

Region of Queens Municipality



Human Resource Policy Employee Handbook

Adopted by Council: September 13, 2022



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Section 1 - Introduction



Region of Queens Municipality

Human Resource Policy

1.01 Human Resource Management

Policy Statement

It shall be the policy of Region of Queens Municipality to develop, implement, and maintain comprehensive Human Resource Management Policies and Procedures.

Policy Objectives

1. To promote understanding and clarify responsibilities for all Human Resource policies to ensure effective and efficient human resource operation.
2. To ensure consistent, fair, and equitable treatment of all employees in all departments by the consistent application of these policies and procedures.
3. To encourage a positive workplace culture at Region of Queens Municipality via clearly stated policies, procedures, and expectations.

Policy Details

4. The Director of Corporate Services shall have overall responsibility for the consistent application and interpretation of the Human Resource Policies. When this is not possible, this responsibility shall be that of the Chief Administrative Officer.
5. Administration of human resource policies and procedures adopted by Region of Queens Municipality is the responsibility of the appropriate Supervisory Staff.
6. All staff shall acquire a working knowledge of these policies and procedures.
7. Should staff require confidential assistance in reading and understanding these policies, assistance can be sought from the appropriate Director, Director of Corporate Services, or by requesting accommodation per *Human Resource Policy 4.08 Workplace Accommodation*.
8. Supervisory Staff (Supervisors, Managers, Directors, Chief Administrative Officer (CAO)) shall acquire an in-depth understanding of these policies and procedures and apply them in an equitable and fair manner.



9. If clarification of a policy or procedure is required, staff shall seek assistance from their immediate supervisor.
10. If clarification is not achieved at the supervisor level, the employee's Director shall provide this assistance and guidance.
11. The policies set forth in this manual shall be consistent with federal and provincial statute law and with the policies and by-laws of Region of Queens Municipality.
12. Should any policy or procedure be in conflict to those in collective agreements, the collective agreement shall prevail for employees of the relevant collective agreement only.

Authority

13. Section 47 of the Municipal Government Act provides that
 - (1) Council shall make decisions in the exercise of its powers and duties by resolution, by policy or by by-law.
 - (3) In addition to matters specified in this Act or another Act of the Legislature, the council may adopt policies on any matter that the council considers conducive to the effective management of the municipality.

Repeal

14. On the effective date of this policy, Operational Policy No. 1 *Introduction*, July 15, 2002 is repealed.
15. On the effective date of this policy, Operational Policy No. 2 *Personnel Management*, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

1.02 Equity, Diversity, and Inclusion

Policy Statement

Region of Queens Municipality is committed to enhancing workplace equity, diversity, and inclusion by creating and maintaining a workplace that is representative of the residents it serves. Region of Queens Municipality believes equity, diversity, inclusion, and a sense of belonging strengthen our communities and enhance excellence and innovation in municipal service delivery.

Policy Details

Definitions

1. For the purposes of this policy, the following definitions shall apply:
 - a. **Barrier** – Formal or informal policies or practices that disproportionately restrict or exclude individuals based on factors unrelated to the nature of work, merit, or safety.
 - b. **Diversity** – A broad range of attributes; both seen and unseen. Elements of diversity include, but are not limited to, race or ethnicity, religion, language, gender, sexual orientation, economic status, age, and abilities. A diverse workplace is one that reflects our communities.
 - c. **Equity** – Fair treatment of all people that considers individual, specific needs, barriers, and accommodations to ensure that all involved have equal opportunity to participate fully in the workplace. Equity acknowledges that there are historically underrepresented / underserved / excluded populations and that fairness within these unbalanced conditions is needed.
 - d. **Inclusion** - The act of creating a culture and environment where any individual or group can feel welcomed, respected, supported, and valued to fully participate. An inclusive environment embraces differences while seeing them as strengths and offers respect for all people.
 - e. **Representative** – To have a staff that reflects the community the Municipality serves with an emphasis on the representation of Women,



Indigenous Peoples, Persons with a Disability, Members of Visible Minorities, and 2SLGBTQ+ Persons.

Region of Queens Municipality is committed to being a local leader in equity, diversity, and inclusion. Region of Queens will accomplish this through the following:

2. Leadership and Accountability
 - a. Shifting organizational culture by integrating equity, diversity, and inclusion in all levels of the municipality and develop accountability in management regarding equity, diversity, and inclusion initiatives.
 - b. Develop, adopt, and fulfill commitments and goals in the Municipal Government for All Vision Framework.
 - c. Regular review of policies, procedures, and practices with an equity, diversity, and inclusion lens.
3. Enhance Diversity and Inclusion as a Workplace
 - a. Develop a workforce profile based on the demographic makeup of Queens County, identify gaps, and look for ways to fill those gaps in an effort to achieve a workforce more reflective of the population served.
 - b. Restructure and regularly review all Human Resource policies with an equity, diversity, and inclusion lens.
 - c. Work with community partners and other governments to share knowledge and good practices in recruitment and workplace culture.
4. Educate on Equity, Diversity, and Inclusion
 - a. Develop and implement training for employee engagement, build awareness, and sensitivity in Region of Queens Municipality for staff and Council.
 - b. Foster an environment where people are comfortable and encouraged to share cultural values and practices openly and as an avenue to gain better understanding of each other.
5. Measuring and Reporting
 - a. Develop mechanisms to collect information and monitor equity, diversity, and inclusion initiatives.
 - b. Collect data via voluntary, confidential means to measure workplace culture of inclusion, and areas for increased community involvement or opportunities for new policies, programs, or practices.



Section 2 – Employee Status



Region of Queens Municipality

Human Resource Policy

2.01 – Definitions of Employee Status

1. For the purposes of Region of Queens Municipality Human Resource Policies and Procedures, the following definitions shall apply:

Employee

An “employee” of Region of Queens Municipality is a person who regularly works for Region of Queens Municipality on a wage or salary basis. “Employee” may include full-time, part-time, casual, temporary/contract, or seasonal persons, or others employed with Region of Queens Municipality who are subject to the control and direction of Region of Queens Municipality in performance of their duties.

Full-Time

Employees who have completed the probationary period per *Human Resource Policy 3.07 Probationary Period* and who are regularly scheduled to work 35 hours or more per week. Regular Full-Time positions do not have an intended end date or term length.

Part-Time

Employees who have completed the probationary period per *Human Resource Policy 3.07 Probationary Period* and who are regularly scheduled for work fewer than 35 hours per week. Regular Part-Time positions do not have an intended end date or term length.

Temporary/Contract

These employees may be full-time or part-time. Temporary/Contract positions usually have, but may not always have, an intended start and end date or term length.

Casual

Employees who are hired to assist in the completion of a specific project, for vacation coverage, or other relief on an ad hoc basis.



Seasonal

Seasonal employees are those that work in positions that are only available at certain times during the calendar year and are temporary in nature. Seasonal positions may be one-time opportunities or employees subject to re-call.



Section 3 - Recruitment



Region of Queens Municipality

Human Resource Policy

3.01 Employment Equity

Policy Statement

It shall be the policy of Region of Queens Municipality to be committed to the principles of equity, diversity, and inclusion in the workplace, and recognize the value of a diverse staff.

Policy Objectives

1. To remove systemic barriers to recruitment and employment with the aim of having a workforce representative of Queens County enabling the full participation of every individual in the workplace.
2. To commit to excellence while ensuring fair and equitable employment processes for all.

Policy Details

Definitions

3. For the purposes of this policy, the following definitions shall apply:
 - a. **Barrier** – Formal or informal policies or practices that disproportionately restrict or exclude individuals based on factors unrelated to the nature of work, merit, or safety.
 - b. **Diversity** – A broad range of attributes; both seen and unseen. Elements of diversity include, but are not limited to, race or ethnicity, religion, language, gender, sexual orientation, economic status, age, and abilities. A diverse workplace is one that reflects our communities.
 - c. **Equity** – Fair treatment of all people that considers individual, specific needs, barriers, and accommodations to ensure that all involved have equal opportunity to participate fully in the workplace. Equity acknowledges that there are historically underrepresented / underserved / excluded populations and that fairness within these unbalanced conditions is needed.
 - d. **Inclusion** - The act of creating a culture and environment where any individual or group can feel welcomed, respected, supported, and



valued to fully participate. An inclusive environment embraces differences and sees them as strengths and offers respect for all people.

- e. **Representative** – To have a staff that reflects the community the Municipality serves with an emphasis on the representation of Women, Indigenous Peoples, Persons with a Disability, Members of Visible Minorities, and 2SLGBTQ+ Persons.

Recruitment

4. Region of Queens Municipality recognizes the historic under-representation and employment discrimination of the following groups:
 - a. Women
 - b. Indigenous Peoples, including First Nations, Inuit, and Métis People
 - c. Persons with disabilities
 - d. African Nova Scotians and members of racialized minority groups
 - e. Two Spirited, Lesbian, Gay, Bisexual, Transgender, and Queer (2SLGBTQ+) persons.
5. When required and application process allows, active recruitment and selection of qualified individuals from the groups outlined in Section 4 shall occur as recruitment of “designated positions”.
6. Individual merit and qualifications in relation to the essential requirements of a specific position remain the foremost deciding criteria for recruitment, hiring, and promotion of employees.

Resources

7. Director of Corporate Services will provide guidance and serve as a resource for the employment equity initiatives, equitable policies, programs, and practices, including training and education of employees.

Complaints

8. Those who feel they have not been given a fair employment opportunity may submit a complaint to the Nova Scotia Human Rights Commission or Nova Scotia Office of the Ombudsman.



Region of Queens Municipality

Human Resource Policy

3.02 Recruitment

Policy Statement

It shall be the policy of Region of Queens Municipality to establish a recruitment process whereby all positions in the Municipality shall be filled with the best suited and qualified candidates while maintaining inclusive recruitment and selection processes.

Policy Objectives

1. To establish clear recruitment practices and procedures.
2. To outline the responsibilities and authorities during the recruitment process.

Policy Details

Definitions

3. For the purposes of this policy, the following definitions shall apply:
 - a. **Chosen Family** - in situations where people are detached or estranged from their biological families, they may choose people to act as family members.
 - b. **Immediate relative and intimate personal relationships** - a partner, child, sibling, parent, step relative, in-law relative, chosen family in a similar role, any person living with you (except tenants and household employees).

Authority for Hiring Processes

4. Chief Administrative Officer (CAO) and Directors shall be the representatives authorized to carry out staff recruitment within their respective departments.
5. Council shall approve budget funding for all new positions established by the Municipality that require additional funds.
6. Directors, in consultation with the CAO, will determine if vacant positions will be filled and initiate the process.



