

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.1.1.1.</b>
Section	1	Employment	
Sub-Section	1	Hiring and Promotion	
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1. The purpose of this policy is to ensure that employment-related decisions concerning existing or potential City employees are free from any real or perceived improper influence based on family relationships, and to maintain public confidence in the integrity of the City's hiring and employment practices.
2. This policy applies to elected officials and all persons employed by the City, whether on a full-time, part-time, seasonal or casual basis.
3. For the purposes of this policy, immediate family member means a parent, child, spouse, or same-sex partner, as these terms are defined in the *Municipal Conflict of Interest Act*.
4. It is the City's policy to select the most qualified candidates for vacant positions, while maximizing the opportunity for internal promotions.
5. All vacant positions shall be posted internally, either prior to or at the same time as external advertising, subject to the provisions of the relevant collective agreements.
6. It is the City's policy to make decisions on hiring, promotion, and other human resource issues based on merit. This includes a person's qualifications, ability and performance.
7. Immediate family members of Council members, the Chief Administrative Officer, and Department Heads shall not be employed by the City.
8. Immediate family members of other employees shall not be employed by the City where such employment would involve a direct or indirect reporting relationship to the relative.
9. In the event that a conflict with this policy is created by circumstances such as a municipal election, a promotion or transfer, or a change in family status, the Chief Administrative Officer shall undertake a review to identify a solution that is consistent with the purpose of this policy while respecting the relevant provisions of human rights legislation. On the recommendation of the Chief Administrative Officer, City Council is authorized to grant written waivers from this policy in such cases where it would be in the best interests of the municipality to do so.
10. This policy shall come into effect on the date of its adoption by Council, and shall not be applied retroactively.

(R. 2004-354 04.11.08)

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THAT...the Chief Administrative Officer be authorized to enter into phased retirement agreements with senior managers at his/her discretion, in order to facilitate succession planning and knowledge transfer, with the City paying the cost of purchasing the employee's broken service.

(R. 2007-326 07.10.22)

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The purpose of this policy is to provide the framework for career development and advancement at the City of Orillia.

Succession planning is comprised of the following elements:

- Identification of High Performing Employees;
- Core Competencies;
- Training and Development;
- Memberships;
- Action Plan.

## **Identification of High Performing Employees**

For succession planning purposes, Department Heads will identify high performing employees in their areas and meet with such employees to determine career aspirations.

## **Core Competencies**

A detailed list of each employee's core competencies must be maintained through the corporate Human Resources Information System (HRIS) in order to determine individual skill profiles for job openings at the City. These core competencies would include education, licenses, certifications, training, etc. All Departments should forward any core competencies they wish to maintain on record to Human Resources.

## **Training and Development**

Training and development requirements need to be identified to enhance the skills of employees who have been assessed as high performers in order to ensure they are competent if a vacancy does arise. These training requirements are to be budgeted through the individual department's operational budget each year.

## **Memberships**

Memberships in professional associations in the employee's field of expertise offer a great networking and information exchange opportunity. Appropriate memberships approved for employees are to be budgeted through the individual department's operational budget.

## **Action Plan**

An action plan should be formalized indicating the areas that need to be addressed, with timeframes attached, in order to ensure the employee is competent and ready to fill a possible vacancy. All such action plans should be filed with Human Resources.

(R. 2008-319 08.11.17)

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## PURPOSE

A Criminal Record Check (CRC) is a verification measure designed to confirm that employees of the City of Orillia do not have a criminal history, which could make them unsuitable for certain positions. This measure assists the City in attempting to ensure the health and safety of its customers, employees, and resources. Particular attention is provided to those employees having direct contact with children or vulnerable adults. A Vulnerable Sector Check (VSC) is a more thorough level of a CRC. A VSC is used to determine possible existence of sexual offences.

This policy does not replace operational procedures already in existence.

## SCOPE

This policy shall apply to all new permanent full-time, permanent part-time, temporary contract employees, and volunteers of the City of Orillia, for the positions indicated below.

Applicants in all Departments will be required to provide a current CRC at the time of written employment offer.

Applicants for the following positions will be required to provide a current CRC and a VSC at the time of written employment offer:

- Arena Workers
- Concession Stand workers
- Fire Department employees, including Volunteers
- Lifeguards
- Municipal Law Enforcement Officers
- Opera House employees
- Park/Facility Operators
- Parks, Recreation and Culture Camp staff
- Persons contracted to offer recreational programs in the Parks and Recreation brochure
- Stephen Leacock Museum employees
- Youth Centre employees

## PROCEDURE

1. Any job postings for positions that require the CRC and VSC will contain a statement that "Employment offers will only be made if the results of the

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candidate's Criminal Record Check and/or Vulnerable Sector Check are satisfactory".

2. Any costs incurred relating to the application to obtain a CRC/VSC will be the responsibility of the prospective employee/volunteer.
3. At the time the offer of employment is made, the prospective employee/volunteer is required to obtain a CRC/VSC from a police force detachment.
4. All CRC/VSC will be treated as confidential and personal information under the authority of the *Municipal Freedom of Information and Protection of Privacy Act*.
5. The prospective employee/volunteer is responsible to provide the original CRC/VSC document to the Human Resources Department immediately after it is obtained. If the check will take longer than two weeks to be completed, it is the responsibility of the prospective employee/volunteer to provide official documentation from the appropriate police force, i.e. proof of purchase of required check.
6. If a prospective employee/volunteer has criminal convictions for which a pardon has not been granted, outstanding/pending criminal charges, probations, prohibitions, or other judicial orders in effect, it is at the discretion of the Director of Human Resources, in consultation with the appropriate Department Head and the Chief Administrative Officer, to determine if the prospective employee will be employed with the City based on the results of the check.
7. A criminal conviction for which a pardon has not been granted, outstanding criminal charges, probations, prohibitions, or other judicial orders in effect do not automatically exclude a prospective employee from employment with the City.
8. The following extenuating circumstances may be considered when a CRC/VSC reveals a criminal conviction, charge, probation, prohibition, or other judicial orders in effect:
  - a) The specific duties and responsibilities of the position in question.
  - b) The potential risk posed to the City's elected officials, employees, residents, volunteers, property/equipment, or the public it serves.
  - c) The period of time since the criminal conviction(s).
9. A written offer of employment is conditional upon the City's acceptance of a submitted, original CRC/VSC.
10. A written offer of employment will be rescinded if the prospective employee:

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- a) Fails to apply for a CRC/VSC within two weeks from the written offer of employment.
- b) Fails to submit the results of the CRC/VSC to the Human Resources Department.
- c) Produces a CRC/VSC that indicates they cannot be considered for employment, pursuant to #6 and #7.

(R. 2012-260 12.10.01)  
(R. 2018-159 18.08.16)

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(R. 2012-260 12.10.01)  
(R. 2018-159 18.08.16)

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The City is committed to providing a safe and secure workplace for its employees that demonstrates mutual respect and consideration for one another as employees and individuals. The workplace shall be free from harassment and violence.

The City shall support and assist any employee subjected to workplace harassment, workplace sexual harassment and/or workplace violence by either other employees or by non-employees.

Every employee has the right to seek assistance from other processes available in addition to any steps taken under this policy, such as the Ontario Human Rights Commission, Ministry of Labour, employee Unions or Association, etc.

## **Purpose**

The purpose of this policy is:

- To maintain a working environment that is free from harassment, sexual harassment and workplace violence;
- To alert all employees that workplace harassment, workplace sexual harassment and workplace violence is unacceptable.
- To reduce the potential for workplace harassment and/or violence of any kind before an incident occurs.
- To establish a mechanism for receiving complaints of workplace harassment, and/or violence as well as a process for dealing with them.

## **Policy Application**

- This policy applies to all City employees.
- Employment-related incidents concerning harassment or violence that occur beyond the normal workplace, e.g. social media or outside working hours, may also be captured in this policy.
- It should be noted that appropriate performance, counseling, appraisals, or discipline are not considered harassment under this policy.
- Section 1 of the *Occupational Health and Safety Act* (OHSA) states “A reasonable action taken by an employer or supervisor relating to the management and direction of workers or the workplace is not workplace harassment”.

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## **Legislation**

The *Ontario Human Rights Code* prohibits actions that discriminate against people based on the following:

- Protection grounds: age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status (including single status), gender identity, general expression, receipt of public assistance (in housing only), record of offences (in employment only), sex (including pregnancy and breastfeeding) and sexual orientation.
- Social areas: accommodation (housing), contracts, employment, goods, services and facilities, memberships in unions, trade or professional associations.

### *Occupational Health and Safety Act*

Section 25 (2) (h) of the (OHSA) requires that every employer take all reasonable precautions in the circumstances for the protection of a worker.

Section 32.0.1 (1) (a) and (b) of the OHSA requires employers to prepare a policy with respect to workplace violence and workplace harassment.

