



**VILLAGE OF RYCROFT**  
**POLICY AND PROCEDURES MANUAL**

**Employee Conduct Policy**

**Function:**

**Human  
Resources**

**Policy No.**

**HR.03**

**Effective Date:**

**January 2009**

**Supersedes:**

**NEW**

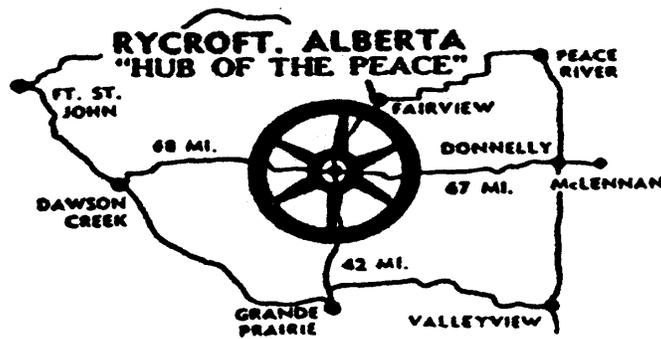
**Amends:**

**Policy Purpose**

The guidelines are intended to clarify and inform all employees of the expected conduct and to assure fairness and consistency when having to deal with disciplinary procedures.

**Policy:**

As per attached



## VILLAGE OF RYCROFT

# **POLICY ON EMPLOYEE/APPOINTEE/CONTRACTOR CONDUCT, RULES AND REGULATIONS**



## **1. CONDUCT OF PERSONNEL**

Policy and regulations for the acceptable conduct of personnel are necessary for the orderly operation of any organization and for the benefit and protection of the rights and safety of all persons with whom the municipality comes in contact. They are the cornerstone of any successful organization's operation.

Certain policy and regulations, including others which may be established from time to time, and the procedures for the disciplinary action have been developed in order to promote understanding of what is considered unacceptable conduct and to encourage consistent action in the event of violations.

These guidelines are not designed to restrict the individual, but rather to protect him/her by assuring stable working conditions and responsible treatment of personnel.

Any regulations initiated by the municipality shall not contravene individual contracts of employment in the case of management employees and any rights granted under applicable law. If any such rules or regulations are found to be in contravention, such Agreements shall take precedence.

## **2. ATTENDANCE**

Virtually all employees (including the Public Sector) estimate their manpower needs based on the amount of work to be completed over fixed and variable periods of time. Ongoing requirements as well as specific minor or major projects can affect manpower requirements on a day to day, month to month, or annual basis.

The municipality recognizes that, for a variety of perfectly valid reasons, individual employees may not be available to perform their duties on certain days. Reasons such as legitimate illness, various leaves of absence, vacation, etc. are accepted as valid, however at the same time; the municipality's expectations are that when employees are fit, able and have reported to work, they will perform their functions to the best of their abilities, including appropriate use of time available to them, in a workday.

- **REPORTING/FINISHING TIMES**

Employees are expected to report to work ready to perform their duties, be at their assigned work locations at the scheduled starting time and not leave at the end of the workday until scheduled finishing time except where specific permission has been granted to do otherwise.

- **BREAK/LUNCH PERIODS**

Rest periods and lunch periods are scheduled or available at certain times during the workday.

Rest periods are typically (15) fifteen minutes each, including travel time. Normally, employees will take their rest periods in the facilities available to them on municipal property or at the work site if employees are working out in the field. Employees may, with permission from the Supervisor only, take their work breaks elsewhere than those areas noted above. Typically, there will be one fifteen (15) minute rest period available in the first half of a full time shift and a second in the last half of a full time shift.

- LUNCH PERIODS

Lunch periods are in accordance with the previous policy, either one (1) or one-half (1/2) hour in duration. This period regardless of its length, includes travel time. As identified in the rest period policy above, employees are expected to ensure that they take their lunch breaks within the confines of the time available and where it means that meals are taken to the work site in order that the time restraints are accommodated, then such must be the case.

- ABSENCES

Employees are expected to be away from their jobs only for legitimate reasons and only with the permission/knowledge from the Supervisor. Should an employee wish to be absent on a particular day, as much notice as possible must be given in order that a determination as to whether the requested absence can be accommodated and/or is appropriate.