Recruitment Procedure

7. Preparation Stage

- a. Authorization to recruit must be obtained from the CAO prior to commencing the recruitment process.
- b. The appropriate supervisory staff shall review and update the job description, with authorization from the CAO, to accurately reflect the elements of the position prior to advertising.
- c. All changes to job descriptions require approval from Council.

8. Promotion

- a. An employee may be offered a promotion and associated change to salary classification for vacant positions based on merit, qualification, and employee record.
- b. Request, with justification, for promotion shall be made by the appropriate Director to the CAO for approval.

9. Job Postings

- a. If there are no suitable candidates for promotion, or if it is desirable to advertise certain positions both internally and externally, an external competition shall take place.
- b. External job postings shall be open for a period of no less than two (2) weeks.
- c. The content of external postings shall include:
 - i. Position duties, responsibilities, and requirements (essential and preferred)
 - ii. Related conditions of employment
 - iii. Level of compensation
 - iv. Specific educational or job related requirements for the position.
 - v. Advertising shall occur in newspapers, websites, social media, or other outlets to produce the highest quality of applicants, at the discretion of the Director of Corporate Services.
- d. Required Statements
 - i. All external job postings shall contain the following statements:
 1. "Region of Queens Municipality understands the value of diversity in our communities and our staff. We continuously



strive to be a diverse and inclusive workforce. We encourage applications and self-identification from African Nova Scotians, racially visible persons, women seeking non-traditional positions, persons with disabilities, Indigenous persons, and 2SLGBTQ+ individuals.”

2. “We thank all applicants for their interest in this position, however only those selected for an interview will be contacted.”
3. “During the recruitment process, applicants have the right and are encouraged to request an accommodation should they need.”

10. Applications

- a. Unsolicited applications and resumes will be accepted by Region of Queens Municipality for consideration for a period of six (6) months maximum.
- b. Applications received after any job posting deadline may not be considered.
- c. The Director or designate, Director of Corporate Services or designate, and one other employee at the discretion of the Director of Corporate Services shall review all properly completed applications and independently short list the most qualified candidates using *Form 3.02 Applicant Shortlisting Form*.
- d. When possible, a minimum of three candidates will be interviewed.

11. Selection Process

- a. Interviews shall be scheduled by Director of Corporate Services or designate for all supervisory positions. All other interviews shall be scheduled by the appropriate supervisory staff.
- b. Interview panels shall consist of no fewer than two people and will include the supervisor for the position and Director of Corporate Services or designate.
- c. Interviews shall be structured as outlined per *Human Resource Policy 3.03 Interview Policy and Procedure*.
- d. References may be requested during the interview process per *Human Resource Policy 3.04 Reference Checks*.
- e. Other evaluation methods may be used to determine the suitability of a candidate (i.e. testing, writing samples, personality profiling etc.).



12. Offers and Refusals

- a. If it is deemed that no suitable candidates can be found in this process, a position may be reposted, left vacant, or tasks redistributed to current staff.
- b. Once a preferred candidate is identified, an offer of employment will be made in writing. This offer will include, at minimum, starting salary, start date, employee status, and position description.
- c. Offers of employment may require the completion of a criminal record check and/or vulnerable sector check, at the discretion of the Director of Corporate Services.
- d. Offers of employment may also be subject to proof of ability to fulfil occupational requirements, such as licenses, certifications, and physical attributes.
- e. Once a job offer has been accepted in writing, Director of Corporate Services shall notify all unsuccessful candidates who interviewed that the position has been filled.
- f. Should an unsuccessful candidate for a management position ask for feedback or a debrief of their candidacy, Director of Corporate Services or designate, may provide that feedback in a manner convenient and accessible to the unsuccessful candidate.
- g. In situations where candidates have similar qualifications and merit to the point a decision over the successful candidate cannot be made, self-declaration of being part of a designated group per *Human Resource Policy 3.01 Employment Equity* may be considered as a deciding factor.

Potential Employee Conflicts

13. Familial and intimate personal relationships must be a consideration during the recruitment procedure if there is potential for a Conflict of Interest.
14. The appointment of an immediate relative, chosen family, or intimate personal relationship of a current employee to the same department is discouraged. In a situation where a current employee becomes aware that an immediate relative has applied for employment in their department, they, or their supervisor, shall disclose this information to the Director of Corporate Services.



15. In a situation where the Director becomes aware that a family member, chosen family member, or a person from a household of a family member, has applied for a position in their department, they shall immediately disclose this information to Director of Corporate Services at which time Director of Corporate Services will appoint another employee to the recruitment process. In cases where the family member is connected to the Director of Corporate Services, Chief Administrative Officer shall act in this stead.
16. Employees and Council members shall not take part in, or in any way attempt to influence the hiring process of a family member, intimate relationship, or close friend.

Repeal

17. On the effective date of this policy, Operational Policy No. 3 *Staffing Process*, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

3.03 Employee Interviews

Policy Statement

It shall be the policy of Region of Queens Municipality to ensure that interviews during the recruitment process for any position are carried out in a fair, equitable, and consistent manner.

Policy Objectives

1. To establish guidelines for conducting job interviews.
2. To ensure equitable treatment of all applicants during the interview process.

Policy Details

Definitions

3. For the purposes of this policy, the following definitions shall apply
 - a. **Accommodation** – a temporary, one-off, or ongoing modification to an employee's regular duties, working environment and/or workload to reduce or eliminate barriers to their ability to perform their job duties and participate in the workplace due to a Protected Characteristic per the Nova Scotia Human Rights Act.

Purpose and Scheduling

4. The objective of a job interview is to gain information about the following topics:
 - a. Experience
 - b. Job/Workplace fit
 - c. Personality, attitude, and behaviours
 - d. Thought Processes
 - e. Communications.
5. Director of Corporate Services or designate shall reserve an interview space.
6. Director of Corporate Services or designate shall schedule the interview with the candidate at least 24 hours in advance.



7. The following details should be provided to the applicant at the time of scheduling the interview:
 - a. The name of the position
 - b. Location and time of the interview
 - c. Approximate length of the interview
 - d. Any special materials to prepare
 - e. Confirm email address and notify applicant that interview questions will be sent to them the day before the interview (if applicable)
 - f. Notify applicant that Region of Queens has a Workplace Accommodation Policy, and ask applicant if they require accommodation to participate in the interview process.
8. Director of Corporate Services will evaluate the applicant's request for accommodation and may request more information from the applicant to facilitate the accommodation. If a request for accommodation is denied, the reasons will be clearly communicated to the applicant.

Interview Procedure

9. The general outline of the interview process is as follows:
 - a. A selection committee shall be determined. The selection committee shall, at minimum, include the Director of Corporate Services or designate and the appropriate supervisory staff
 - b. The selection committee shall prepare *Form 3.032 Interview Guide* for each applicant being interviewed
 - c. Applicants are emailed the interview questions the day before their interview by Director of Corporate Services or designate
 - d. Introductions of applicant and interview panel
 - e. Provide the applicant with a general outline of the interview process
 - f. Begin questioning with a mix of Fact-based, Situational, Technical, Behavioural, and Self Awareness questions. See *Form 3.031: Question Bank*
 - i. Questioning should start general then become more specific as the interview proceeds
 - g. Ask the candidate if they have any questions
 - h. Conclude interview by thanking the applicant and informing them they may be contacted to provide references or a follow up interview/evaluation



- i. Explain the process that follows the interview to the best of your ability.

Prohibited Questions/Topics

10. The following topics can only be discussed if relevant to the position:
 - a. Age (Are you legally able to work in Nova Scotia?)
 - b. Citizenship (Are you legally able to work in Canada?)
 - c. Education
 - d. Criminal Record

Candidate Rating

11. After each time period of interviews, the selection committee does the following using *Form 3.032 Interview Guide*:
 - a. Reviews individual notes and scores
 - b. Use interviewer scores to create average scores for each of the applicants
 - c. Discuss notes and other considerations
 - d. Rank candidates based on all information thus far in the recruitment process.

Repeal

12. On the effective date of this policy, Operational Policy No. 5 *Employee Interviews*, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

3.04 Employment Reference Check

Policy Statement

It shall be the policy of Region of Queens Municipality to obtain and provide reference checks during recruitment processes in an equitable, consistent, and appropriate manner.

Policy Objectives

1. To establish guidelines for obtaining reference checks on potential employees.
2. To establish guidelines for giving reference checks on current or previous Region of Queens employees.

Policy Details

3. Region of Queens Municipality will exercise its right to verify and validate information given during the recruitment process in order to determine applicant suitability for employment.
4. Region of Queens Municipality, when requested to supply a reference for any person, will only disclose whether the person was employed by the Municipality, the position, and dates of employment.
5. No position within Region of Queens Municipality shall be offered to any applicant until reference checks have taken place according to this policy/procedure, unless the position offered is an internal promotion or returning seasonal employee.
6. Notwithstanding section 5, reference checks for returning seasonal workers, summer students, and work term placements, may be waived with the approval of the Chief Administrative Officer.
7. All references checks shall be carried out using *Form 3.04 Reference Check Guide* as a guide.



Promotions

8. For the purposes of reference checks for promotions, internal references, personnel files, documented performance appraisals, documented corrective action, attendance records shall be made available to the appropriate supervisory staff upon their request and will form part of the hiring decision.
9. Employees may respond to the request for internal references in respect of the criteria developed by the interview panel and only to the extent that their comments are supported by documented information in the files outlined in the previous section. Unsupportable commentary may not be considered or used in the selection process.

External Applicants

10. Directors or designate authorized for hiring are responsible for obtaining references on potential employees.
11. When possible, a minimum of two verbal references from current and/or former employers or close colleagues should be obtained from any candidate to whom a Director or designate would consider making a job offer. If this is not possible, references such as teachers, volunteer experience, etc. are acceptable.
12. If reference checks are being conducted on more than one applicant, questions in each reference check shall be identical.
13. Reference letters may be collected at the discretion of the appropriate supervisory staff.

Repeal

14. On the effective date of this policy, Operational Policy No. 6 Reference Checks, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

3.05 Relocation Expenses

Policy Statement

It shall be the policy of Region of Queens Municipality that in certain circumstances, a new employee may be reimbursed for relocation expenses.