Sections 32.0.6 (2) (a) and (b) of the OHSA indicate that the employer shall maintain a program which:

- Include measures and procedures for workers to report incidents of workplace harassment to the employer or supervisor.
- Include measures and procedures for workers to report incidents of workplace harassment to a person other than the employer or supervisor, if the employer or supervisor is the alleged harasser.
- Set out how incidents or complaints of workplace harassment will be investigated and dealt with.
- Set out how information obtained about an incident or complaint of workplace harassment, including identifying information about any individuals involved, will not be disclosed unless the disclosure is necessary for the purposes of investigating or taking corrective action with respect to the incident or complaint, or is otherwise required by law
- Set out how a worker who has allegedly experienced workplace harassment and the alleged harasser, if he or she is a worker of the employer, will be informed of the results of the investigation and of any corrective action that has been taken or that will be taken as a result of the investigation.

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## **Definitions**

**Domestic Violence:** means a pattern of coercive tactics which can include physical, psychological, sexual, economic and emotional abuse perpetrated by one person against an adult partner, with the goal of establishing and maintaining power and control over the victim.

## **Harassment**

Engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome. This includes any inappropriate conduct, comment, display, action or gesture by a person that:

- Adversely affects the worker's psychological or physical well-being and that the person knows or ought to reasonably know would cause a worker to be humiliated or intimidated;
- Constitutes a threat to the health and safety of the worker.

## **Minor incident**

An incident in which no one is physically harmed in any way and which is resolved through employee or supervisory mediation.

## **Serious incident**

An incident in which someone was physically harmed (whether requiring medical attention or not), or which continues or escalates after supervisory mediation.

## **Unacceptable Behaviour**

Physically or psychologically aggressive behaviours including but not limited to:

- Verbal or written threats, or any expression of intent to inflict harm;
- Intimidation, bullying, or aggressiveness;
- Physical attacks, such as hitting, shoving, pushing, punching, slapping, pinching, biting or kicking;
- Psychological trauma which includes stalking;
- Open disregard for personal rights of others;
- Bringing weapons of any kind to the workplace, or inappropriate references to weapons;
- Throwing objects at an individual with a view to cause physical injury or fear;
- Obscene or harassing telephone calls.
- Unwanted attention or sexual advances.

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## **Workplace**

Any place where business or work-related activities are conducted. It includes, but not limited to:

- The physical work premises;
- Work assignments outside the City of Orillia's work locations;
- Work-related travel or training sessions.

## **Workplace Harassment**

- Engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome
- Workplace sexual harassment.

## **Workplace Sexual Harassment**

- Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome.
- Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

## **Workplace Violence**

- The exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker.
- An attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker.
- A statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

## **Responsibilities**

### **Employee Duty**

- Every employee has a responsibility to ensure that all City work environments are free from workplace harassment, workplace sexual harassment and workplace violence.

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- Employees are responsible for reporting to their Supervisors any incidents of workplace harassment or violence according to the procedures set out in this policy.

## Management Duty

All management staff of the City shall:

- Discourage workplace harassment, workplace sexual harassment, and workplace violence based on the following measures:
  - Set a good example.
  - Approach employees if there is a concern or issue related to workplace harassment or violence.
  - Seek advice from the Human Resources (HR) Department if uncertain whether a problem involves harassment or violence.
  - Investigate potential workplace harassment or violence incidents, even in the absence of a formal complaint.
- Consult the HR Department regarding disciplinary action against employees found to have harassed other employees.
- Support and assist any City employee complaining of harassment by non-employees.
- Complete Appendix A – Workplace Harassment, Workplace Sexual Harassment and Workplace Violence Report and Investigation Form to assist in investigating incidents.
- Train employees on the content of this policy, which will include:
  - The means to recognize and appropriately respond to incidents of workplace harassment, workplace sexual harassment and workplace violence.
  - Review of procedures for reporting such incidents.
- Reinforce the importance of this policy with staff and post this policy in their department.
- Ensure all new employees are aware of this policy through the orientation process conducted by Human Resources.

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## **Procedures**

### **Filing a Complaint**

- a) Employees who believe that they have been subjected to harassment, workplace sexual harassment or workplace violence are encouraged to bring the matter to the attention of their Supervisor as soon as possible. Promptness protects the rights of both the complainant and the person complained against.
- b) The employee should keep a record describing the incident, when and where it happened, and any witnesses.
- c) Where the employee does not wish to bring the matter directly to their Supervisor, the employee should seek the advice of either the Director of HR or their Department Head.
- d) The Director of HR, the employee's Department Head, Manager or Supervisor will outline the complainant's options to:
  - i) Lay a formal written complaint under this policy using Appendix A when the alleged harasser is an employee of the City;
  - ii) Be represented by legal counsel or other person of choice at any stage of the process;
  - iii) Withdraw from any further action in connection with the complaint at any stage (even though City staff may continue to investigate the matter).
- e) In the event that the employee opts to complete the Report and Investigation Form, such report shall be submitted as soon as possible to the Director of HR. In the event that the complaint involves the Director of HR, the written complaint shall be filed with the Chief Administrative Officer (CAO).
- f) The Director of HR and the appropriate Department Head will investigate and make recommendations to the CAO regarding action to deal with each complaint.
- g) Once the Director of HR has rendered a decision regarding the investigation, the decision may be appealed to the CAO.
- h) The complainant and the respondent will receive written notification of the results of the investigation and of any corrective action that has been taken or that will be taken as a result of the investigation.

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## **Good Faith Complaints**

Victims of harassment are encouraged to come forward if they have experienced workplace harassment or violence; however, employees are cautioned against making false accusations. False accusations can destroy a person's reputation and credibility, and may be considered a form of harassment.

## **Harassment by Non-Employees**

- Employees of the City who believe that they have been subjected to workplace harassment, workplace sexual harassment or workplace violence by a person who is not an employee of the City should complete the Respectful Workplace Investigation Form and advise the HR Department.
- The HR Department will investigate the complaint.
- The Director of HR and/or the CAO will take whatever action is necessary to ensure that the City fulfills its responsibility to support and assist the person subjected to such harassment or violence.

## **Confidentiality of Complaints**

All harassment complaints and resulting investigations will to the greatest degree possible be treated in confidence.

Information including identifying information about any individuals involved, will not be disclosed unless the disclosure is necessary for the purposes of investigating or taking corrective action with respect to the incident or complaint, or is otherwise required by law.

## **Risk Assessment**

The risk of workplace violence and harassment is assessed as part of the City's hazard identification and risk management process outlined in Health and Safety Policy 3.16. Recognizing, Assessing and Controlling Hazards. Risk assessments are completed for all positions and employees are provided with such assessments.

## **Disciplinary Action**

Any employee guilty of harassment and/or violence may be disciplined and may be suspended or dismissed.



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## **Complaints Involving the Management Team or Members of Council**

Any allegations of harassment made by or against a Management Team member, or made by or against a Member of City Council, shall be referred to an independent fact-finder, whose findings shall be submitted to Council Committee in Closed Session.

(R. 2016-92 16.05.16)

## **Attachment**

Appendix "A" - Workplace Harassment, Workplace Sexual Harassment and Workplace Violence Report and Investigation Form

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## APPENDIX "A" WORKPLACE HARASSMENT, WORKPLACE SEXUAL HARASSMENT AND WORKPLACE VIOLENCE REPORT AND INVESTIGATION FORM

Complainant Information			
Name:		Job Title:	
Department:		Date of Incident:	Time of Incident:
Type of Incident: <input type="checkbox"/> Verbal <input type="checkbox"/> Other:			
Complainant description of Incident (attach additional pages if required):			
<i>Please attach any reports/statements</i>			
Reported to Supervisor? <input type="checkbox"/> Yes <input type="checkbox"/> No		Investigation conducted? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If no, explain why:		If no, explain why:	
Name of Supervisor:			
Information			
<input type="checkbox"/> Employee		<input type="checkbox"/> Customer	<input type="checkbox"/> Visitor
<input type="checkbox"/> Ex-employee		<input type="checkbox"/> Other (please specify):	
Gender <input type="checkbox"/> Male <input type="checkbox"/> Female		Name: (if known)	
Witness(es)		Statement Attached <input type="checkbox"/> Yes <input type="checkbox"/> No	
Name:		Name	
Address & Phone:		Address & Phone:	
Did working conditions contribute to the incident? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Please explain:			
Details of Incident			
Type of Incident			
Location of incident (attach a sketch or pictures where possible)			

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## APPENDIX “A” WORKPLACE HARASSMENT, WORKPLACE SEXUAL HARASSMENT AND WORKPLACE VIOLENCE REPORT AND INVESTIGATION FORM

<b>Details of Incident Continued...</b>					
Outcome:					
Other relevant information (to be completed, as appropriate):					
Possible contributing factors:					
Is this a second or repeat incident involving the same individual(s)?		<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Recommended Action:					
Investigation Completed by					
Name:			Position:		
Investigation completed on Date (dd/mm/yy):					
Signature:			Submitted on Date (dd/mm/yy):		
Report Submitted to					
Name:			Position:		
Signature:			Received on Date (dd/mm/yy):		
Comments/follow up action taken:					
<b><i>Please return signed copy to Human Resources for filing</i></b>					

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1. Staffing authority for Department Head positions shall be the responsibility of City Council, in consultation with the Chief Administrative Officer.
2. Staffing authority for all other positions, including Deputy Department Heads, shall be delegated to the Chief Administrative Officer, who shall exercise his authority in consultation with the Department Heads.