In the case of SICK LEAVE (including family illness), the affected employee is required to contact his/her Supervisor or nominee personally a minimum one-half (1/2) hour prior to the employee's scheduled starting time. Where an employee cannot reasonably give notice to his/her Supervisor personally, then a spouse or other family member may do so. Nonetheless, appropriate notice must be received prior to the start of the shift by the appropriate management official.

Sending a message through another employee will not be deemed as proper notice. Although the municipality will be made aware by virtue of a fellow employee's statement of confirmation, any statements by such person will be considered a confirmation only, and the municipality will await proper notice. If in very unusual circumstances an employee, a spouse or family member cannot contact the appropriate official within the proper time limit, then contact must be made as early as possible following the start of shift.

Notice of absence for sick leave must include a statement of the expected duration of the absence and in instances where the absence will be for period's greater than one (1) day, continued updates on the employee's condition must be given not less than every third (3<sup>rd</sup>) day of absence. These requirements may be varied in accordance with the expected term of illness.

In the case of COMPASSIONATE LEAVE, the affected employee is required to notify his/her Supervisor of such leave requirement, giving as much notice as possible. Where advance notice is not possible, the employee is required to notify his/her Supervisor at the earliest possible time available following the start of the leave.

All other leaves of absence must be applied for through the use of the appropriate form, giving as much notice as is possible. It is important to reiterate that such absences from work are legitimate only when accompanied by permission/leave from the Supervisor.

### 3. WORK PERFORMANCE

Although output is measurable and continues to be a major factor in assessing productivity, it is not the only criteria to be measured in overall productivity assessments. Productivity includes quality of work, the volume, conditions, safety, timeliness and even how people work together to achieve the necessary outcomes.

The municipality expects that employees work to the best of their abilities, within the confines of reasonableness; that employees apply themselves to their assigned tasks with diligence and pride;

that they remain cognizant of cost and time limitations; that they are mindful of safety implications both to themselves and others; that aside from safety implications of an untidy, messy and/or dirty work location, they are hygienic and simple housekeeping needs that need to be constantly addressed.

The municipality does not set undue standards of performance, neither does it wish to apply unreasonable expectations on its personnel yet it is important that employees attempt to meet, as best as they can, the time requirements set for tasks, projects, etc. and that the levels of productivity be constantly evaluated in order that improvements be made in methods, procedures and general quality and quantity of work performed. Personnel are required to work in harmony with each other, management, Council and the community. They are not expected to work against one another by allowing or initiating distracting influences. Employees should expect to receive appropriate oral and/or written instructions as is essential for the proper performance of their jobs. The Employer, also has the expectation that employees follow such direction and stay within established lines of authority.

The municipality realizes that personal needs sometimes become pressing and employees can find it expedient to discharge some of these needs at a convenient time during their normal work shift. However, since the time spent on such activities would be spent on municipal time, it is imperative that permission be received prior to an employee taking such time away from their regular duties. After all, employees properly are expected to perform the duties of their job during their regular shifts. Personal projects, telephone calls, etc. are expected to be done on the employee's own time unless specific permission has been sought and granted by the Supervisor.

## **4. SAFETY: PROTECTION OF PROPERTY**

The safety of the community, its personnel and property is paramount in the mind of the municipality. Everything that an employee does must be done with safety as his/her number one priority. At no time should the safety be lost at the expense of time nor should productivity or the need to achieve the municipality's goals supplant the need to achieve each safely.

Municipal facilities, equipment and materials are far too valuable and hard to come by for anyone to use indiscriminately or without due care or wisely. So are people! Every person employed by the municipality is responsible to ensure that they utilize the municipal facilities, equipment, etc. in both an operational and physically safe manner. No item is to be neglected, misused nor carelessly operated in a way that will or could contribute to damage, personal injury or unsafe conditions, nor shall employees contribute to or participate in unsafe acts, including horseplay.

All employees have the right to refuse to perform work, in accordance with the Occupational Health & Safety Code, where they believe that their personal safety is at risk. The employer cannot request of another employee to perform that same task until it has been proven to be safe or the second employee has been advised that the task has already been refused due to safety concerns. Where there is a dispute between the affected employee and his/her Supervisor, an officer of the Workplace Health & Safety shall be called in to finally determine the matter.

Municipal facilities, equipment and materials are not to be used for personal use by employees except with specific permission from their Supervisor.

Municipal facilities, equipment, etc. may only be operated by qualified staff and/or management personnel. The municipality shall identify, from time to time, those individuals so qualified and determine who should be trained to become qualified as it deems appropriate.