Policy Objective

1. To provide criteria for the reimbursement of eligible relocation expenses.

Policy Details

Eligibility

2. Chief Administrative Office (CAO) may authorize the reimbursement of relocation expenses for a new employee under one or more of the following conditions.
 - a. The candidate is part of the senior management team (Director)
 - b. The candidate has a required skill set that cannot be recruited locally
 - c. There is a need to be competitive in order to recruit the highest quality employee.
3. The candidate's primary place of residence must be located at minimum 150 km driving distance from the candidates anticipated workplace.
4. Reimbursement shall be restricted to relocation to within Queens County, except under special circumstances.
5. Relocation must occur before completion of six months of employment post probationary period.
6. Reimbursement of the cost of a one-way trip for the employee, their partner, and dependents from current place of residence to new place of residence.

Eligible Expenses

7. The following expenses shall be eligible for reimbursement
 - a. Costs related to packing, unpacking, and transport of household items



- b. Short-term living expenses (up to one month) while candidate seeks permanent accommodations
 - c. One month of rent to hold living quarters until move can be accomplished.
8. The amount of relocation reimbursement is at the discretion of the CAO to a maximum of \$10,000.

Selection of Moving Companies

9. When possible, a minimum of three moving companies are to be contacted for quotes. Reimbursement will be based on the lowest priced mover.
10. If the employee wishes to use a moving company other than the lowest priced mover, the employee will be responsible for any costs that exceed the quote selected by the lowest priced mover.

Repayment

11. All employees who receive relocation reimbursement will be reimbursed 50% of the approved cost upon beginning employment with the Municipality and the remaining 50% will be paid after one year of completed service.

Repeal

12. On the effective date of this policy, Operational Policy No. 7 *Relocation Expenses*, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

3.06 Onboarding

Policy Statement

It shall be the policy of Region of Queens Municipality to facilitate new employees' integration and onboarding into the organization and foster their sense of belonging and pride in being a part of Region of Queens Municipality.

Policy Objectives

1. To offer an onboarding process that allows for an employee's smooth transition into their work environment and foster a sense of pride in the Region's accomplishments.

Policy Details

Definitions

2. For the purposes of this policy, the following definition shall apply:
 - a. **Onboarding** – The process of integrating a new employee into an organization.

Procedure

3. The appropriate supervisory staff shall ensure that the procedures outlined in *Form 3.06 Onboarding Checklist for Supervisors* are completed in the allotted timeframes.

Repeal

4. On the effective date of this policy, Operational Policy No. 8 *Orientation Policy*, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

3.07 Probationary Period

Policy Statement

It shall be the policy of Region of Queens Municipality to provide new employees with a probationary period to allow supervisors time to adequately assess a new employee's performance and suitability to the role, and to allow the employee an opportunity to adjust to their new position.

Policy Details

New Employees

1. New employees may be subject to a probationary period, up to six months, during which time performance shall be assessed on:
 - a. Team and individual contribution
 - b. Individual and team behaviours that reflect Region values
 - c. Employee and team performance related to achieving goals, objectives, and behaviour expectations such as work habits, knowledge, skills, and attitudes. See *Form 3.07 Probationary/Performance Review*.
2. If during the new employee's probationary period, it is deemed that the employee is unsuitable, employment may be terminated at any point without cause.
3. If an employee does not successfully complete a probationary period, the employee may:
 - a. Have probationary period extended for another period not exceeding six months at the discretion of the Director.
 - b. Have employment with Region of Queens Municipality terminated
4. If an employee does not successfully complete two successive probationary periods, employment with the Region shall be terminated.
5. Upon completion of the six-month probationary period, the Director shall provide the Chief Administrative Officer and Director of Corporate Services with written notification of successful completion or unsuccessful completion of the probationary period.



6. Following the successful completion of the probationary period, the employee shall be given the employment status as outlined in the employment offer letter.

Trial Periods

7. Any employee who has been promoted or transferred to a new position is subject to a trial period, up to six months, during which time performance is assessed on:
 - a. Team and individual contribution
 - b. Individual and team behaviours that reflect Region values
 - c. Employee and team performance related to achieving goals, objectives, and behaviour expectations such as work habits, knowledge, skills, and attitudes. See *Form 3.07 Probationary Period Performance Evaluation*.
8. Employees who do not successfully complete a trial period are returned to their former position, provided it is still available. If the position is not available, the Municipality shall consider alternate employment arrangements when other vacant positions currently exist.
9. If no comparable employment arrangements can be made, the employee is considered redundant and is entitled to severance provisions outlined in the *Nova Scotia Labour Standards Code* or their employment contract.
10. Where an employee is promoted or transfers voluntarily to a new position and finds the move unsuitable, the employee may request to return to their former position during the trial period. There is no guarantee the request will be approved. Requests must be in writing to the appropriate Director.
11. Employees retain entitlement to their permanent position when they take a temporary promotion, transfer, acting position, approved secondment or any job protected leave per Nova Scotia Labour Standards Code.

Repeal

12. On the effective date of this policy, Operational Policy No. 9 *Probationary Period*, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

3.08 Notice of Resignations/Retirement

Policy Statement

It shall be the policy of Region of Queens Municipality to follow a resignation/retirement procedure in accordance with the Nova Scotia Labour Standards Code.

Policy Details

1. Employees shall give, at minimum, the following notice of resignation/retirement:
 - a. One week's notice if employment period is between three months and two years
 - b. Two week's notice if employment period is more than two years.
2. Notice of resignation/retirement must be done in writing and delivered to the immediate supervisor.
3. Employees in senior positions or positions that are difficult to recruit are encouraged to give as much notice of resignation/retirement as possible.
4. The supervisor shall notify the Director of Corporate Services of the resignation to initiate the Offboarding Procedure per *Human Resource Policy 3.10: Offboarding Procedure*.

Repeal

5. On the effective date of this policy, Operational Policy No. 10 *Resignation Process*, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

3.09 Terminations

Policy Statement

It shall be the policy of Region of Queens Municipality to create and follow termination of employment systems to ensure standardized procedures and processes are followed between an employee and Region of Queens Municipality.

Policy Objectives

1. To clearly communicate termination of employment processes and procedures.

Policy Details

2. Termination from employment with Region of Queens Municipality includes the following:
 - a. Expiration or completion of a contract
 - b. Dismissal.
3. Dismissal from employment with Region of Queens Municipality may be made for, but not limited to the following reasons:
 - a. Elimination of position due to organizational need, which may include, but is not limited to:
 - i. Financial condition of Region of Queens Municipality
 - ii. Organizational or departmental restructuring
 - b. Organizational or departmental restructuring has necessitated a different required skill set for the position
 - c. Significant reduction in work load resulting in change in employee status
 - d. All attempts to create an Accommodations Agreement per *Human Resource Policy 4.08 Workplace Accommodations* have been exhausted and no agreement has been met causing undue hardship on Region of Queens Municipality
 - e. Intoxication or illegal drug use on the job
 - f. Harassment



- g. Theft
 - h. Gross negligence
 - i. Gross insubordination
 - j. The final stage of a Corrective Action Process per *Human Resource Policy 4.05 Corrective Action*.
4. Depending on the severity of the incident, dismissal may be immediate. Dismissals shall be conducted by the employee's Director and the Director of Corporate Services.
 5. Dismissal of the Chief Administrative Officer shall be conducted by the Mayor and Deputy Mayor.

Requirements/Procedure

6. In the case of the expiration or completion of a contract, if employee is not informed of an end date in the offer of employment, Region of Queens Municipality shall provide, at minimum, the required written notice outlined in the Nova Scotia Labour Standards Code.
7. In cases of dismissals, the following shall occur:
 - a. The appropriate Director shall submit documentation to the Director of Corporate Services prior to the decision of dismissal including
 - i. The actions/behaviours of the employee that have caused a recommendation to terminate employment
 - ii. Documentation from the Corrective Actions taken to correct employee behaviour per *Human Resource Policy 4.05 Corrective Action*
 - iii. Relevant information from the employee's personnel file
 - iv. Alternatives to dismissal that have been considered/attempted.
8. The final decision to dismiss an employee shall be made in conjunction with the employee's supervisor, Director, Director of Corporate Services, and Chief Administrative Officer.
9. Notice of dismissals must be delivered verbally and in writing by the appropriate Director and the Director of Corporate Services.
10. Any escorting of terminated staff and removing of personal effects from office space shall be conducted by the appropriate Director and Director of Corporate Services.
11. Should a dismissal occur in the Corporate Services Department, sections 9 and 10 shall be done by Director of Corporate Services and CAO, or in the case of the Director of Corporate Services, by the CAO and Municipal Clerk.



12. Upon delivery or receipt of written termination of employment, the Offboarding Process per *Human Resource Policy 3.10 Offboarding* shall commence.
13. Written notification of termination of any type shall be filed in the appropriate personnel file.

Repeal

14. On the effective date of this policy, Operational Policy No. 11 *Termination Process*, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

3.10 Offboarding

Policy Statement

It shall be the policy of Region of Queens Municipality to have a consistent process that leads to the formal separation between employee and Region of Queens Municipality at the time of resignation, or retirement.

Policy Details

Definitions

1. For the purposes of this policy, the following definitions shall apply:
 - a. **Offboarding** – The process that leads to the formal separation between employee and Region of Queens Municipality.

Procedure

2. The appropriate supervisory staff shall ensure that the procedure outlined in *Form 3.10 Offboarding Procedure* are carried out and completed prior to the end of the final day of employment of departing employee.



Section 4 – Employment Policies



Region of Queens Municipality

Human Resource Policy

4.01 Job Descriptions

Policy Statement

It shall be the policy of Region of Queens Municipality to provide accurate and up-to-date job descriptions to applicable employees that clearly state roles, responsibilities, and duties.

Policy Objectives

1. To ensure that every employee is aware of their specific duties and responsibilities.
2. To provide an opportunity for regular, timely review of each job description.
3. To ensure accuracy of job descriptions for compensation classification purposes.

Policy Details

4. Each employee shall, on or before commencement of employment, be provided with a copy of their job description.
5. Every job description shall be reviewed and updated during an employee's performance review or as part of a recruitment process. If these instances do not arise, job descriptions shall be reviewed at least every three years.
6. When changes are necessary, the Director shall make any recommendations for changes, in writing, to CAO
 - a. Within fourteen (14) days of the conclusion of a performance review
 - b. Prior to a job vacancy being advertised.
7. If the CAO is in agreement with the recommended changes, they will make a recommendation to Council for approval of such changes.
8. All job descriptions may be formatted using *Form 4.01 Job Description Template*

Repeal

9. On the effective date of this policy, Operational Policy No. 4 *Job Descriptions*, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

4.02 Hours of Work

Policy Statement

It shall be the policy of Region of Queens Municipality to establish reasonable and fair hours of work for employees.

