* Where to file documentation[9](http://saskatchewanhumanrights.ca/learn/fact-sheets/developing-an-anti-discrimination-policy#9);
* Document retention timelines[10](http://saskatchewanhumanrights.ca/learn/fact-sheets/developing-an-anti-discrimination-policy#10);
* Dismissed complaint document retention[11](http://saskatchewanhumanrights.ca/learn/fact-sheets/developing-an-anti-discrimination-policy#11);
* If your organization is a unionized environment your collective agreement may have a document retention clause. Non-unionized organizations may have document retention clauses within their hiring contracts.

**1.5 Outcome/Remedy Expectations**  
Your organization may wish to pre-determine acceptable outcomes and remedies under 8.2.8 Complaints Process and Procedures – Outcomes and Remedies. If you pre-determine some acceptable remedies you should indicate that those remedies are only examples, and your organization will consider matters on a case-by-case basis.

**1.6 Discipline**  
Your organization may wish to pre-determine some disciplinary examples for certain discriminatory acts and include them under 8.2.9 - Complaints Process and Procedures – Discipline. While it is impossible to be exhaustive, listing some examples may impress upon your employees how serious you are about preventing discrimination in your workplace. You must ensure that the discipline matches the act and falls within legal limits as determined by case law or legislation.

**1.7 Reporting Back**  
Your organization may wish to include the following reporting procedures under 8.2.10 Complaint Process and Procedures – Reporting Back:

* A standard form for reports
* Where reports will be filed on your electronic system. They should be kept separate from the common drive.
* How long reports will be retained, and where?
* “Follow-up” procedures
* How your organization will present the report to all employees when the matter involves systemic discrimination.

**1.8 Appeal process**  
Your organization could include the following appeal process procedures under 8.2.11 Complaint Process and Procedures – Appeal Process:

* Timeframes to appeal decisions.
* The person responsible for handling appeals within your organization.
* An appeal review process, i.e. will people be re-interviewed, or will an independent source analyze the evidence already compiled?

**2.0 GENERAL SUGGESTIONS  
2.1 Individuals Responsible**  
Your organization may wish to develop an “Individuals Responsible” section within your Anti-Discrimination Policy. Alternatively, your organization could simply identify the individuals responsible in each related section of the policy.  Your organization may also wish to include more specific rights and responsibilities for designated individuals responsible than are currently outlined.

**2.2 Sections Specific to Your Organization**  
Dependent upon your organization, you may wish to change your Anti-Discrimination Policy to include specific sections. For example, if you are an educational institution:

* You may want to revamp certain sections such as 5.0 Rights and Responsibilities to include subheadings outlining the responsibilities for the principal, teachers, staff, students, visitors to the school, etc.
* You may change section 5.4 - Clients/Patrons to address students, and what your educational institution will do with respect to students who disrespect teachers/staff based upon one of the prohibited grounds.

Section 5: Designating Individuals Responsible for Your Anti-Discrimination Policy

This section contains tips for your organization to consider when designating responsibility to individuals with respect to components of your Anti-Discrimination Policy. These tips apply to designation of:

* Persons accepting complaints
* Mediators
* Investigators
* Decision-makers
* Persons taking appeals
* Persons reviewing appeals

IN GENERAL, …

*The Organization*  
Dependent upon the size and structure of your organization, the roles listed above may be designated to a number of people, or to only one or two persons. When deciding whom to designate, some considerations may include:

* The size of your organization.
* Whether or not your human resources department can recommend an adequate designee. If you are a small organization, is there anyone within the organization whom people will feel comfortable confiding in? If not, will the organization consider use of an outside person to handle the complaints and/or the process?
* If the designee is a manager, can (s)he act impartially?
* Whether there may be concerns about individuals designated to handle any of the roles.

*Choosing the Right Individual(s)*  
There are a number of considerations when designating individuals to handle any of the various roles:

* Who is the most unbiased person within the organization?
* Who will people feel most comfortable dealing with?
* Who is best able to handle confidential matters?
* What information/training will your organization provide to designees?
* Will the designations be included in job descriptions and become part of “paid work”? If not, how will your organization deal with the time these individuals spend on complaints?

MORE SPECIFICALLY…

Persons accepting complaints

* Having more than one person accepting complaints would assist in situations where a person designated to accept complaints has a complaint against him/her.

Mediators

* Are the persons designated to accept complaints also conducting mediations?
* Can or will your organization hire outside, professional mediators?

Investigators

* Where possible, different individuals should conduct the mediation and investigation processes. This would be up to your organization to determine. In a small organization, the same person handling the entire matter may not be to the liking of all employees.
* The complaint may face a higher likelihood of ending up at an outside agency if the person designated does not maintain an extremely high degree of professionalism and impartiality.

Decision Makers

* The Saskatchewan Human Rights Commission recommends that, where possible, the investigations and decision-making be done by two different people.

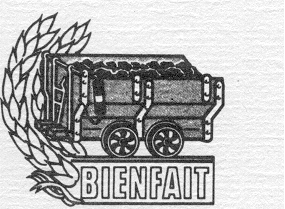
Person accepting appeals

* Where possible, the individual designated to take appeals should be someone who has not been involved in the process up to the point of appeal. If this is impossible, always ensure the individual acts with the highest degree of professionalism and impartiality.

Persons reviewing appeals

* The persons reviewing appeals should have as little knowledge as possible about the history of the matter and act with a high degree of professionalism and impartiality.
* When calling for an interview, it is important to ask the applicant if they require any accommodation to attend the interview.
* During the interview the interviewer must describe the way the job is generally carried out, including any physical requirements, and ask the applicant if they see any issue with carrying out the duties as assigned, or if they would require accommodation.

#### Remuneration Log for Council and Mayor



Town of Anytown Mayor and Council Remuneration Log

|  |  |  |
| --- | --- | --- |
| Meeting Attended | Date | Time Spent |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
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|  |  |  |
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Date Submitted:

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Signature of Councillor or Mayor

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Signature of Administrator

1. Saskatchewan Human Rights Commission [↑](#footnote-ref-2)
2. Saskatchewan Human Rights Commission [↑](#footnote-ref-3)
3. Government of Canada, Duty of Loyalty, Values and Ethics of Public Service [↑](#footnote-ref-4)
4. Adapted from the Community of Perdue [↑](#footnote-ref-5)
5. Municipalities Act, Section 122 [↑](#footnote-ref-6)
6. Municipalities Act, Section 112 [↑](#footnote-ref-7)
7. The Ombudsman, Nov. 2016 [↑](#footnote-ref-8)