## **5. GENERAL DEPARTMENT**

All employees are expected to display a polite and courteous manner at all time to other employees, management staff, Council Members and the general public. Any actions or words suggesting the use of threats, intimidation, interference, coercion or any other unprofessional or unethical behaviour is strictly forbidden and unacceptable. Argumentative, insubordination, coarse language or violations of confidentiality are likewise unacceptable. Employees who find themselves being subjected to such or being taunted, tempted or pressured in such a way as to put them in a position of losing control are advised to contact the Supervisor.

The municipality believes that every person has a right to work in an environment free of harassment. Employees or others found to be guilty of harassment in accordance with the Chief Administrative Officer's interpretation therefore will be dealt with according to specific policy on such matters.

Certain dress codes have been established for good reason. In most cases, dress codes deal with employees who either work with or are seen by the public on a regular basis, for these reasons, appropriate dress codes, where applicable, shall be strictly adhered to.

- **HARASSMENT**

The Village of Rycroft supports the right of its entire staff to be employed and work in a harassment-free environment. To this end, the municipality wishes to state emphatically that it will take every reasonable action necessary to ensure that the work environment becomes and remains free from harassment.

For the purposes of this policy, Harassment shall be deemed as:

Any conduct, comment or gesture.

- ✚ That is likely to cause offence or humiliation to an employee; or
- ✚ That might, on reasonable grounds, be perceived by that employee as placing a condition on employment or an opportunity for training or promotion.

All staff is encouraged to immediately report any experience of harassment to the Supervisor or Chief Administrative Officer, without fear of retribution.

Every reasonable precaution will be taken to ensure confidentiality, keeping in mind a potential necessity to divulge names and/or circumstances in the course of investigating complaints and/or taking disciplinary action.

The municipality recognizes the hesitancy certain staff may have in involving others in what might be perceived to be extremely personal and threatening problem, particularly since harassment may originate from any part or level of the organization. It therefore has been determined that it will receive complaints in the following manner.

- ✚ All complaints relating to harassment shall be lodged with a member of a Committee set up to receive, investigate and issue reports to the Employer on all such complaints. The Committee shall have two persons named by the Chief Administrative Officer.
- ✚ The Committee, upon receiving a complaint under this policy, shall be responsible to immediately initiate such investigations as are reasonable under the circumstances, prepare recommendations on their findings and submit such to the Chief Administrative Officer for consideration.
- ✚ If, after appropriate investigation, any individual employed by the municipality is found to have harassed another employee, within the definition as contained herein, the Employer will take such disciplinary measures against such individual as it deems appropriate, up to and including dismissal.

## 6. **CONTRAVENTION OF LAWS OF THE LAND**

Illegal activity has no part to play in the operation of the municipality. Employees, the Municipal Officials and Council Members must always guard against any such activities. Stealing or theft can neither be condoned nor tolerated. Other activities which would be considered by Council; as unacceptable behaviour would be embezzlement, falsifying records, attending work under the influence of alcohol or illicit drugs, consuming alcohol or illicit drugs on municipal premises or while working, and participation in an assault or assault and battery. All other less obvious illegal acts are likewise prohibited even though such are not listed here. Although these other acts are not specific, they are not the less important.

Employees are always encouraged to openly communicate with their employer. All such discussions would be kept in strictest confidence and the municipality will offer whatever help, encouragement or advice available to it.

## 7. **PROGRESSIVE DISCIPLINE**

The Village of Rycroft has adopted a **PROGRESSIVE DISCIPLINARY SYSTEM** to be applied in all instances where it is deemed that disciplinary measures must be taken.

Discipline is not intended to be viewed as punishment or a simple angry reaction to a previous action. Discipline brings a sense of order among the total staff of the municipality. It can, also be termed as a training process intended to bring employees to the appropriate level or order necessary to operate the municipality. It is a positive process which is used only when a person or persons has been identified as requiring some additional direction or help to reach the desired level of conduct or productivity.

Properly used a progressive discipline system includes counseling, guidance, direction, supervision, training and help. It does not mean only warnings, letters of censure, suspensions or terminations. Where the former is offered to and rejected by the employee, the latter must then be employed. Most often, the two will be used together in order that the most effective program is implemented on behalf of the employee concerned.

It must be remembered that consistency does not demand the same outcome. It demands that the method of measure be consistent in determining the outcome. Employees, naturally, will be dealt with differently, dependent on their specific needs and the circumstances that prevail at the time.