Policy Details

1. Employees of Hillview Acres shall work shifts as established and scheduled by the Administrator of the facility or designate, according to the collective agreement and management.
2. Employees of the Public Works Department shall work shifts as established and scheduled by their supervisor or designate, according to the collective agreement and management.
3. Employees of Queens Place Emera Centre shall work hours established by the appropriate supervisory staff.
4. The normal service hours for all other regular full-time, Administration Building employees shall be from 8:30 a.m. to 4:30 p.m. Monday to Friday from September 1 to June 30. For the period of July 1 to August 31, the normal service hours shall be from 8:00 a.m. to 4:00 p.m. Monday to Friday.
5. Working hours for part-time employees shall be established by the appropriate supervisory staff.
6. Employees shall be provided with a one-hour lunch break between 12 noon and 2:00 p.m. as designated by the Director or as approved by a supervisor, unless otherwise stated in applicable collective agreements.
7. Employees paid on an hourly basis shall be entitled to a one-hour lunch break without pay.
8. Due to the nature of certain positions, it may be necessary for employees to work outside the normal service hours.
9. Salaried employees who are required to work outside the normal service hours are not compensated for such work, however, time off in lieu of compensation may be approved by the supervisor on a case by case basis.



10. Schedules for those on a Flexible Work Arrangement shall be determined per *Human Resource Policy 4.09 Flexible Work Arrangements*.

Repeal

11. On the effective date of this policy, Operational Policy No. 29 *Hours of Work*, May 17, 2004 is repealed.



Region of Queens Municipality

Human Resource Policy

4.03 Personnel Files

Policy Statement

It shall be the policy of Region of Queens Municipality to establish and maintain a Personnel File on each employee ensuring a confidential record of employment history.

Policy Details

1. Personnel records shall be contained in a locked cabinet in the main vault and/or electronically in a restricted folder.
2. All information contained in the personnel file for active, retired, and terminated employees is strictly confidential.

Access to Files

3. Access to personnel files shall be restricted to the following:
 - a. Chief Administrative Officer
 - b. Director of Corporate Services or designate
 - c. Directors for employees under their supervision
4. The aforementioned people shall only access personnel records for occupational required tasks.
5. Employees may request access to their own files.
 - a. Requests shall be made to the appropriate Director a minimum 24 hours in advance.
 - b. Files shall be viewed in a private area with the appropriate Director present.
 - c. No portion of the employee file shall leave the viewing room.
 - d. Files shall be immediately returned to secure storage location once viewing is complete.
6. No employee may alter, remove, copy, or photograph any document in their Personnel File unless authorized by the Director of Corporate Services or Chief Administrative Officer.



External Requests to Access/Share Employee Information

7. Personal information will only be released in compliance with the Nova Scotia Freedom of Information and Protection of Privacy Act or court order.
8. Personal information may be released under the following circumstances:
 - a. Verification of Employment
 - b. All other requests for information shall be referred to the Chief Administrative Officer.

Personnel File Contents

9. The following information shall be kept in an employee's personnel file:
 - a. Original application letter, resume, and any other application documents
 - b. Evidence of any bona fide occupational requirements (eg. Licenses, registrations, medical records, etc.)
 - c. Necessary evidence of educational/professional qualifications
 - d. Copy of letter of offer
 - e. Copy of acceptance of offer
 - f. All applicable benefit related information
 - g. Documentation relating to any performance issues
 - h. Any and all disciplinary action taken and related documentation
 - i. Any and all accommodations made and related documentation
 - j. All performance review documentation
 - k. Correspondences/records of any leaves of absence including vacations and sick time
 - l. Letter or documentation related to termination of employment
 - m. Lay off notices
 - n. Any requests made for professional development at a cost to the Region
 - o. Signed confirmation of receipt and understanding of Human Resource Policies and any other policies directly related to job requirements.

Repeal

10. On the effective date of this policy, Operational Policy No. 28 *Personnel Records*, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

4.04 Performance Review

Policy Statement

It shall be the policy of Region of Queens Municipality to ensure that staff are provided with timely and effective feedback on their performance through the use of formal and informal performance review.

Policy Objectives

1. To clearly define and communicate the formal and informal performance review processes.
2. To ensure a logical and clear approach is followed when conducting Annual Performance Reviews, and that job-related skills, knowledge, and behaviours are consistently evaluated.

Policy Details

3. The result of the formal performance review has direct impact on recommendation for salary increases, employee status, and corrective action processes.
4. During the first month per *Human Resource Policy 3.06 Onboarding*, supervisors and new staff shall discuss performance measures and identify key benchmarks for the next six months to a year.
5. During the first year of employment, new full-time and part-time staff shall have at minimum two (2) formal performance reviews. First, the Probationary Review per *Human Resource Policy 3.07 Probationary Period* and a review at the one-year anniversary of employment per this policy.
6. After new staff have completed one year of employment, performance reviews shall occur annually thereafter.
7. All performance reviews shall be done in confidence and in an objective manner.



Responsibilities

8. Director of Corporate Services will
 - a. Oversee the implementation and maintenance of *Human Resource Policy 4.04 Performance Review* throughout Region of Queens Municipality with the assistance of, and in consultation with Directors and any other appropriate staff.
 - b. Monitor the effectiveness of the performance review process and recommend any necessary changes to CAO.
9. Directors and Supervisors will
 - a. Administer and coordinate performance reviews within their respective work units.
 - b. Recommend any changes to this policy and associated procedures to the Director of Corporate Services.
 - c. Provide any necessary reporting to the Director of Corporate Services and CAO on results of formal performance reviews.
 - d. Provide all original copies of performance review documentation to Director of Corporate Services for filing in staff personnel files.
 - e. Notify staff of and provide clarification on any changes to this policy.
 - f. It is the responsibility of Directors and Supervisors to set reasonable performance goals, standards, and deadlines with employees in a clear and timely manner.

General Procedure

Informal Performance Review and Feedback

10. Directors and Supervisors should provide regular feedback to staff on performance using informal means, such as:
 - a. Verbal or email feedback on a regular basis
 - b. Regular, informal check-in meetings
 - c. Informal coaching and mentoring
 - d. Regular staff meetings
11. Informal feedback should be frequent, action focused, specific, and timely.



Formal Performance Review

12. Prior to the completion of the annual performance review, the appropriate supervisor should review the employee's personnel file and other records for the following considerations:
 - a. Adherence to bona fide occupational requirements, such as licenses, training, certifications, etc.
 - b. Review of informal performance review and feedback as a consideration in the formal review
 - c. Accuracy of position description
 - d. Previous performance reviews
 - e. Work history including quality of work, organizational fit, colleague relations and interaction, etc.
13. Based on the information gathered in section 12, the appropriate supervisory staff completes *Form 3.07 Probationary/Performance Review*; followed by the staff person completing the employee portion of *Form 3.07 Probationary/Performance Review Form*.
14. Should the staff member or supervisor wish to discuss the contents of the forms further, they can set up a face-to-face meeting.
15. *Form 3.07 Probationary/Performance Review Forms* shall be signed by both supervisor and staff and sent to the Director of Corporate Services for filing in the appropriate personnel file.
16. Points for supervisors to consider during feedback:
 - a. The formal performance review should be part of ongoing, informal feedback. Nothing in the formal performance review should be a surprise to the employee.
 - b. Negative feedback on performance shall be done in a constructive, impartial way with a focus on changes in future action and not condemnation of past behaviours.
 - c. Be open to discussion, as some underperformance may be due to external factors.
 - d. Balance negative feedback with positive feedback.
 - e. Negative feedback, or public input through letters of complaint or praise, should be supported in documentation or other corroboration.



Definitions of Rating used in Form 3.07 Probationary Review Form

17. **N - Needs Significant Improvement** – Level of performance is consistently below predetermined performance measures and is unacceptable to meet the requirements of the job. Results are consistently poor and service is at a deficient quality resulting in work needing to be redone or causing other negative disruptions in the work unit. Employees who are rated N must be considered for corrective action per *Human Resource Policy 4.05 Corrective Action*.
18. **S - Meets Expectations Some of the Time** – Level of performance is regularly below predetermined performance measures and is barely acceptable to meet the requirements of the job. Results are often poor and service quality is minimal. Employees who are rated S must receive supervisory coaching.
19. **M – Meets Expectations Most of the Time** – Level of performance consistently meets predetermined performance measures and is acceptable to the requirements of the job. Results are consistently well done with infrequent disruption to the work unit.
20. **A – Meets Expectations All of the Time** – Level of performance almost always meets predetermined performance measures and is more than acceptable to meet the requirements of the job. Results never cause disruption to the work unit, and contributions are noted and necessary to the work unit.
21. **E – Exceptional Consistently, Exceeds Requirement** – Level of performance is always exceeding predetermined performance measures and is crucial to the functioning of the work unit. Results are measurable and have lasting improvements in organizational performance. Employees who are rated E should be done so when this level of performance is done consistently.

Repeal

22. On the effective date of this policy, Operational Policy No. 23 *Performance Appraisal* is repealed.



Region of Queens Municipality

Human Resource Policy

4.05 Corrective Action

Policy Statement

It shall be the policy of Region of Queens Municipality to work with employees to resolve any issues in the workplace while holding employees to a high standard of performance and conduct.

Region of Queens Municipality believes in allowing staff to develop themselves and allow for error. In cases where actions are deemed to be beyond error or lack of knowledge, corrective action processes will be initiated.

Policy Details

Definitions

1. For the purposes of this policy, the following definition shall apply:
 - a. **Corrective Action** –A multi-step disciplinary process that allows the municipality to have high performing staff by having several levels of discipline and coaching for staff who are having difficulty in their position.

Procedure

2. Corrective Action addresses staffing issues on the following:
 - a. Staff attendance
 - b. Staff conduct
 - c. Health and Safety
 - d. Performance
3. Corrective Action processes should follow these steps:
 - a. Coaching (informal corrective action)
 - b. Verbal warning (formal)
 - c. First written warning (formal)
 - d. Final written warning with possible suspension pending investigation
 - e. Termination of employment



See *Form 4.051 Corrective Action Levels* for a list of potential, but not all possible performance issues and concerns.

4. Each of the four areas of concern set out in *section 2* shall be treated jointly in the corrective action process. For example, if an employee receives a formal verbal warning for an attendance issue, they will receive a written warning for a conduct issue, but not a verbal one. Disciplinary issues shall be deemed consecutive and not concurrent.