... THAT authority be delegated to the Chief Administrative Officer, in consultation with the Department Head, for implementation of future reclassification of management positions below the level of Department Head.

(R. 2000-57 00.08.21)  
(R. 2000-299 00.09.25)

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## 1. Purpose of Guide

This guide has been prepared to assist you in understanding the basic concepts of the Performance Management Programme. If you have any questions, please consult your supervisor, department head, the Director of Human Resources, or the Chief Administrative Officer.

## 2. What is the Performance Management Programme?

Being part of an organization means more than just working for it. It also means having the assurance that one's contribution is important and is valued. Every employee has the right to have that assurance, and with that right comes the responsibility to contribute to the best of his/her ability.

The Performance Management Programme is the process by which the Corporation evaluates employee job performance to help support the ongoing growth of each employee's contribution within his/her job, the professional growth of the employee, and the growth of the Corporation.

## 3. How does the Programme Work?

The Programme consists of the following steps:

- Clarification of duties, responsibilities, and expectations for each position.
- Establishment of key assessment factors and performance goals.
- Ongoing performance monitoring and feedback.
- Annual performance appraisal.
- Rewards.

## 4. Step One – Clarify Jobs

It is important that each employee and his/her supervisor know what the duties, responsibilities, and functions are for the employee's position. The summary of the major duties and responsibilities should be reflected on Page 1 of the Annual Performance Appraisal Form.

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## 5. Step Two: a) Key Assessment Factors

At the annual performance appraisal meeting, the key assessment factors for a position should be identified by the supervisor in consultation with the employee, and should be approved by the department head. Because of the diversity of jobs in the Corporation, it is not expected that all the assessment factors listed will necessarily be applicable to every position. Similarly, space has been provided to add assessment factors which the supervisor and the employee agree are applicable to that specific position.

At the annual performance appraisal meeting, the employee will be rated on how he/she has performed with respect to each factor.

## 6. Step Two: b) Performance Goals

At the annual performance appraisal meeting, the major goals and objectives for the ensuing twelve month period will be established. These should be continually reviewed during the year and revised as appropriate.

Every goals should be "SMART":

- Specific;
- Measurable;
- Achievable;
- Realistic;
- Time-framed;

Some goals will be numerically measurable, e.g. "reduce department's absenteeism rate to \_\_\_\_% by December 31, \_\_\_\_". Every performance goal and objective, however, should be stated in such a way that the employee's success in achieving it can be effectively measured, e.g., instead of saying "improve time management skills", the goal would be stated as "take a course on time management by November 30, 199\_ and reduce to 0 by January 31, \_\_\_\_ the incidence of missed deadlines."

Supervisors and employees are encouraged to develop a mix of goals which include personal objectives (i.e. upgrading of skills or elimination of errors) as well as departmental objectives (i.e. completion of specific projects).

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During the year the employee and the supervisor should regularly review progress towards meeting these objectives and record when objectives are achieved. At the next year's annual performance appraisal meeting, the employee's success in meeting the established objectives will be rated.

## **7. Step Three: Ongoing Performance Monitoring and Feedback**

One risk in establishing a formal annual performance appraisal is that there is a temptation to leave everything for discussion at the yearly meeting. This temptation must be avoided. The obligation for continuous conversation throughout the year between employee and supervisor rests with each equally. In addition to speaking to employees promptly if their performance does not come up to expectations, supervisors should also work hard "to catch employees doing things right", a Dr. Blanchard puts it in "The One Minute Manager". Building up a record of acknowledging positives with someone helps smooth the way when some constructive criticism is in order.

Equally, the onus is on the employee to ensure that issues do not sit festering until the annual appraisal meeting. If the employee is confused or unhappy about any aspect of his/her job, ranging from lack of clarity about priorities to unrealistic deadlines, the employee should raise the issue promptly with the supervisor and agree on a mutual resolution.

## **8. Step Four: Annual Performance Appraisal**

In order to avoid the busy year-end and budget preparation season, the annual performance appraisal meeting should be conducted in late spring/early summer. This will also enable co-ordination with the compensation review/merit progression process for management staff which occurs on July 1 each year.

Prior to the meeting, the employee should submit to the supervisor a self-appraisal using the appraisal form. The employee should evaluate how he/she has fared relative to the key assessment factors and performance objectives established a year ago and should suggest performance goals for the year ahead. The supervisor should give consideration to the employee's self-appraisal when completing the official performance appraisal form.

During the meeting, the employee and the supervisor should discuss past performance, and review in particular any areas where their respective assessments do not coincide. The appraisal form provides a more detailed explanation of the rating scale to be used in rating the key assessment factors and in establishing the overall rating. They should then focus on the future by establishing the performance objectives for the next period and discussing any developmental/training needs that would assist the employee's growth.

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The supervisor and the employee should each sign the appraisal form after writing their comments. Any comments by the Department Head should also be shown to the employee and initialed. The completed form is to be forwarded to the Chief Administrative Officer for his/her information, then placed on the employee's personnel file.

## **9. Step Five: The Reward System**

Before a Performance Management Programme can incorporate a reward component in the form of performance-based compensation, there must be widespread trust in the objectivity and integrity of the system. This trust can only be developed through experience with the system.

At the outset, therefore, there will only be two reward options incorporated in the Programme:

1. For those employees who have not reached their job rate, i.e. the top of their range, an annual performance review rating of satisfactory or better will result in the employee progressing to the next step on the range. Such employees who receive an outstanding rating, will be eligible for consideration for accelerated progression by moving up two steps.
2. Employees who receive a very good or outstanding rating will be eligible for paid days off. The details of this aspect of the programme will be developed by the Management Team prior to the first review period in mid-1999.

After the Programme has been in place for two to three years, consultations will take place to determine whether additional performance-based compensation components should be considered.

## **10. Implementation**

The implementation will commence upon approval of the Programme by City Council. The implementation phase will cover the period from Council approval until July, 1999, and will focus exclusively on the future. The first review of past performance will occur in late spring/early summer of 1999.

Initially the Programme will apply to management staff only. Using the lessons learned from this group, it is the ultimate intention to extend the Performance Management Programme to all Corporation employees in consultation with the various bargaining units.



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Under the Council-approved Performance Management Programme, Council in Closed Session shall be responsible for the Chief Administrative Officer's performance review; the Chief Administrative Officer shall be responsible for Department Heads' performance reviews; and the Department Heads shall be responsible for their employee's performance reviews.

...THAT the Performance Management Programme for Department Heads be amended to provide Council members with the opportunity to submit comments via the CAO on how Department Heads have performed in their relationship with Council.

(R. 1998-277 98.11.23)

(R. 2000-299 00.09.25)

(R. 2000-357 00.10.30)

(R. 2007-198 07.06.11)

(R. 2015-76 15.04.20)

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.1.5.1.</b>
Section	1	Employment	
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## **PURPOSE**

To ensure that progressive discipline methods are clear to all City of Orillia employees and applied consistently and fairly. The policy is aimed to educate an employee regarding when they have failed to perform his or her duties in a responsible manner or have displayed inappropriate behaviour.

## **SCOPE**

This policy applies to all full-time employees of the Corporation of the City of Orillia (City). However, nothing within this document supersedes any provision between the City and its bargaining units as set out within the applicable collective agreements.

## **DEFINITIONS**

### **Minor Incident**

Minor incidents include, but are not limited to, the following:

1. Recurring tardiness.
2. Overstaying breaks or lunch periods.
3. Disrespectful behaviour.
4. Job performance issues that are not corrected upon direction.

### **Serious Incident**

Serious incidents include, but are not limited to, the following:

1. Continued minor violations over a three month period.
2. Serious safety violations, such as intentionally causing a dangerous situation.
3. In-excused absence (unauthorized).

### **Major Incident**

Major incidents include the following, but are not limited to:

1. Theft or intentional destruction of City property.
2. Deliberate dishonesty.
3. Threatening or striking any City employee.