To **PROGRESSIVELY DISCIPLINE** means to ever or continuously increase the extent of discipline being applied as previous processes have been ignored or proven unsuccessful. It is absolutely essential that employees know clearly and exactly what is expected of them in each circumstance, hence the previous policy directions.

Violations of the Municipal Policy or Rules and Regulations must be monitored and dealt with by the CAO and Supervisors. Appropriate records must be kept for follow-up as well as future reference.

It is very important to remember that each individual employee is just that, an individual. Each must be dealt with separately and distinctly different from others. Consistency, again, is the model. The only individual who can adequately determine the appropriate action are the ones who know the employee best – The Supervisor. Not only must they assess the solutions, they must also identify the problem. This identification and subsequent recommendation for action will form the basis for an overall direction with respect to discipline. Each aspect of a program must be recorded properly, completely and in the correct format. As mentioned earlier, this responsibility rests with the

Supervisor.

The responsibility for measuring up to the expectations clearly laid out to the employee is the individual employee’s Supervisor.

Care must be exercised in determining the appropriate action to be taken and must always meet the test of just and reasonableness. Further, where the Employer chooses to take into consideration other violations, the employer must first ensure that the employee is first aware that any future violations may result in increased or more severe discipline being applied, including but not limited to suspension or termination.

8. **PROBATIONARY EMPLOYEES**

Should a discipline issue arise with a probationary employee; the Supervisor will review the purpose of the probationary period in light of the offence or infraction and take appropriate action.

9. **REGULAR EMPLOYEES**

Regular employees can expect to be disciplined for any contravention of the Village of Rycroft Policies, Rules and Regulations. All such action shall be dependent on the severity of the individual infraction and the circumstances under which the infraction occurred.

10. **NEW HIRES:**

New Hires shall be provided a copy of this policy as part of their orientation process.

**11. EXPECTED EMPLOYER ACTION DEPENDENT UPON SEVERITY OF THE INFRACTION**

	<b>FIRST OFFENCE</b>	<b>SECOND OFFENCE</b>	<b>THIRD OFFENCE</b>	<b>FOURTH OFFENCE</b>
<b>ATTENDANCE</b>				
Persistent Absenteeism	Verbal Warning(s)	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>
Tardiness	Verbal Warning(s)	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>
Abuse of Sick Time	Written Warning(s)	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>
Absence without leave dependant upon duration	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>	
Failure to notify employer of impending absence	Written Warning(s)	Suspensions(s)	<b>DISCHARGE</b>	
Failure to notify employer of requirement to leave work	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>	
<b>PERFORMANCE</b>				

Failure to perform to acceptable levels- productivity	<b>IMPROVEMENT PROGRAM WHICH MAY INCLUDE TRAINING</b>			
Failure to follow oral or written instructions	Verbal Warning(s)	Written Warning(s)	Suspensions(s)	<b>DISCHARGE</b>
Failure to meet appropriate timeliness	<b>IMPROVEMENT PROGRAM WHICH MAY INCLUDE TRAINING</b>			Suspension(s)
Failure to satisfactorily perform/discharge duties and responsibilities	<b>IMPROVEMENT PROGRAM</b>			Suspension(s)
Contributing to poor housekeeping or unsanitary conditions	Verbal Warning(s)	Written Warning(s)	Suspensions(s)	<b>DISCHARGE</b>
Distracting influence or interference with other employees in their performance	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>	
Performing other than Municipal authorized business	Verbal Warning(s)	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>
<b>SAFETY; PROTECTION OF PROPERTY</b>				
Roughhousing/ Horseplay/ depending on outcome	Written Warning(s)	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>
Contributing to unsafe conditions	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>	
Carelessness/ Negligence affecting safety of personnel or protection of Municipal property	<b>SUSPENSION</b>	<b>DISCHARGE</b>		
Misuse or damage to Municipal property	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>	
Working unsafely with threat to self or others/depending on outcome	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>	
<b>GENERAL DEPARTMENT</b>				