Informal Coaching

5. Informal coaching is a documented process that offers the employee an opportunity to correct an issue before starting the formal corrective action process and receiving a verbal warning. Depending on the nature and severity of the issue or concern, this step may be skipped.
6. Before issuing a formal verbal warning, supervisors may provide employees with informal coaching, which may include training and professional development, if the issue is not serious enough to warrant a written warning.
7. It is the responsibility of the supervisor in cooperation with the Director of Corporate Services to deliver coaching. See *Form 4.052 Employee Coaching*.

Formal Warnings

8. Region of Queens Municipality reserves the right to skip any and all of the five-step corrective action process depending on the severity of the offence.
9. It is the responsibility of the appropriate supervisory staff in cooperation with the Director of Corporate Services to deliver warnings. See *Form 4.053 Verbal Warning Documentation*; *Form 4.054 Written Warning Letter*; and *Form 4.055 Final Written Warning and Suspension*.

Impact of Written or Final Corrective Action Warning

10. Promotion – The appropriate supervisory staff, while considering promotion, may ask for more detail regarding the circumstances and severity of corrective action to gather more perspective and information on the situation outside of any records in the employee personnel file. Instances of corrective action may be a deciding factor in awarding promotion.



Investigation and Documentation

11. All alleged violations to the categories outlined in section 2, shall be properly investigated and documented by the supervisor and Director of Corporate Services. All formal measures taken within the corrective action process shall be documented and forwarded to Director of Corporate Services for filing in the employee's personnel file.

Administrative Leave Pending Investigation

12. If an employee is placed on administrative leave pending investigation, the employee will be notified of the decision verbally and in writing. The written notification shall include information on the allegations and allow the employee an opportunity to respond.
13. During the leave period, the employee must ensure they are available for interviews or recall to work. If the employee fails to make themselves available, the Municipality will proceed with the investigation and make a determination based on the information available.
14. Administrative leave pending investigation is intended to allow the Municipality time to examine issues thoroughly and to determine appropriate action. During this administrative leave and pending investigation, the employee shall be compensated at their regular rate of pay.
15. An employee has the right to legal representation (at their own expense), union representation, or a Municipal representative present at any interview and will be given a minimum of 24 hours notice prior to any interview. Any costs incurred by an employee placed on administrative leave pending investigation shall be borne fully by that employee and not the Municipality.
16. Any employee placed on administrative leave pending investigation must temporarily turn over any municipal property in their possession including keys, identification, phones, vehicles, and credit cards. Any and all municipal property, municipal information, and confidential information must remain at the worksite. Employees placed on administrative leave pending investigation shall not access their Region of Queens email. If any employee placed on administrative leave pending investigation maintains



any municipal files or equipment at their residence, they must return these items to their supervisor until the investigation is complete.

17. Employees placed on administrative leave pending investigation shall not have any work-related contact with any other municipal staff other than their designated municipal point of contact or representative.

Resources Available to Employees

18. The employee shall have access to the following:
 - a. A municipal staff contact/representative
 - b. Other accommodations may be made on a case by case basis.

Termination of Employment

19. The final stage of corrective action is termination of employment. Termination of employment with the Municipality may occur following an employee committing multiple violations of municipal policy and practices, after the steps for corrective action have been taken, or immediately following a severe violation. Final decision on termination of employment shall be made by the CAO or Council, as circumstances dictate.

Repeal

20. On the effective date of this policy, Operational Policy No. 26 *Employee Discipline*, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

4.06 Joint Occupational Health and Safety

Policy Statement

1. It shall be the policy of the Region of Queens Municipality to conduct all operations safely, to do all that is reasonable to prevent injury to persons and damage to property and to protect the employees, the Region, and the public from the results of accidents and fire. All practical steps shall be taken to build and maintain a safe and healthful workplace. It is recognized that safe working practices are a joint responsibility of both the employer and all employees.

Policy Objectives

2. We will not knowingly expose ourselves, contractors, or members of the general public to unacceptable safety or health risks in the execution of our public service activities.

Policy Details

Strategic Goals

3. Region of Queens Municipality believes that all injuries and occupational illnesses are preventable.
4. Region of Queens Municipality will endeavour to meet or exceed available standards as defined by recognized safety, health, occupational hygiene and regulatory authorities through the application of engineering controls, administrative controls, personal protective equipment, promotion, training and education.
5. Health and safety shall always be the overriding factor in situations where production or public service may also be at stake.
6. All employees are held to be individually responsible for their own safety and health, that of co-workers and employees working under their direction.



Responsibilities and Accountabilities

7. Council:
 - a. Has full responsibility to approve, amend and modify safety manual policies, (referred to as Volume 1) pertaining to an Occupational Health and Safety program.
 - b. Approves sufficient funds in yearly operational budgets to allow the implementation of policies, procedures and practices pertaining to an Occupational Health and Safety Program, including but not limited to training, safety equipment and work places.
8. Chief Administrative Officer:
 - a. Has full responsibility for the Joint Occupational Health and Safety Program, and is accountable to the Region of Queens' Council.
 - b. Authorizes necessary expenditures for implementation of the various segments of the Joint Occupational Health and Safety Program, as approved by the Council.
 - c. Issues the necessary policy directives as formulated by the Joint Occupational Health and Safety Committee.
 - d. Ensures that management at all levels enforce safety.
 - e. Ensures Department Heads realize that no job is efficiently completed unless every safety precaution associated with the performance of the job is strictly complied with.
 - f. Makes safety a part of periodic discussions with the Department Heads and supervisors.
 - g. Keeps informed of the accident experience of the Region and the predominating causes for accidents.
 - h. Passes on instructional information to Department Heads when reviewing the Minutes of a Safety Committee meeting.
 - i. Takes an active interest in handling cases requiring discipline.
 - j. Provides information, education, instructions and assistance to all Department Heads, staff and ensures Department Heads understand the Region's Safety Policy and the Occupational Health and Safety Act and Regulations of Nova Scotia.



9. Department Heads:

- a. Are accountable to the Chief Administrative Officer and responsible for ensuring that the Region's Occupational Health and Safety Policy, and Safe Work Practices are fully understood by staff assigned to them.
- b. In consultation with the Joint Health and Safety Committee for the Region ensure that codes of practice and safe working practices are consistent of the Occupational Health and Safety Act and Regulations of Nova Scotia.
- c. Stimulate the interest and ensure the participation of management and employees assigned to them in health, safety, and related safety matters.
- d. Monitor the application of the Region's Health and Safety Policy to ensure the desired goals and objectives of the Health and Safety Policy are attained.
- e. Responsible for preventing injury and death to any management and employees within their respective departments.
- f. Establishing the necessary preventions against injury, disease, and death to any management and employees within their respective departments.
- g. Establish objectives and standards consistent with applicable health and safety legislation.
- h. Monitor all levels of responsibility and direct corrective action as required.
- i. Provide information, education and assistance to all supervisory staff, and ensure supervisors understand the Region's Safety Policy.
- j. Understand and enforce the Joint Occupational Health and Safety Policy as well as the Occupational Health and Safety Act of Nova Scotia.
- k. Assist supervisors in establishing codes of practice / safe job procedures.
- l. Ensure that all staff has proper and well-maintained safety equipment as well as special personal protective devices when required.
- m. Review and recommend approval of safe job procedures to Joint Occupational Health and Safety Committee.
- n. Provide ongoing safety education programs and approved first aid training courses as required in consultation with the Joint Occupational Health and Safety Committee.
- o. Review all accident investigation reports, approve or support remedial actions recommended, as necessary.



- p. Conduct inspection of work areas and locations within their department.
 - q. Serve on Joint Occupational Health and Safety Committee as required.
 - r. Provide information, education, instructions and assistance to management personnel, staff while ensuring management personnel understand the Region's Safety Policy.
 - s. Ensure that a Workers' Compensation Board report be filed on all accidents.
 - t. Without limiting the generality of the foregoing any other related duties required by the Region or Regulations.
10. Management Personnel – (Supervisors, Divisions Heads):
- a. Responsible for the Health and Safety Program in their respective areas of responsibility and are accountable to their respective Department Head for their accident prevention efforts.
 - b. Displays leadership, by setting an example in placing safety at the forefront of their operations and stimulating their subordinates' interest and supporting health and safety initiatives.
 - c. Implements and enforces Joint Occupational Health and Safety Policy set forth by the Region and ensures subordinate staff understand same.
 - d. Determine a safe method of performing work with all job assignments including the usage, placing and storage of equipment and material.
 - e. Ensure that employees are briefed regarding potential hazards associated with work assignments, and to hold supervisory meetings to discuss safety topics of current importance.
 - f. Ensure that employees are aware of location of first aid kits and other emergency equipment and ensure required numbers of designated personnel are trained in first aid.
 - g. Consult with employees to establish safe job procedures.
 - h. Ensure that safe practices are current with developments in statutory requirements and sound industrial practice, consulting when necessary with the Department Head.
 - i. Ensure that the conduct of operations provide maximum protection of the public and minimum inconvenience to the public.
 - j. Ensure that all equipment is maintained in a safe operating condition, and that all materials are properly transported, handled and stored in a safe manner by properly trained personnel.
 - k. Ensure that no person is permitted to work without proper instructions and supervision appropriate to the circumstances.



- l. Ensure that new employees receive orientation on safe work practices and the application of the Region's Safety Policy.
 - m. Ensure that all accidents or incidents are reported to their respective Department Head.
 - n. Conduct a review of accident reports to ensure they are complete and contain recommended remedial measures.
 - o. Recommends necessary corrective action to their respective Department Heads.
 - p. Ensure that recommended corrective measures are implemented.
 - q. Conduct regular inspections to ensure required housekeeping standards are maintained, and that work equipment is maintained in a safe operating condition.
 - r. Monitor effectiveness of the Joint Occupational Health and Safety Policy and report any deficiencies to their respective Department Head.
 - s. Ensure that medical attention is obtained for an injured employee.
 - t. Monitor status of injured employees and report status when necessary to Department Head.
 - u. Ensure that department safety concerns are placed before production.
 - v. Attend the Joint Occupational Health and Safety Committee meetings as required.
 - w. Provide information, education, instruction and assistance to employees and ensure that staff understand the Region's Safety Policy.
 - x. Without limiting the generality of the foregoing, any other related duties required by the Region or Regulations.
11. Employees
- a. Responsible for understanding and complying with the Joint Occupational Health and Safety Policy and working in accordance with safe working practices and are accountable to management personnel.
 - b. Take every precaution reasonable and practical to protect themselves, fellow workers, and the public from health hazards and unsafe conditions.
 - c. Study and comply with the Region's Safety Policy, Rules and Regulations.
 - d. Follow established safe job procedures.
 - e. Work in accordance with Management Personnel's instructions.