# CITY OF ORILLIA POLICY MANUAL

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## **Counselling**

Counselling is not disciplinary action. Counselling is an effective tool to avoid potential discipline and should be used to provide the employee with guidance, advice, and instruction regarding performance and behaviour issues. While counselling is encouraged, it is not required prior to imposing disciplinary action.

## **PROCEDURE**

When a disciplinary action is warranted, the following is applied in a progressive manner:

- Step 1: Verbal Documented Warning
- Step 2: Written Warning
- Step 3: Suspension Without Pay
- Step 4: Termination

The sequence in which the discipline occurs will vary depending upon the severity of the offence. Depending upon the severity of the offence, and its history, termination of employment for the first violation of a corporate policy and/or practice could occur.

The discipline authority for warnings lies with the employee's immediate supervisor in consultation with the Director of the Department. The authority for termination is determined by the Director of the Department in consultation with the Director of Human Resources and the City Manager.

## **Disciplinary Steps in the Performance and Behaviour Improvement Process:**

### **Step 1: Verbal Documented Warning**

A verbal documented warning is used for a Minor Incident. It is serious enough to record the fact that the matter was formally discussed with the employee, and may be used as the basis for more serious future discipline. A copy of the verbal documented warning shall be placed in the employee's personnel file.

### **Step 2: Written Warning**

A written warning is used for a single incident, which is serious enough to require that it be documented in writing, and as a next step for a Minor Incident (continued or additional) following a verbal warning. A copy of the written warning shall be placed in the employee's personnel file.

### **Step 3: Suspension Without Pay**

Used for a Serious Incident and for continued or subsequent Minor Incidents. This could eventually lead to the termination of employment if the problem continues. A written notice of suspension is provided to the employee and a copy shall be placed in the employee's personnel file.

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The suspension shall be served on a date as indicated by the Director of the Department.

### **Step 4: Termination of Employment**

An employee will be terminated for certain Major Incidents, which would make their continued employment impractical. An employee may be terminated for Minor Incidents or Serious Incidents which have not been corrected as a result of progressive discipline. Depending on the situation, an employee may be terminated without any prior discipline having been imposed.

(R. 2011-277 11.10.24)

# CITY OF ORILLIA POLICY MANUAL

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Section	1	Employment	
Sub-Section	6	Accessibility Standards	
Policy	1	Individual Accommodation Plan	

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This policy applies to all employees within the Corporation of the City of Orillia.

## STATEMENT OF COMMITMENT

The City of Orillia is committed to providing an accessible workplace that welcomes and celebrates diversity and strives to eliminate barriers.

## PURPOSE

The purpose of the policy is to comply with the Employment Standards set out within the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) Ontario Regulation 191/11, section 28 regarding documented individual accommodation plans.

## DEFINITIONS

### Disability

As defined by the AODA:

- Any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness.
- A condition of mental impairment or a developmental disability.
- A learning disability or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language.
- A mental disorder.

### Individual Accommodation Plan

A document which outlines the details of individual accommodations for an employee with a disability. (Appendix A)

## GUIDELINES

### Employer

It is the employer's responsibility to make every reasonable effort to accommodate employees on an individual basis due to an employee's disability.

### Employee

- Notify the Director of Human Resources of the request for an individual accommodation plan.
- Participate in the development of the accommodation plan with the Director of Human Resources and the relevant Supervisor(s).
- Provide medical documentation outlining the disability, and the need for accommodation.
- Request, if desired, the attendance of a Union Representative or other workplace representative when developing the accommodation plan.
- Participate in an annual meeting with the Director of Human Resources and the relevant Supervisor(s) to review the plan.

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.1.6.1.</b>
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## Human Resources

- Develop an individual accommodation plan in accordance with the documented restrictions/limitations of the employee.
- May request the employee be evaluated by an outside medical agency or physician or other expert, at the employee's expense, to assist in determining accommodation.
- Meet with the employee, the relevant Supervisor(s), Union Representative, or other workplace representatives, to discuss the plan.
- Provide the accommodation plan in a format that considers the accessibility needs of the employee.
- Ensure all employee information collected during the development of the plan will remain confidential unless written consent is obtained from the employee.
- Review the plan with the employee and the relevant Supervisor(s) on an annual basis.

## Managers and Supervisors

- Participate in the development of the individual accommodation plan.
- Monitor and evaluate the accommodation plan once implemented.
- Participate in the yearly review of the plan.

## PROCEDURE

1. The worker shall report any disability to the Director of Human Resources.
2. An individual accommodation plan will be developed in accordance with the documented restrictions/limitations of the employee.
3. All documentation will be kept confidential unless consent has been received by the employee to release such information to the appropriate parties involved.
4. A copy of the plan will be provided to each of the parties involved.
5. The plan will be reviewed on an annual basis.

## Attachment

Appendix A - Individual Accommodation Plan Disability-Related

(R. 2012-163 12.06.11)

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.1.6.1.</b>
Section	1	Employment	
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## INDIVIDUAL ACCOMMODATION PLAN DISABILITY-RELATED

The goal of the individual accommodation plan is to assist the employee with restrictions/limitations that are disability-related.

<b>Employee Name:</b>	<b>Department:</b>
<b>Position:</b>	<b>Work Location:</b>
<b>Type of Disability:</b>	
<b>Details of Individual Accommodation:</b>	
<b>Date of Implementation:</b>	
<b>Date to be Reviewed:</b>	
<b>Employee Signature:</b>	<b>Date:</b>
<b>Supervisor Signature:</b>	<b>Date:</b>
<b>Human Resources Signature:</b>	<b>Date:</b>
<b>For HR Purposes only:</b>	
<input type="checkbox"/> <b>Copy - Employee</b> <input type="checkbox"/> <b>Copy - Union</b> <input type="checkbox"/> <b>Copy - Supervisor</b>	

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.1.6.2.</b>
Section	1	Employment	
Sub-Section	6	Accessibility Standards	
Policy	2	Recruitment, Communications, Career Development	

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This policy applies to all employees within the Corporation of the City of Orillia.

## **PURPOSE**

The purpose of the policy is to comply with the Employment Standards set out within the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) Ontario Regulation 191/11. In accordance with this Regulation, the City of Orillia is required to establish a policy that will assist with the recruitment, communications, workplace emergency response information, retention, and career development of persons with disabilities.

## **GUIDELINES**

### **Recruitment, Selection and Hiring**

The City of Orillia is committed to engaging in the identification, removal, and prevention of barriers throughout an employee's life cycle. When barriers exist that are unable to be removed, reasonable accommodations will be made to ensure full participation of persons with disabilities.

The Human Resources Department, when requested, will accommodate and support people with disabilities throughout the hiring stages of recruitment, assessment, selection and hiring.

The Human Resources Department will make all documentation available to applicants in alternative formats and will provide reasonable support services to individuals with disabilities to enable full participation.

### **Confidentiality**

Applicants and employees requesting accommodations due to a disability can be assured that all confidential disability related requests and information will remain confidential, and further disclosure of a disability will only occur with the consent of the applicant/employee.

### **Communications**

Upon request, the Human Resources Department will make all necessary documentation available in alternative formats and will provide reasonable support services to individuals with disabilities ensuring full participation of qualified individuals.

### **Workplace Emergency Response Information**

Upon request, the City of Orillia will provide individualized emergency response information to employees with a disability. (Appendix A)



# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.1.6.2.</b>
Section	1	Employment	
Sub-Section	6	Accessibility Standards	
Policy	2	Recruitment, Communications, Career Development	

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## **Performance Management, Career Development and Advancement**

The City of Orillia shall take into account the accessibility of employees with disabilities, as well as individual accommodation plans, when dealing with the following:

- Performance management program.
- Career development and advancement.
- Reassignment of employees to other departments or positions.

## **Attachment**

Appendix A - Employee Workplace Emergency Response Plan

(R. 2012-163 12.06.11)

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.1.6.2.</b>
Section	1	Employment	
Sub-Section	6	Accessibility Standards	
Policy	2	Recruitment, Communications, Career Development	

## CITY OF ORILLIA

### Employee Workplace Emergency Response Plan

<b>1. Employee Information</b>
Name:
Position:
Department:
Location of Workstation:

<b>2. Emergency Evacuation Assessment</b>
Does the employee experience any of the following that could impede the ability to quickly evacuate the work place?
a. Mobility limitations; interference with walking, using stairs, joint pain, use of mobility device (i.e. wheelchair, scooter, cane, crutches, walker, etc.) <span style="float: right;"><input type="checkbox"/> yes <input type="checkbox"/> no</span>
b. Reduced energy, fatigue; tires easily <span style="float: right;"><input type="checkbox"/> yes <input type="checkbox"/> no</span>
c. Respiratory impairment (due to temporary/permanent conditions or brought on by stress, exertion, exposure to dust, smoke, etc.) <span style="float: right;"><input type="checkbox"/> yes <input type="checkbox"/> no</span>
d. Emotional, cognitive, or concentration difficulties; confusion or disorientation <span style="float: right;"><input type="checkbox"/> yes <input type="checkbox"/> no</span>
e. Vision impairment/loss <span style="float: right;"><input type="checkbox"/> yes <input type="checkbox"/> no</span>
f. Hearing impairment/loss <span style="float: right;"><input type="checkbox"/> yes <input type="checkbox"/> no</span>
g. Require assistive technology or medication <span style="float: right;"><input type="checkbox"/> yes <input type="checkbox"/> no</span>
h. Other (please specify): <span style="float: right;"><input type="checkbox"/> yes <input type="checkbox"/> no</span>

# CITY OF ORILLIA POLICY MANUAL

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### 3. Communication Needs & Accommodations

Indicate the employee's preferred method of communication in an emergency situation. List any assistive communication devices and/or accommodations required.