Inappropriate language or general deportment including argumentativeness, swearing, gestures, etc.	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>	
Threats, intimidation or interference with other employees, public, etc.	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>	
Unprofessional/ Unethical behaviour	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>	
Insubordination	Verbal Warning(s)	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>
Participation in illegal work stoppage	<b>SUSPENSION TO DISCHARGE</b>			
Harassment	Written Warning(s)	Suspension(s)	<b>DISCHARGE</b>	
<b>MAJOR CONTRAVENTION</b>				
Theft	<b>DISCHARGE</b>			
Under the influence of alcohol or illegal drugs at work	<b>MAJOR SUSPENSION</b>	<b>DISCHARGE</b>		
Consuming illegal drugs while at work on Municipal premises	<b>DISCHARGE</b>			
Consuming alcohol at work or on Municipal premises without authorization	<b>DISCHARGE</b>			
Assault/assault and battery or fighting	<b>DISCHARGE</b>			
Malicious or willful damage	<b>DISCHARGE</b>			

## 12. **DEFINIITON – IMPROVEMENT PROGRAM**

An IMPROVEMENT PROGRAM is a program set up to begin and end at certain times specified wherein the employee will be required to achieve certain acceptable levels of productivity or deportment. These programs may or may not include training but will always include additional supervision, assistance and direction over the specified period and could include statements depicting future action by the employer where an employee fails to show the needed level of improvement within the time limits specified.

## 13. **LOSS OF QUALIFICATION OR INABILITY TO MAINTAIN QUALIFICATIONS**

From time to time an employee may be in a position of not being able to continue to meet ongoing qualifications, requirements such as various tickets of qualification, driver's license or, for that matter, physical capability. Rather than perceiving this problem as a disciplinary problem, the Municipality must address it as one of competence or rather, the lack thereof. In such instances, it may be difficult for the Municipality to find alternate work for the individual concerned.

Where it is appropriate, reasonable and where the Municipality is capable, the employer will seek to find alternate employment within the Municipality for employees who no longer hold the appropriate qualifications for their job. In instances where the municipality determines that such alternate employment is not available, the municipality may consider lay-off or leave of absence or other alternatives.



**VILLAGE OF RYCROFT**

**DISCIPLINARY ACTION REPORT**

(To be completed by Immediate Supervisor)

Pease forward a complete copy of this report IMMEDIATELY to the Chief Administrative Officer.

**EMPLOYEE NAME:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**POSITION:** \_\_\_\_\_

**WORK LOCATION:** \_\_\_\_\_

**DESCRIPTION OF WHAT TOOK PLACE:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**LOCATION:** \_\_\_\_\_

**DATE:** \_\_\_\_\_ **TIME:** \_\_\_\_\_

**NAME OF OTHERS INVOLVED:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**NAMES OF WITNESSES:**

\_\_\_\_\_  
\_\_\_\_\_

(Attach statements to this form)

**DETAILED REASONS OR STATEMENTS BY EMPLOYEE:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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**LITIGATING CIRCUMSTANCES:**

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**PREVIOUS INFRACTIONS:** (see employee file)

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**SUPERVISOR'S ANALYSIS AND COMMENTS:**

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**SUPERVISOR'S RECOMMENDATIONS:**

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**STATUS OF DISCIPLINARY PROCESS:**

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Supervisor's Signature



**VILLAGE OF RYCROFT**  
**DISCIPLINARY ACTION REPORT**

A copy of this page is to be given to the employee

**NAME OF EMPLOYEE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**ASSIGNMENT AREA:** \_\_\_\_\_ **POSITION:** \_\_\_\_\_

**TYPE OF OFFENSE:** (Please Check)      1. ATTENDANCE \_\_\_\_\_ 2. PERFORMANCE: \_\_\_\_\_  
3. SAFETY: \_\_\_\_\_ 4. GENERAL DEPARTMENT: \_\_\_\_\_ 5. MAJOR CONTRAVENTION: \_\_\_\_\_

**REASONS FOR DISCIPLINARY ACTION:**

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**THIS DISCIPLINARY ACTION IS FOR:**

1<sup>ST</sup> Offence \_\_\_\_\_ 2<sup>nd</sup> Offence \_\_\_\_\_ 3<sup>rd</sup> Offence \_\_\_\_\_ 4<sup>th</sup> Offence \_\_\_\_\_

**ACTION BEING TAKEN:**    Oral Warning \_\_\_\_\_ Written Warning \_\_\_\_\_

Suspension \_\_\_\_\_ Discharge \_\_\_\_\_ Other \_\_\_\_\_

**SUPERVISOR'S COMMENTS:**

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**EMPLOYEE'S COMMENTS:**

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\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Employee acknowledgement of receipt of copy of form only