- f. Take care of tools, property and equipment entrusted to them in the course of their work.
 - g. Arrange and maintain work areas so that they are safe at all times.
 - h. Understand instructions and provisions of the Occupational Health and Safety Act and the Region's Safety Policy.
 - i. Learn and avoid hazards inherent in the work.
 - j. Inform supervisor of their ideas and thoughts on how to improve the work methods and work conditions of the jobs.
 - k. Report all accidents, incidents and near misses or unsafe conditions to the supervisor.
 - l. Dress safely for the type of work required.
 - m. Always use the personal protective equipment provided for safety on jobs requiring the use of personal protective equipment.
 - n. Never take chances – no horseplay.
 - o. Not to operate equipment for which the employee has not been trained and authorized to operate.
 - p. Not to operate equipment without proper guards or safety devices.
 - q. Know the location of first aid and other emergency equipment and, if necessary, be trained to operate it.
 - r. Always put safety ahead of production.
 - s. Participate in the joint Occupational Health and safety committee as required.
12. Joint Occupational Health and Safety Committee
- a. To promote safety with the objective of maintaining and creating safety consciousness or attitudes on the part of all employees through recognized and newly developed methods.
 - b. To develop and recommend safety training activities of all areas of operation.
 - c. To prepare safety promotional material for the assistance of all departments in the safety educational program and serve as a clearing house for the exchange of ideas developed in the field.
 - d. To develop, coordinate, and direct accident prevention efforts.
 - e. To establish necessary training and instruction for the Region's employees.
 - f. To coordinate all efforts in the maintenance of safe working conditions and practices.



- g. To evaluate problems and causes and accidents and recommend corrective measures.
- h. To promote and implement a comprehensive safety program for all employees to the end that everyone is safety-conscious both on and off the job.
- i. To eliminate, or to provide suitable protection against all recognizable occupational hazards.
- j. To devise procedures and practices that minimize the risk of accident.
- k. To recommend a program to rectify, insofar as possible, any condition that presents a hazard.
- l. To promote continuous safety education being carried on to create and maintain the interest of personnel in the prevention of accidents.
- m. To maintain the interest of both management and labour on Occupational Health and Safety matters.
- n. To provide an opportunity for open discussion of problems that resulted or could result in injury or disease.
- o. To assist management in the evaluation or recommendations for improvements of the work environment.
- p. To improve the cooperative spirit between management and labour.

Repeal

13. On the effective date of this policy, Policy Number – 32 Joint Occupational Health and Safety, October 19, 1998 is repealed.



Region of Queens Municipality

Human Resource Policy

4.07 Training and Professional Development

Policy Statement

It shall be the policy of Region of Queens Municipality to promote a culture within the organization that recognizes the importance of training and professional development for all employees.

Policy Objectives

1. To ensure the continued growth in skills and competencies of Municipal employees so that employees are capable of initiating and utilizing the most appropriate and modern practices and techniques to improve overall Municipal productivity, efficiency, and safety.
2. To provide a consistent and equitable method of meeting the training development, and professional needs of employees in accordance with current and future Municipal requirements.

Policy Details

3. Municipal employees may either:
 - a. Be requested by the Municipality to participate in training
 - b. Request to participate in training with assistance from the Municipality in the form of financial assistance or time away from work.
4. All employees who are applying for training and development are required to complete *Form 4.071 Professional Development Request*.
5. For all training and development activities, applications will be approved or denied based on Municipal and individual needs for occupational requirements or possible promotion, assuming candidates meet program standards and requirements.
6. Approval for participation (where financial assistance and/or time away from regular duties being requested of the Municipality) must be obtained prior to enrolment in the program. Approval and authorization for assistance will be granted in accordance with the following criteria:
 - a. Short-Term Training



- i. A thorough and realistic assessment of the requirements for training
 - ii. An analysis of expected benefits to the municipality of the training
 - iii. A comprehensive cost summary of the training, including wages
 - iv. Educational leave will not be granted for short-term learning.
 - b. Long-Term Training – When considering training and development that involves a long-term course of study that will result in an employee obtaining a degree, certificate, license, or credential, there are two factors to be considered
 - i. The gap, if any, between the employee's education and training and the minimum requirements of the position
 - ii. An assessment of the need and the eventual benefit to the Municipality of upgrading the employee through the proposed training and development.
7. An employee who fails to complete and/or attain a passing grade in a course that has been funded by the Municipality will be granted 12 months to complete the course at their own expense. If the employee fails to successfully complete the course at that time, they will be required to refund the total cost of tuition either in a lump sum or using payroll deduction over six months.
8. Funding approval is subject to budgetary constraints.
9. Where proposed training activities are based primarily on an employee's request and there is no justifiable benefit to the Municipality for the training, financial support will not be provided.
10. If financial assistance is granted, the amount will be specified and will be based upon the Director's assessment of relative costs and benefits to the Municipality. This assessment can be done in cooperation with the Director of Corporate Services. See *Form 4.072 Evaluation Guide: Educational Leave and Assistance*.
11. The employee and supervisor shall take all possible measures to minimize disruption to employee work performance during training and development. This includes taking measures to minimize educational leave, and measures to minimize course work being done during working hours.
12. Granting educational leave and assistance to any employee is at the discretion of the Director of Corporate Services. Notwithstanding employee eligibility for training, Director of Corporate Services reserves the right to use its absolute discretion in awarding such leave.



Return of Service Commitment

13. Employees will be required to sign *Form 4.073 Return of Service Agreement* when financial assistance, including travel expenses, is in excess of \$1499.99 for any single training program. A return of service agreement will not be required for training to maintain occupational requirements (required licenses, certifications).
14. Mandatory training leading to a new credential/certification is subject to this policy.
15. Return of Service periods shall be as follows:
 - a. 12 months – financial assistance provided \$1500 - \$3000
 - b. 18 months – financial assistance provided \$3001 - \$5000
 - c. 24 months – financial assistance provided in excess of \$5000
16. Return of Service Commitments only apply to Full-Time employees.

Eligibility for Benefits

17. Vacation and sick leave accruals shall not continue during a long-term educational leave.
18. If an employee is on an unpaid educational leave, previously accumulated vacation time may be used to receive pay during part of the period of the unpaid leave.
19. The employee's anniversary date of employment will remain constant during the long-term educational leave.
20. Any wage or salary increase which should occur during a period of long-term educational leave shall be postponed, but may be granted effective on the first day of the month the employee returns to work.

Repeal

21. On the effective date of this policy, Policy Number – 50 Training, August 16, 2004 is repealed.
22. On the effective date of this policy, Operational Policy No. 24 Staff Training Development, July 15, 2002 is repealed.
23. On the effective date of this policy, Operational Policy No. 25 Registration Tuition Fees, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

4.08 Workplace Accommodation

Policy Statement

It shall be the policy of Region of Queens Municipality to provide workplace accommodation to the point of undue hardship to ensure that individuals who are able to work are not discriminated against and excluded from doing so because of a disability, or other protected characteristics.

Policy Objectives

1. To provide an understanding of Region of Queens Municipality's obligations and responsibilities required for successful workplace accommodation.
2. To establish standards for consistent application of this policy and its related processes.
3. To provide guidance for all parties involved in workplace accommodation regarding rights, roles, and responsibilities.
4. To ensure that each person who requires workplace accommodation is considered and all applications are evaluated individually in accordance with Nova Scotia Human Rights Act and other applicable legislation.

Policy Details

Definitions

5. For the purposes of this policy, the following definitions shall apply
 - a. **Accommodation** – a temporary, one-off, or ongoing modification to an employee's regular duties, working environment and/or workload to reduce or eliminate barriers to their ability to perform their job duties and participate in the workplace due to a protected characteristic.
 - b. **Barrier** – a policy, practice, or structure that disproportionately excludes certain groups based on factors unrelated to the nature of work, merit, or safety.
 - c. **Undue Hardship** – the extent to which an employer must attempt to accommodate the needs of an employee on ground protected under the Nova Scotia Human Rights Act. The point of undue hardship is not



clearly defined and depends on several things, including the size of the organization and the role of the employee within the organization.

Guiding Principles

6. Employees are encouraged to seek an Accommodation when they believe they are experiencing a barrier in their work environment, which may be reduced or eliminated through reasonable accommodation.
7. Accommodation requests will be considered with the principles of dignity, individualization, inclusion, and full participation.
8. Employees with an Accommodation Plan will be notified in advance of any changes that could affect the terms of their plan.
9. Workplace accommodations shall be done where possible while maintaining confidentiality and will only disclose personal information when necessary to provide the accommodation or as otherwise permitted by law.
10. Employees and Management share responsibility for planning, implementing, and monitoring accommodations.
11. In more complex requests for workplace accommodation, others may be involved, such as medical practitioners, CAO, Union Representatives, Human Resource Specialist, etc.

Request for an Accommodation

12. To ensure that Accommodation needs are effectively met, employees are responsible for communicating their need for an Accommodation at the earliest possible opportunity and to participate fully in the process. Employees represented by Unions are encouraged to seek representation as early in the process as possible.
13. A request for Accommodation must be made by completing *Form 4.08 Request for Workplace Accommodation* and submitting it to the Employee's Director.
14. Region of Queens Municipality recognizes that in situations where municipal representatives are aware, or reasonably ought to be aware, that there may be a relationship between a protected characteristic and an employee's job performance, there may be a duty on the part of the municipality to inquire into that possible relationship before making a decision that would affect the person adversely. This includes providing a meaningful opportunity to the employee to request an Accommodation.



Preliminary Assessment

15. Upon receiving a request for an Accommodation, the Director shall forward a copy of the request to Director of Corporate Services.
16. The Director and Director of Corporate Services will determine whether the request is one of the protected characteristics under human rights legislation.
17. Where a request for Accommodation requires supporting documentation to establish a need for an Accommodation and/or to assist in identifying the most appropriate means of accommodating the Employee, Director of Corporate Services will:
 - a. Engage with the employee directly to determine what, if any, documentation will be relevant to the request for the Accommodation
 - b. Work with the employee to request and obtain required information from health professionals, and upon receipt of that information, hold it in a secure manner.
 - c. Inform the Director of the employee's functional limitations and will only share the least amount of personal information with the Director.
18. The Municipality may be unable to process a request for Accommodation in the absence of required supporting information.
19. Dependant on the type of request made, other Municipal policies may be engaged.