**Example:** person with hearing impairment may require Blackberry or pager to receive emergency evacuation information via text message.

### 4. Conditions, Sensitivities, Disabilities and Accommodation Summary

Indicate any temporary or long term conditions, sensitivities and/or disabilities that may affect the well-being and safety of the employee during emergency response.

Emergency Assistance Required:

### 5. Employee Personal Emergency Preparedness Kit

Employee Personal Emergency Preparedness Kit required? (at employee's discretion)  
 yes  no

**List Contents** (i.e. emergency supply of medication, food for specific dietary needs, personal assistive equipment and batteries, emergency health, and contact information, etc.):

Location of Employee's Personal Emergency Preparedness Kit:

### 6. Emergency Evacuation Routes

Indicate **primary** accessible evacuation route from work station, noting any accessibility accommodations required. Where applicable, attach site map/fire safety plan and identify meeting location.

Indicate **alternative** evacuation route from workplace, noting any accessibility accommodations required. Where applicable, attach site map/fire safety plan and identify meeting location



# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.1.6.3.</b>
Section	1	Employment	
Sub-Section	6	Accessibility Standards	
Policy	3	Non-Occupational Return to Work Disability-Related	

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This policy applies to all employees within the Corporation of the City of Orillia.

## PURPOSE

The purpose of the policy is to comply with the Employment Standards set out within the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) Ontario Regulation 191/11, Section 29 regarding a return to work process for employees who have been absent from work due to a disability, and require accommodations in order to return to work.

## DEFINITIONS

### Disability

As defined by the AODA:

- Any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness.
- A condition of mental impairment or a developmental disability.
- A learning disability or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language.
- A mental disorder.

### Work Accommodation

The adjustment of work assignment, activities or specifications in order to accommodate restrictions/limitations for employees due to a disability. The ultimate duration of the work accommodation will depend on the nature of the individual circumstances of the employee and will be subject to ongoing monitoring.

### Work Accommodation Plan

A document which outlines the details of the work accommodation including the specific duties to be performed for employees who have been absent from work due to a disability and require disability-related accommodations.

## GUIDELINES

### Employer

It is the employer's responsibility to make every reasonable effort to accommodate employees through the identification of modified work alternatives on an individual basis due to an employee's disability.

### Employee

- Notify the Director of Human Resources as soon as possible if work accommodation is required due to a disability.
- Complete the Assessment for Return to Work Form. (Appendix A)

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.1.6.3.</b>
Section	1	Employment	
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Policy	3	Non-Occupational Return to Work Disability-Related	

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- Accept reasonable temporary or permanent work accommodation being offered by the City.
- Work in accordance with the Work Accommodation Plan and perform only tasks which are acceptable within the context of the documented restrictions/limitations.

## Human Resources

- Develop a Work Accommodation Plan in accordance with the documented restrictions/limitations of the employee and the demands of the accommodated work.
- Meet with the employee and the relevant Supervisor(s) to discuss the Work Accommodation Plan.

## Managers and Supervisors

- Cooperate with and participate in the development of a Work Accommodation Plan.
- Participate in Work Accommodation meetings as necessary and as requested.
- Maintain regular contact with accommodated employees assigned to his/her department.
- Monitor, evaluate and document the accommodated employee's job performance throughout the Work Accommodation Plan and ensure that any issues are brought to the attention of the employee as well as others involved in the employee's Work Accommodation Plan. (Appendix B)

## PROCEDURE

1. The worker shall report any disability to the Director of Human Resources.
2. A Work Accommodation Plan will be developed outlining the goals and details of the worker's modifications. If requested, the employee may have their union representative present during the development of the Work Accommodation Plan.
3. Medical documentation will be required to determine appropriate tasks are provided in the workplace to accommodate the employee's return to work.
4. If medical documentation is received indicating that the disability is likely to be permanent and the worker is not expected to recover sufficiently to perform the essential duties of their regular work, the appropriate parties will be notified to assist in the process of attempting to provide permanent job accommodation.
5. All documentation will be kept confidential unless consent has been received by the employee to release such information to the appropriate parties involved.
6. A copy of the plan will be provided to each of the parties involved.

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.1.6.3.</b>
Section	1	Employment	
Sub-Section	6	Accessibility Standards	
Policy	3	Non-Occupational Return to Work Disability-Related	

7. The plan will be reviewed on an annual basis.

## **Attachments**

Appendix A – Worker Assessment Form

Appendix B – Work Accommodation Plan

(R. 2012-163 12.06.11)

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.1.6.3.</b>
Section	1	Employment	
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## CITY OF ORILLIA WORKER ASSESSMENT FORM

Appendix A

(for non-occupational return to work disability related)

I, (please print name) \_\_\_\_\_, hereby authorize the healthcare professional who treats me to provide my employer with information about my capabilities and limitations on this worker assessment form as it relates to remaining at work, returning me to work, or accommodating me at work.

Employee's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

*Dear Health Care Practitioner, the City of Orillia offers a Work Accommodation Program for employees experiencing injuries or illnesses. Your assessment and feedback will allow us and our employee to consider an appropriate workplace accommodation if necessary. **Please return the completed form to our confidential fax number (705) 325-5904.***

1. \_\_\_\_ This employee is able to return at once to regular work with no restrictions.
2. \_\_\_\_ This employee is totally disabled from working at this time. Will be re-assessed on this date \_\_\_\_\_
3. \_\_\_\_ This employee is able to return to work with restrictions noted below (check all that apply). RTW date \_\_\_\_\_

Please indicate <b>Abilities</b> that apply and include additional details in comment section below											
<b>Walking:</b> <input type="checkbox"/> Full abilities <input type="checkbox"/> Up to 100 metres <input type="checkbox"/> 100-200 metres <input type="checkbox"/> Other (please specify)	<b>Standing:</b> <input type="checkbox"/> Full abilities <input type="checkbox"/> Up to 15 minutes <input type="checkbox"/> 15-30 minutes <input type="checkbox"/> Other (please specify)	<b>Sitting:</b> <input type="checkbox"/> Full abilities <input type="checkbox"/> Up to 30 minutes <input type="checkbox"/> 30 minutes – 1 hour <input type="checkbox"/> Other (please specify)	<b>Lifting from floor to waist:</b> <input type="checkbox"/> Full abilities <input type="checkbox"/> Up to 5 kgs <input type="checkbox"/> 5 – 10 kgs <input type="checkbox"/> Other (please specify)								
<b>Lifting from waist to shoulder:</b> <input type="checkbox"/> Full abilities <input type="checkbox"/> Up to 5 kgs <input type="checkbox"/> 6 – 10 kgs <input type="checkbox"/> Other (please specify)	<b>Stair climbing:</b> <input type="checkbox"/> Full abilities <input type="checkbox"/> Up to 5 steps <input type="checkbox"/> 5 – 10 steps <input type="checkbox"/> Other (please specify)	<b>Ladder climbing:</b> <input type="checkbox"/> Full abilities <input type="checkbox"/> 1 – 3 steps <input type="checkbox"/> 4 – 6 steps <input type="checkbox"/> Other (please specify)	<b>Travel to work:</b> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Ability to use public transit</td> <td style="width: 50%;">Ability to drive a car</td> </tr> <tr> <td><input type="checkbox"/> yes</td> <td><input type="checkbox"/> yes</td> </tr> <tr> <td><input type="checkbox"/> no</td> <td><input type="checkbox"/> no</td> </tr> </table>	Ability to use public transit	Ability to drive a car	<input type="checkbox"/> yes	<input type="checkbox"/> yes	<input type="checkbox"/> no	<input type="checkbox"/> no		
Ability to use public transit	Ability to drive a car										
<input type="checkbox"/> yes	<input type="checkbox"/> yes										
<input type="checkbox"/> no	<input type="checkbox"/> no										
Please indicate <b>Restrictions</b> that apply and include additional details in comment section below											
<input type="checkbox"/> Bending/twisting repetitive movement of (please specify):	<input type="checkbox"/> Work at or above shoulder activity:	<input type="checkbox"/> Chemical exposure to:	<input type="checkbox"/> Environmental exposure to (eg. heat, cold, noise, scents):								
<input type="checkbox"/> Limited use of hand(s): <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Left</td> <td style="width: 50%;">Right</td> </tr> <tr> <td><input type="checkbox"/> Gripping</td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/> Pinching</td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/> Other (specify)</td> <td><input type="checkbox"/></td> </tr> </table>	Left	Right	<input type="checkbox"/> Gripping	<input type="checkbox"/>	<input type="checkbox"/> Pinching	<input type="checkbox"/>	<input type="checkbox"/> Other (specify)	<input type="checkbox"/>	<input type="checkbox"/> Limited pushing/pulling with: <input type="checkbox"/> Left arm <input type="checkbox"/> Right arm <input type="checkbox"/> Other (please specify)	<input type="checkbox"/> Operating motorized equipment (eg. forklift):	<input type="checkbox"/> Potential side effects from medications (please specify, do not include names of medications):
Left	Right										
<input type="checkbox"/> Gripping	<input type="checkbox"/>										
<input type="checkbox"/> Pinching	<input type="checkbox"/>										
<input type="checkbox"/> Other (specify)	<input type="checkbox"/>										
<input type="checkbox"/> Cognitive Impairment (provide limitations information in comments box below)											
Estimated duration of limitations: <input type="checkbox"/> 1 - 2 days <input type="checkbox"/> 3 – 7 days <input type="checkbox"/> 8 – 14 days <input type="checkbox"/> 15 - 30 days <input type="checkbox"/> 31+ days											



# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.1.6.3.</b>
Section	1	Employment	
Sub-Section	6	Accessibility Standards	
Policy	3	Non-Occupational Return to Work Disability-Related	

Complete recovery expected: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown at this time	
Recommendations for work hours: <input type="checkbox"/> Full-time hours <input type="checkbox"/> Modified hours (clarify below) <input type="checkbox"/> Graduated hours (clarify below)	
<b>Additional comments</b> on Abilities and/or Restrictions (Please provide objective medical findings and further details to support any boxes checked above):     	
Signature of Attending Health Care Provider:  _____  Date:	Name: _____ Address: _____ _____ Tel: _____

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.1.6.3.</b>
Section	1	Employment	
Sub-Section	6	Accessibility Standards	
Policy	3	Non-Occupational Return to Work Disability-Related	

## WORK ACCOMMODATION PLAN

**The goal of work accommodation is to provide a short-term change in job requirements based on medical restrictions for non-occupational return to work disability-related.**

Employee Name:	Department:
Position:	Work Location:
Type of Disability:	
Date of Worker Assessment Form:	
<b>*A copy of the Worker Assessment Form will be attached to the Work Accommodation Plan*</b>	
Description of suitable work including tasks based on the functional abilities information:	
Date suitable work available:	
Date Suitable work is to be reviewed:	
Employee Signature:	Date:
Supervisor Signature:	Date:
Human Resources Signature:	Date:
For HR Purposes only: <input type="checkbox"/> Copy - Employee <input type="checkbox"/> Copy – Union <input type="checkbox"/> Copy - Supervisor	

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.2.1.1.</b>
Section	2	Education	
Sub-Section	1	Employee Development Courses	
Policy	1	Municipal Administration Courses	

Page 1 of 2

1. The City supports and encourages staff development. The cost of staff training courses which are approved by the Department Head as necessary for the employee to discharge his/her job responsibilities shall be paid by the City, subject to the availability of funds. With the Department Head's approval, such training may be undertaken during working hours.

If a unionized employee is directed by their Supervisor/Department Head to attend training or a seminar that is necessary for the employee to discharge their job responsibilities, the City will pay for the full registration cost and the following will apply:

- If the training/seminar is scheduled Monday through Friday during the day, the employee will be paid their normal rate of pay for their normal number of hours of work, as well as reimbursed for mileage for the use of their personal vehicle, and any accommodation costs as pre-approved by the Supervisor/Department Head. No overtime for travel time will be paid.
  - If functions or events (banquets, tours of facilities, etc.) pertaining to the approved training as outlined in the above paragraph occur after hours, no overtime shall be paid.
  - If the training/seminar is through night school courses, straight time for class time will be paid, no overtime or mileage will be paid.
  - If the training/seminar occurs on a Saturday or Sunday, overtime rates will apply as outlined in the Collective Agreement. Mileage and accommodation costs will be reimbursed based on pre-approval by the Supervisor/Department Head.
2. Subject to the availability of funds and successful completion of the course, the Department Head may approve reimbursement of 75% of the costs of training courses taken by an employee outside working hours which the Department Head deems to be desirable, but not essential, for discharge of the employee's responsibilities.

If a unionized employee wishes to attend a training session or seminar outside normal working hours that is desirable, but not essential for the discharge of the employee's responsibilities, no wages, mileage, or accommodation costs will be paid.

## CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.2.1.1.</b>
Section	2	Education	
Sub-Section	1	Employee Development Courses	
Policy	1	Municipal Administration Courses	

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3. Corporate memberships will be paid by the City. Employees shall be reimbursed 100% of the cost of membership in a professional association required to maintain a professional designation necessary for the discharge of the employee's job responsibilities. 75% of the cost of professional memberships which are desirable, but not essential, shall be reimbursed with the approval of the Department Head.

(R. 2000-299 00.09.25)

(R. 2002-227 02.06.17)

(R. 2009-277 09.10.26)

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.3.1.1.</b>
Section	3	Equipment Provisions	
Sub-Section	1	Equipment Supplied to Personnel	
Policy	1	Standby Vehicles	

Page 1 of 1

Employees that are required to participate in standby on-call responsibilities will have the option of taking a City-owned vehicle home provided it is used exclusively for City purposes.

(R. 1974-735 74.10.07)  
(R. 2015-76 15.04.20)

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.4.1.1.</b>
Section	4	Health and Safety	
Sub-Section	1	Policy Statement	
Policy	1	Adoption Of	

Page 1 of 1

The Corporation of the City of Orillia is committed to the health and safety of its employees. The Corporation will pursue this commitment by providing policies and programs that encourage healthy lives, prevent accidents, injuries and occupational illnesses.

The Corporation has the responsibility for doing everything it can reasonably do to prevent accidents, injuries and illnesses by providing safe equipment and facilities, competent supervision and adequate training for employees. This responsibility extends throughout all levels of the Corporation.

All employees have a personal responsibility to preserve their health and to work safely to the best of their ability.

This commitment to accident prevention, health and safety, for the employees and by the employees, is consistent with the total commitment by the Corporation of the City of Orillia.

**NO JOB IS SO URGENT THAT TIME AND CARE CANNOT BE TAKEN TO DO THE WORK SAFELY.**

(R. 1991-279 91.06.10)

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.4.3.1.</b>
Section	4	Health and Safety	
Sub-Section	3	No-Smoking	
Policy	1	Municipal Workplaces	

Council recognizes that environmental tobacco smoke has been well documented as a Class A carcinogen, in the same class as asbestos and benzene, as a toxic substance and health hazard. The Smoke-Free Workplace Policy is an effort to provide a safe and healthy working environment for all employees.

In accordance with Chapter 953 of the City of Orillia Municipal Code every workplace in the City of Orillia shall be smoke-free. Every employer must establish a policy to comply with the requirements of Chapter 953. No person shall smoke in any enclosed workplace under control of the City. This policy applies to all areas of the Orillia City Centre, all other Municipally owned and managed facilities, buildings, offices, and all municipal vehicles, and enclosed machinery whether owned or leased.

## DESCRIPTION:

1. The City of Orillia smoke-free policy will take effect on June 1, 2002.
2. All employees and visitors are expected to comply with this policy.
3. The role of the employee will be to respect the smoke-free policy and smoke outside enclosed workplaces. The role of management is to enforce this policy.
4. Copies of this policy shall be posted in all staff rooms and on union boards.
5. A copy of this policy will be provided to each employee and all prospective employees will be informed about the smoke-free policy prior to their hiring.
6. Violators of this policy will be subject to disciplinary action up to and including dismissal.
7. The City of Orillia's Employee Assistance Plan is available to all eligible employees to assist them in living healthier lives by quitting smoking.

(R. 2002-104 02.03.25)  
(R. 2010-23 10.02.01)

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.4.4.1.</b>
Section	4	Health and Safety	
Sub-Section	4	Hours of Service	
Policy	1	Public Works	

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## Drivers of Commercial Vehicles

From time to time the staff designated in this policy are authorized to approve exceptions from the *Highway Traffic Act* Regulation 555/06 – Hours of Service.