Consultation and Decision

20. In assessing whether an Accommodation can be made without imposing undue hardship upon the Municipality, all relevant factors will be considered including:
 - a. Accommodation sought by Employee
 - b. Linkage – whether the proposed Accommodation will have the practical effect on eliminating or reducing the identified barrier
 - c. Safety – whether the proposed Accommodation would pose a safety risk to other individuals or the employee seeking Accommodation
 - d. Financial Implications – whether the costs of implementing the Accommodation would be prohibitive
 - e. Size and Nature of the Operation – whether the proposed Accommodation would be disruptive to the Municipality



- f. Adaptability – whether the workforce or facility would be adaptable enough to implement the Accommodation
 - g. Provisions of a Collective Agreement – whether the proposed Accommodation would significantly interfere with the rights of other employees under the Collective Agreement
 - h. Impact on Other Employees and
 - i. Other Possible Accommodations
21. A request for an Accommodation will be considered by both the Director and the Director of Corporate Services, who will together decide what, if any, Accommodation will be provided, and the implementation of the Accommodation, while considering the factors outlined in section 20 and any other necessary consultations.
 22. Notwithstanding Section 20, an employee is entitled to a reasonable Accommodation although it may not be their preferred Accommodation.
 23. The Director will notify the employee of the decision, with justification, in writing to the employee requesting Accommodation.
 24. Where an Accommodation is granted, the notification will specify the proposed Accommodation to be provided and will include details around the implementation of the Accommodation, the duration, and the frequency of review. This proposal shall be discussed with the employee to refine the proposal to determine the best course of action.
 25. Accommodations will be periodically reviewed to determine any necessary adjustments. If the employee's circumstances change in any way that may impact any aspect of an Accommodation, they will promptly notify their Director. The employee will also respond to all inquiries for information from the Director and Director of Corporate Services within five (5) business days.
 26. If an employee disagrees with an Accommodation decision, they should attempt to resolve it with Director of Corporate Services through discussion.



Region of Queens Municipality

Human Resource Policy

4.09 Flexible Work Arrangements

Policy Statement

It shall be the policy of Region of Queens Municipality to implement a Flexible Work Arrangements program to support employees to accommodate their diverse needs while maintaining a high level of service delivery and productivity for residents of Queens.

Policy Objectives

1. To identify flexible work options between Region of Queens Municipality and an employee where both parties agree to voluntary flexible work arrangements.
2. To provide a framework within which flexible work arrangements can be administered.

Policy Details

3. Any employee may request consideration, by completing *Form 4.09 Request for Flexible Work Arrangement*, for a flexible work arrangement where such an arrangement would not interfere with Municipal operations. Approval of individual requests for a flexible work arrangement shall be made by the Director with considerations for seniority and date of application.
4. Any approved flexible work arrangement is applicable to the current employee/position and subject to reassessment if the current employee should vacate the position or if the position changes in any way.
5. Flexible work arrangements may be terminated by either party, at any time, with written notice of no less than two (2) weeks. If an employee changes position within the Municipality, the flexible work arrangement will be terminated. If the employee wishes to continue their flexible work arrangement, they shall submit a new request to the appropriate Director.
6. Alterations to a flexible work arrangement may be made by the Director, at any time, with written notice of no less than two (2) weeks.



7. Employees may request alterations to a flexible work arrangement, at any time, with written request of no less than two (2) weeks. Director shall approve or deny the request for alterations within two (2) weeks.
8. Consistency is key to a highly functioning flexible work arrangement, so it is strongly encouraged that Directors and employees minimize requests for alterations. Should a Director or employee make alterations to a flexible work arrangement more than four (4) times in a calendar year, the flexible work arrangement shall be terminated.
9. There may be specific times of the year (popular vacation times, or peak times i.e. tax season) where flexible work arrangement may not be feasible. At these times, flexible work arrangements may be temporarily suspended for an agreed upon duration between employee and Director.
10. The specific details of any flexible work arrangement shall be documented and signed by the Director and employee and retained in the employee's personnel file.

Eligibility

11. Employee has successfully completed three (3) months of employment.
12. Any performance concerns or unresolved workplace issues that may prevent the arrangement being from successful may lead to the rejection of a flexible work arrangement request.
13. The type of work of the employee must be conducive to a flexible work arrangement.
14. The ability to monitor and assess the work performed safely and effectively by the employee within the flexible work arrangement.
15. In work from home scenarios, is the work space sufficient to effectively perform duties, i.e. sufficient internet, phone line, etc.
16. Whether the flexible work arrangement would result in additional costs incurred by the Municipality.

Types of Flexible Work Arrangements

17. Flex-Time

- a. Flex-time is a flexible work arrangement where an employees' scheduled work hours are varied, usually altering the start and end times of their working day, but without changing the length of the standard work day or week.



- b. To be approved for a flex-time arrangement, the following conditions apply:
 - i. The number of hours worked each day must be the same as the employee's standard work day
 - ii. The employee may start the workday anytime between 7 a.m. and 10 a.m.
 - iii. The employee may end the workday anytime between 3 p.m. and 6 p.m.
 - iv. The employee must be present between the hours of 10 a.m. and 3 p.m.

18. Compressed Workweek

- a. A compressed workweek is a flexible work arrangement where an employee works longer hours in exchange for a reduction in the number of working days within a specific work cycle.
- b. There are a number of options for compressed work weeks such as:
 - i. An employee may change lunch breaks to 30 minutes and take every third Monday, Friday, other consistent day off.
 - ii. An employee may work extra time at the beginning and/or end of their standard day for nine days and take the tenth day off.
- c. The nature of a compressed workweek shall be discussed and agreed upon by the Director and the employee.
- d. The number of hours in a statutory holiday or a closure due to inclement weather is considered to be equivalent to the to an employee's standard seven (7) hour work day. When Region of Queens Municipality observes a statutory holiday, an employee working a compressed work week schedule is required to make up the additional time which normally would have been worked.
- e. When a statutory holiday falls on the employee's scheduled compressed day, the employee may take off the day immediately following the holiday, or on approval of the Director, another day in the pay period.

19. Remote Workplace

- a. Remote Workplace is a flexible work arrangement where an employee, at least on a periodic basis, fulfills their job responsibilities at a location which is not operated by the employer – usually the employee's home.



- b. If the decision is made to close Municipal facilities due to inclement weather, employees in a remote workplace arrangement are not expected to work on that day.

20. During a remote workplace arrangement, the following responsibilities shall apply

a. *Employee*

- i. Become familiar with the Nova Scotia Labour Code and Worker's Compensation regulations on working remotely.
- ii. Become familiar with Canada Revenue Agency regulations regarding home offices and income taxes as the municipality reserves the right to terminate flexible work arrangements.
- iii. Assume responsibility for the replacement of lost or damaged municipal equipment if loss or damage is done intentionally or in a neglectful way.
- iv. Assume the cost of traveling to the regular workplace when attendance is required or upon being recalled to the workplace.
- v. Maintain any workspaces that meets municipal requirements including any costs associated with any renovations, furniture, installations, and upgrades.
- vi. Adhere to any safety and security regulations in place by the Municipality

b. *Municipality*

- i. Maintain good management practices to ensure employee productivity and performance.
- ii. Provide employee with the necessary equipment to perform job duties.
- iii. Brief employee on any safety and security regulations.



Region of Queens Municipality

Human Resource Policy

4.10 Inclement Weather and Emergency Closures

Policy Statement

It shall be the policy of Region of Queens Municipality to recognize that inclement weather may, at times, limit the availability of staff and hinder Municipal operations and services. In these situations, Region of Queens Municipality will prioritize the health and safety of staff and residents and adjust service delivery as needed.

Policy Objectives

1. To create protocol around Region of Queens facility closures resulting from inclement weather.
2. To assign responsibility for determining closure and cancellations of Municipal facilities and services.
3. To clarify the responsibilities and expectations of employees in the event there is an inclement weather event.

Policy Details

Municipal Wide Closures

4. The decision to close Municipal workplaces due to inclement weather shall be made by the CAO.
5. The CAO's decision will be based on a variety of information sources, including, but not limited to:
 - a. Weather reports from Environment Canada
 - b. Accessibility to Municipal facilities and workplaces
 - c. Reports on road and highway conditions
 - d. Closures of schools and businesses
 - e. Consultation with Directors and Safety Officer
6. Every effort shall be taken to make a decision regarding closures by 6:45 a.m., excluding Queens Place Emera Centre which shall be by 5:00 a.m.



7. When the decision is made to close the Municipality before start of business hours due to inclement weather, employees are not required to attend work that day unless their position has been pre-determined to continue working.
8. Employees not required to be at their workplace on the date of a closure will be paid at their normal rate for the period of time they were scheduled to work.
9. Any employee reporting to work during the closure will not be compensated beyond their normal rate.

Employee Responsibilities

10. In the event that an employee is unable to arrive to work at their scheduled starting time as a result of weather conditions, the employee must make every reasonable effort to call, text, or email their supervisor within a half hour of their start time to advise of the delay.
11. In the event there is an inclement weather event forecasted, the employee should discuss their potential absence the day prior and determine if one of the options listed in Section 12 is viable.
12. In the event that an employee is unable to report to work as a result of inclement weather, but the Municipality workplaces remain open, the employee shall be offered a choice from the list below if possible:
 - a. Remote work (work from home)
 - b. Vacation day
 - c. Unpaid leave
 - d. Use of lieu time

Communication of Closure

13. In the event of a midday closure, employees will be notified of the closure via email, text, or from their Director or appropriate supervisory staff.
14. Decisions to close may be communicated via:
 - a. Staff email
 - b. Director or designate
 - c. Change in voicemail message at 902-354-3455 and 902-354-3453
 - d. Post on Region of Queens social media platforms and website
 - e. Announcement on local radio (QCCR, CBC, and CKBW).



Section 5 – Standards of Conduct



Region of Queens Municipality

Human Resource Policy

5.01 Employee Code of Conduct

Policy Statement

It shall be the policy of Region of Queens Municipality employees to adhere to a Code of Conduct to ensure there is no conflict between personal interests and official roles and responsibilities.

Policy Objectives

1. To formalize standards of ethical decision making and conduct for municipal staff to deliver quality service to and maintain public trust with Queens County residents and avoid the potential for a conflict of interest situation.