The Regulation includes Clause 3(1) 4.1, which provides exemption from the Regulation for “A vehicle operated by or on behalf of a municipality, road authority or public utility while responding to a situation or impending situation that constitutes an imminent danger, though not one of major proportions, to life, property or the environment, whether caused by forces of nature, an accident, an intentional act or otherwise.” For the purposes of this Policy these imminent danger situations shall be considered in two tiers.

Tier 1 will include:

- Further to Clause 5 and 9, drivers may accumulate 15 hours of driving time in a total of 16 hours of duty time rather than the specified 13 hours and 14 hours.
- Further to Clause 6, the requirement for 10 off duty hours may be reduced to 8 off duty hours. The requirement for 8 consecutive off duty hours shall remain as per the regulation. This is not a deferral as outlined in Clause 7.
- Further to Clause 13(1), the requirement to have at least 24 consecutive hours off duty in the preceding 14 days shall be relaxed from 14 to 19 days.

Tier 2 will include:

- Changes identified under Tier 1.
- Further to various Clauses, a one time reduction to 6 hours, from 8 hours, of consecutive off duty hours.
- Other minor modifications as may be appropriate.

The authority to implement Tier 1 will rest with the Division Superintendent or Public Works Manager on-call. However, the authority for Tier 2 will be limited to the Director of Public Works, the Manager of Operations,, or the Director of Environmental Services.

Tier 1 or Tier 2 exemptions shall be authorized in writing and state the nature of the situation, the staff affected and the duration of the exemption.

The regulation also includes Clause 3(1) 4, which provides exemption from the Regulation for “A vehicle engaged in providing relief in an emergency, being a situation or impending situation that constitutes a danger of major proportions to life, property or the environment, whether caused by forces of nature, an accident, an intentional act or otherwise.” These emergency situations shall be handled and authorized in a manner similar to Tier 2 above. In addition, during emergencies further exceptions may be authorized by the Director of Public Works or the appropriate authority in a Declared Emergency.



# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.4.4.1.</b>
Section	4	Health and Safety	
Sub-Section	4	Hours of Service	
Policy	1	Public Works	

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## Other Staff

Staff who are not subject to the Hours of Service regulation shall adhere to the following procedures:

Work shall be limited to 14 hours followed by at least 8 consecutive hours off duty. Similar to the above Tier 1 and Tier 2, extensions are defined below with the same authority provisions as for the drivers of commercial vehicles.

- Tier 1 - maximum duty period of 16 hours.
- Tier 2 - Tier 1 exemptions;  
- one time reduction to 6 hours, from 8 hours, of consecutive off duty hours.

## General

In all cases staff shall be aware that overtired employees are a risk of creating a greater emergency than they are working on. By providing rest on a rotating schedule, qualified employees can be available on an ongoing basis. In addition, maximum work periods should be reduced if the work is physically or mentally demanding, in consideration of when the employee last slept and/or in response to an employee who identifies that he/she is tired. Additional staffing should be arranged if the situation would otherwise require exceedence of the maximum work periods by staff within a division. Additional staff can assist under the direction of qualified employees, (such staff may be from other divisions of the Public Works Department, other City departments, other municipalities, etc.).

(R. 2008-29 08.02.04)

## CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.5.1.1.</b>
Section	5	Wages and Benefits	
Sub-Section	1	Non-Union Policies	
Policy	1	Council Members	

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THAT...Council members be given the option annually of buying into the management-level programme for drugs, dental and vision care benefits at their own expense.

(R. 2004-157 04.04.19)

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.5.1.2.</b>
Section	5	Wages and Benefits	
Sub-Section	1	Non-Union Policies	
Policy	2	School Crossing Guards	

## 1. Wages

- 1.1 Guards will be paid an hourly wage approved by City Council or its designate.
- 1.2 Guards will be paid bi-weekly.
- 1.3 The regular shift for crossing guard work is either 2, 3, 4, or 4.25 hours per day (depending on location), five days per week for a weekly total of 10 to 21.25 hours.
- 1.4 The contract period of crossing guards will begin with the first day after Labour Day that the schools are open, and will end with the last day in June that the schools are open.

## 2. Holidays

- 2.1 In accordance with the *Employment Standards Act*, guards shall receive 4% of total wages as vacation pay included in each pay remittance in lieu of paid vacations.
- 2.2 The guards shall be entitled to be paid for the following holidays:

Thanksgiving Day	Family Day
Christmas Day	Good Friday
Boxing Day	Easter Monday
New Year's Day	Victoria Day

## 3. Overtime

- 3.1 When the guards are requested to be on duty other than for normal hours, such arrangements are to be made with the guards by the school that requires the extra service, and all costs for such extra service shall be borne by the school.

## 4. Call Out

- 4.1 If a part-time guard is called out to fill in for a regular guard, he/she shall be paid the hourly rate for the time worked, with a minimum guarantee of two hours.

## 5. Equipment

- 5.1 Each guard shall be supplied with and shall use the following equipment, which will remain the property of the City of Orillia Police Services Board:
  - a) 1 Rain Coat
  - b) 1 Regulation Stop Sign
  - c) 1 Regulation Safety Vest

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.5.1.2.</b>
Section	5	Wages and Benefits	
Sub-Section	1	Non-Union Policies	
Policy	2	School Crossing Guards	

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d) 1 Pair of Safety Cleats

5.2 All equipment shall be maintained in good condition. Replacements for items no longer serviceable because of normal wear and tear will be re-issued at the Board's expense. Equipment damaged by irresponsibility will be replaced at the crossing guards' expense.

## 6. Dress Code

6.1 Every crossing guard is a public relations representative of the Corporation and role model for children. Crossing guards are expected to project a mature, responsible, competent and professional public image.

6.2 While a crossing guard is performing his/her duties, the crossing guard's clothing shall be clean, neat, well-fitting, in good condition, in good taste, and appropriate for the weather conditions.

6.3 The regulation safety vest shall be worn over all outerwear at all times while on duty.

6.4 A guard shall not wear clothing that promotes alcohol, tobacco or similar products.

6.5 A guard shall not wear costumes (i.e. Christmas, Halloween or Easter) to the crossing which may interfere with his/her ability to safely perform his/her job.

6.6 A guard shall wear the prescribed rain coat during inclement weather, and shall refrain from using an umbrella since the umbrella obscures view of the stop paddle and may become a distraction.

6.7 It is suggested that school crossing guards wear appropriate footwear while on duty.

## 7. Recruitment/Training/Supervision

7.1 The City of Orillia's Human Resources Department and the Executive Assistant to the CAO/Orillia Police Services Board are responsible for recruitment, training and orientation.

7.2 The Executive Assistant to the CAO/Orillia Police Services Board is the Supervisor of the Crossing Guards and oversees their day-to-day duties.

(R. 1967-485 67.11.30)

(C.O.W. 94.9.26)

(R. 2006-218 06.08.21)

(R. 2015-10 15.06.09)

(R. 2015-123 15.06.09)

## CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.5.2.1.</b>
Section	5	Wages and Benefits	
Sub-Section	2	General	
Policy	1	Retirement Gift Policy	

Page 1 of 1

THAT a retiring employee with at least 10 years of unbroken service shall be presented with a gift from the City, calculated on the basis of \$10 multiplied by the number of completed years of service.

Eligibility shall include permanent part-time employees, with years of service calculated on actual service hours with 1,820 hours equaling one year of service. Members of the Orillia Professional Fire Fighters Association shall not be eligible, as long as their collective agreement includes recognition pay.

(R. 2006-230 06.09.18)

## CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Personnel</b>	<b>5.5.2.2.</b>
Section	5	Wages and Benefits	
Sub-Section	2	General	
Policy	2	Service Awards	

Page 1 of 1

THAT upon completion of 5 years of service an employee shall receive a City pin, and upon completion of each successive 5 year period an employee shall receive a monetary award of \$10 multiplied by the employee's years of service.

Eligibility shall include permanent part-time employees, with years of service calculated on actual service hours with 1,820 hours equaling one year of service. Members of the Orillia Professional Fire Fighters Association shall not be eligible, as long as their collective agreement includes long-service pay provisions.

(R. 2006-230 06.09.18)

## CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.5.2.3.</b>
Section	5	Wages and Benefits	
Sub-Section	2	General	
Policy	3	Five Additional Vacation Days in Lieu of Overtime	

Page 1 of 1

1. That any on-call arrangements be replaced by a policy extending five additional vacation days in lieu of overtime to Department Heads in recognition of the additional hours which are expected from all of the incumbents, not just those on-call.
2. Department Heads with a vacation entitlement of four weeks or more be given the option of receiving some or all of the additional week in pay, in recognition of the challenges faced by these positions in taking all their vacation entitlement every year.
3. The Chief Administrative Officer be given the discretion, in consultation with Department Heads, to extend a privilege of up to five additional days' vacation to positions below the level of department head, where incumbents are required to **be on-call** or attend a considerable number of after-hours meetings.

(C.O.W. 03.05.05)

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.7.1.1.</b>
Section	7	Administrative Policy	
Sub-Section	1	Guidelines	
Policy	1	Code of Conduct	

City employees appreciate that they have to carry out their responsibilities in such a way as to avoid any conflict of interest, and to avoid the perception that their actions are motivated by anything other than fairness and objectivity. This policy establishes various guidelines that are designed to assist City employees in determining whether or not certain behaviours or actions might be perceived as compromising this duty to act impartially. When in doubt, employees are encouraged to discuss the situation with their supervisor and/or their Department Head.

## **Gifts and Entertainment**

Employees are expected to make decisions based on an impartial assessment of each situation, free from the influence of gifts and favours. The City must avoid both the fact and the appearance of impropriety with the organizations or individuals with which it deals.

Employees may accept entertainment in accordance with accepted business practice, provided it does not place them in a position where they are under obligation to any person who might benefit from special consideration on their part.

Gifts or hospitality should not be accepted from any person or corporation having dealings with the City, if it could reasonably be construed that the gift/hospitality is being offered in anticipation or in recognition of special consideration by the City.

## **Use of Municipal Property**

Employees should only use the City's property, equipment, supplies or services of consequence, including computer software and other intellectual property, for activities associated with the discharge of their official duties, unless authorization for other use has been granted by the Department Head.

## **Political Activity**

*During municipal elections, employees should ensure that any involvement in a candidate's campaign does not adversely affect their role as employees of the City. The higher the employee's position in the municipal hierarchy, the more likely it is that involvement in a municipal election campaign would be considered to be incompatible with the individual's role as a municipal employee.*

## **Personal Business Activity**

Employees should not engage in personal business activities that would either interfere with the impartial discharge of their official duties, or influence their judgement, or otherwise adversely impact their role as City employees. Confidential or insider



# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.7.1.1.</b>
Section	7	Administrative Policy	
Sub-Section	1	Guidelines	
Policy	1	Code of Conduct	

Page 2 of 2

information acquired through employment must not be used in an employee's personal business. Employees should not participate in business activities that either compete with services provided by the City or provide goods or services to the City. Employees should refrain from participating in business activities which are regulated by the City or otherwise involve the obtaining of municipal approvals.

The onus is on the employee to avoid either the fact or the appearance of a conflict of interest arising from personal business activities.

Even when employees are satisfied that a personal business activity is appropriate, they are encouraged to disclose the nature of the activity or business interest in writing to their Department Head.

(R. 1998-295 98.12.7)

## Related Procedures

- [Procedure Regarding Employee Attendance at Specific Events/Functions](#)

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.7.1.2.</b>
Section	7	Administrative Policy	
Sub-Section	1	Guidelines	
Policy	2	Parking Tickets	

Page 1 of 1

THAT the present policy of the issuing of parking stickers to the City employees for occasional business parking on the streets be discontinued and the employees instead be instructed to pay the parking meters, recovering these expenses, and that the employees pay for any parking tickets they get themselves.

(R. 1971-372 71.06.09)

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.7.1.3.</b>
Section	7	Administrative Policy	
Sub-Section	1	Guidelines	
Policy	3	Absence Policy During Emergency/Health Crisis	

The purpose of this policy is to define how employee absences will be treated when the City enacts the Emergency Response Plan or Pandemic Plan.

The tables below outlines the standard practices currently in place and the practice to be adhered to during an emergency and/or health crisis.

## COMPENSATION – OVERTIME

### Unionized Staff

Standard Practice	Emergency/Health Crisis
The current practice is defined in the collective agreements.	No change to standard practice.

### Exempt Staff

Standard Practice	Emergency/Health Crisis
Department Heads receive five extra vacation days in lieu of overtime. Department Heads determine time off in lieu of overtime for their employees on a case-by-case basis.	Straight time for overtime hours will be paid after the initial 72 hours of enactment of the emergency or pandemic plan.

## HOURS OF WORK

Standard Practice	Emergency/Health Crisis
The current practice is defined in the collective agreements. The City has approval from the Ministry of Labour for Public Works employees to work 60 hours a week.	Any change to standard practice will be within applicable legislation. When an emergency and/or health crisis is declared, authority is provided to municipalities for designated employees to work as many hours as necessary during this declaration.

## LAY-OFFS

Standard Practice	Emergency/Health Crisis
The current practice is defined in the collective agreements.	No change to standard practice.

## RECRUITMENT

Standard Practice	Emergency/Health Crisis
Employees are recruited according to the Collective Agreements and Policy 5.1.1.1.	Regular recruitment may be deferred or suspended. Recruitment of employees related to an emergency declaration may be accelerated at the discretion of the

# CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.7.1.3.</b>
Section	7	Administrative Policy	
Sub-Section	1	Guidelines	
Policy	3	Absence Policy During Emergency/Health Crisis	

	Director of Human Resources in consultation with the Chief Administrative Officer and the applicable Department Head(s).
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## REDEPLOYMENT OF STAFF

Standard Practice	Emergency/Health Crisis
Employees are hired for specific positions. The current practice is defined in the collective agreements.	Employees may be deployed to positions within their skill capabilities. Employees will be redeployed within their own departments first.

## REPORTING OF ABSENCE

### Unionized Staff

Standard Practice	Emergency/Health Crisis
The current practice is defined in the collective agreements.	No change to standard practice.

### Exempt Staff

Standard Practice	Emergency/Health Crisis
Employees must inform their designated telephone contact prior to the start of the workday, and advise of the reason for the absence.	No change to standard practice

## SENDING AN EMPLOYEE HOME

Standard Practice	Emergency/Health Crisis
<p>If a Supervisor deems an employee unable to work due to sickness, the Supervisor will contact the applicable Department Head and Human Resources, and a determination will be made as to whether the employee will be requested to go home.</p> <p>The employee's sick leave bank is utilized. If an employee has no sick bank, does not qualify for a loan of sick leave credits, or is denied a loan of sick leave credits, the employee may use vacation time, request unpaid leave of absence, or apply to receive employment insurance sick leave benefits.</p>	No change to standard practice.

## CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.7.1.3.</b>
Section	7	Administrative Policy	
Sub-Section	1	Guidelines	
Policy	3	Absence Policy During Emergency/Health Crisis	

### SICK LEAVE

<b>Standard Practice</b>	<b>Emergency/Health Crisis</b>
Employees absent due to sickness up to three days do not require a physician's statement certifying the sickness.	No change to standard practice.
Employees absent due to sickness after three consecutive days but no more than five days may require a physician's statement certifying the sickness.	No physician's statement required.
Employees absent more than five consecutive days require a physician's statement certifying the sickness.	Physician's statement certifying the sickness required within 30 days.
In the event that an employee must be absent due to illness of his/her immediate family member (daughter, son or spouse), the City will accept this as a cause for absenteeism and permit the use of sick leave credits to a maximum limit of two days consecutively.	In addition to the standard practice, employees will be permitted to utilize vacation or unpaid time to care for ill immediate family members (daughter, son, spouse).
Upon return to work, a sick leave certificate must be filed with the departmental register as soon as practical.	No change to standard practice.
Where an employee has been employed for more than one year but has no bank of sick leave credits, the City may loan not more than 30 days sick leave credits at any one time, provided that such loan shall be repaid from future sick leave credits to which the employee may become entitled.	No change to standard practice.
If an employee has no sick bank, does not qualify for a loan of sick leave credits, or is denied a loan of sick leave credits, the employee may use vacation time, request unpaid leave of absence, or apply to receive employment insurance sick leave benefits.	No change to standard practice.

### WORKING FROM HOME

<b>Standard Practice</b>	<b>Emergency/Health Crisis</b>
An employee may be permitted to work from home pursuant to Department Head approval on a case-by-case basis.	No change to standard practice.

## CITY OF ORILLIA POLICY MANUAL

Part	5	<b>Human Resources</b>	<b>5.7.1.3.</b>
Section	7	Administrative Policy	
Sub-Section	1	Guidelines	
Policy	3	Absence Policy During Emergency/Health Crisis	

### VACATION

<b>Standard Practice</b>	<b>Emergency/Health Crisis</b>
Employee vacations are subject to approval by the employee's immediate supervisor based on operational requirements.	Employees may be required to postpone, cancel, or return from vacation at the discretion of the Department Head in consultation with the Chief Administrative Officer and Human Resources. Employees suffering a financial loss due to the cancellation of a vacation may be reimbursed.
Pursuant to stipulations in each collective agreement, one week of vacation may be carried over to the next year provided written permission has been granted by the Department Head.	Guidelines for vacation carry-over may be relaxed.

(R. 2009-277 09.10.26)