Policy Details

2. Municipal staff have the primary objective to address the needs of the citizens of Queens County. They are entrusted with upholding and adhering to municipal bylaws and policies, as well as other applicable legislations. As municipal staff, they must observe a high standard of ethical morality and conduct to fulfill the roles and responsibilities as public servants regardless of their personal interests.
3. The following Code of Conduct does not acknowledge every potential ethical question or situation that may arise. It is designed to promote ethical decision making and conduct to ensure the integrity we have at Region of Queens staff remains intact. Should the situation arise where a staff member is unsure on how to act during a situation as a municipal representative, they should speak to the appropriate supervisory staff.

Personal Conduct

4. All staff are expected to adhere to a high level of professionalism at all times in the workplace, in public, and online. This includes being a good representative and ambassador of Region of Queens Municipality, and adhering to all municipal bylaws and policies.



Professional Conduct

5. Municipal staff shall perform their duties with honesty and integrity in a manner that is helpful, respectful, and courteous. Employees will do their jobs to the best of their abilities, treat those they work with and serve with respect, courtesy, and dignity.

Municipal Time and Assets

6. Municipal time and assets are used only for the performance of municipal duties and as approved by the appropriate supervisory staff. Employees are required to care for municipal assets, which includes all property, equipment, software, information, materials, and time.

Gifts and Gratuities

7. Municipal staff shall not provide or receive any gift, benefit, or favour in exchange for special considerations or influence, or where it may be perceived to be in exchange for special treatment.

Personal Gain, Benefit, or Favouritism

8. Employees must remove themselves from any decision process that may result in actual or perceived personal gain, favouritism, or benefit. Awarding of municipal tenders, job opportunities, land sales, and disposal of surplus assets will be carried out impartially – without any advantage or favouritism to themselves or others.

Use, Collection, and Disclosure of Information

9. Region of Queens Municipality will use, collect, and disclose information only in accordance with the Nova Scotia Freedom of Information and Protection of Privacy Act, and for the purposes of carrying out municipal duties. Staff shall only use personal, business, or financial information for the intended purposes with expressed consent of parties involved.

Political Activity

10. Municipal staff shall not engage in any political activity or electioneering outside of regular work duties during normal working hours or at a Region of



Queens Municipality property. This includes canvassing, campaigning, or fundraising that aim to advance an individual's or group's political interests.

All employees have the right to take part in political activity and electioneering, but on their own time.

11. Should a municipal employee decide to run for elected office in government, the employee must first seek an unpaid leave of absence for the time period between the day they are nominated to voting day. Should the employee win their seat, it will be understood that the employee has resigned from employment with the municipality immediately before taking their elected seat.

Tobacco Use

12. Employees shall only use tobacco products or vape at designated areas on municipal properties, or during the carrying out of their duties when working when approved by their supervisor that it will not impact work or safety.

Outside Activities

13. Employees take part in a wide range of activities outside of their employment including volunteer activities, self-employment, outside employment and services (either paid or unpaid), on boards, councils, or committees. Employees of Region of Queens Municipality may not engage in outside activity if it:
 - a. Impairs the employee's mental or physical capacity to perform Municipal duties
 - b. Is likely to cause criticism or embarrassment to the Municipality
 - c. Requires the employee's attention during official working hours or requires the use of Municipal time or supplies
 - d. Promotes the use of your title or position with the Municipality or implies an official Municipal endorsement of your outside employer's business, service, product, etc.
 - e. Involved working for an employer who is doing business with the Municipality or is likely to require inspection, permitting, or other regulation or action by the employee's work unit, unless authorized by the Director of Corporate Services beforehand and under such terms and conditions as Director of Corporate Services shall establish from time to time.



- f. Creates a perceived or real conflict of interest.

Disclosure

14. Any disclosure of a conflict of interest or unethical behaviour can be made per *Human Resource Policy 5.04 Employee Complaints Process*.

Penalty

15. Should it be determined by the Director of Corporate Services that an employee has breached any part of this policy, that employee shall be subject to discipline up to and including termination.

Repeal

16. On the effective date of this policy, Operational Policy No. 30 *Dress Code*, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

5.02 Harassment and Violence Free Workplace

Policy Statement

Region of Queens Municipality intends to create and maintain a workplace that protects individual human rights and ensures a harassment and violence free workplace.

Policy Objectives

1. To set clear guidelines and definitions on what constitutes harassment and violence in the workplace at Region of Queens Municipality.

Policy Details

Scope

2. This policy shall apply to all staff and elected officials of Region of Queens Municipality, as well as all public members of committees or external consultants, appointed or under the guidance of municipal council or Chief Administrative Officer or their designate.
3. Application of this policy shall extend to each municipal workplace and to work-related events, including harassment and violence of Region of Queens Municipality employees or Council members that happens away from the workplace or after regular working hours, where such behaviour has a negative effect on the workplace.
4. Where harassment is not related to a Prohibited Ground under the Nova Scotia Human Rights Act, all complaints will be dealt with by *Human Resource Policy 5.02 Harassment and Violence Free Workplace Policy*.
5. Violence and threats in the workplace or related to the workplace will be treated using this policy unless police involvement is necessary.

Harassment

6. For the purposes of this policy, the following definition shall apply.
 - a. **Harassment** - any behaviour that a reasonable person would find unwelcome, has a negative impact on the workplace, and/or is related



to any of the characteristics which are listed as prohibited grounds of discrimination in the Nova Scotia Human Rights Act, denoted as "Prohibited Grounds", specifically:

- i. age
- ii. race
- iii. colour
- iv. religion
- v. creed
- vi. sex
- vii. sexual orientation
- viii. gender identity
- ix. gender expression
- x. physical disability or mental disability
- xi. an irrational fear of contracting an illness or diseases
- xii. ethnic, national, or aboriginal origin
- xiii. family status
- xiv. marital status
- xv. source of income
- xvi. political belief, affiliation, or activity
- xvii. association with another individual or class of individuals having characteristics referred to above

Harassment can, depending on the seriousness of the behaviour, involve a single incident or a number of incidents, and can be directed at one employee or Council member, or it can involve a number of individuals.

Harassment need not be intentional to be considered harassment. Intentional harassment should be considered more severe.

7. Examples of harassment include, but are not limited to:
 - a. unwelcome physical contact such as touching, patting, or pinching
 - b. unwelcome offensive comments that are sexual in nature
 - c. unwelcome offensive remarks such as jokes, slurs, or innuendo related to any of the Prohibited Grounds
 - d. displaying or distributing derogatory or offensive pictures, graffiti, or other materials related to any Prohibited Grounds including racist, sexist, or homophobic materials



- e. unwelcome and offensive behaviour related to a Prohibited Ground, that creates an intimidating, hostile, offensive, or toxic work environment
 - f. unwelcome and offensive behaviour related to a Prohibited Ground, where tolerance of the behaviour is explicitly or implicitly made a term of employment or consideration in job-related decisions
 - g. refusing to interact or communicate with persons because of any of the Prohibited Grounds
 - h. unwelcome and offensive communications related to a Prohibited Ground sent by any means, including e-mail or other electronic means.
8. For greater clarity, the following are not considered harassment behaviour under this policy, but are not limited to:
- a. mutually consensual relations or social interactions without offensive or inappropriate behaviours, intimidation, implicit or explicit threats of retaliation, or misuse of power;
 - b. words or actions that a reasonable person would find welcome or neutral in meaning;
 - c. actions of the Municipality to direct its workforce, including managing and supervising employees and giving feedback through reasonable performance feedback, managing absenteeism, mentoring and discipline; and
 - d. bona fide qualifications or occupational requirements established by the Municipality as noted in Section 6(f) of the Nova Scotia Human Rights Act.

Violence

9. For the purposes of this policy, the following definitions shall apply.
- a. **Violence in the workplace** - any act in which a person is abused, threatened, intimidated, or assaulted in their employment or in relation to their employment. Violence can be physical, psychological, and emotional.
10. Examples of violence in the workplace include,
- a. Assault and/or battery
 - b. Targeted destructive behaviour (vandalism, arson, sabotage, etc.)
 - c. Display of any kind of weapon in a threatening way



- d. Verbal and written threats whether direct, conditionally implied, or veiled
 - e. Bullying

 - f. Threatening messages transmitted through third parties.
11. There are many types of violence and harassment, and the lists above are not exhaustive.

Accountability

- 12. Each employee and Council member is responsible for their own behaviour at all times and for ensuring the workplace is free from harassment. This is done by always acting in a professional and courteous manner, taking responsibility for their own actions and words, while maintaining positive and constructive working relationships through cooperation and actively listening to others.
- 13. Responsibility for the oversight and implementation of this policy shall lie with the Director of Corporate Services according to the terms and conditions of this policy.
- 14. It shall be the responsibility of the Director of Corporate Services to bring forth clear recommendations for changes to this policy, when deemed appropriate, to the Chief Administrative Officer for review.

Reporting

- 15. Should any employee feel they have been the target of harassment or violence as outlined in this policy, complaints/reporting can be submitted in accordance to *Human Resource Policy 5.04 – Employee Complaints Process* or to the Royal Canadian Mounted Police as required.

Repeal

- 16. On the effective date of this policy, Policy Number – 73 *Violence in the Workplace*, January 21, 2008 is repealed.
- 17. On the effective date of this policy, Policy Number – 91 *Human Rights and Harassment*, June 23, 2021 is repealed.



Region of Queens Municipality

Human Resource Policy

5.03 Inclusive and Respectful Workplace

Policy Statement

Region of Queens Municipality prioritizes having inclusive and respectful workplaces. This includes treating colleagues with dignity and fairness, and maintaining a workforce that is free of harassment, discrimination, and violence. It also means welcoming colleagues with different backgrounds and capabilities. This diversity brings Region of Queens Municipality a wealth of experience and builds a better team.

Policy Objectives

1. To set clear guidelines and definitions on what constitutes disrespectful behaviour in the workplace at Region of Queens Municipality.

Policy Details

Scope

2. This policy shall apply to all staff and elected officials of Region of Queens Municipality, as well as all public members of committees or external consultants, appointed or under the guidance of municipal council or Chief Administrative Officer or their designate.
3. Application of this policy shall extend to each municipal workplace and to work-related events, including disrespectful behaviour of Region of Queens Municipality employees or Council members that happens away from the workplace, after regular working hours, or online where such behaviour has a negative effect on the workplace.

Definitions

4. For the purposes of this policy, the following definitions shall apply:
 - a. **Bullying or Intimidating Behaviours** - involve using words or actions, actual or perceived, that could psychologically or mentally hurt or isolate a person in the workplace and usually involves repeated incidents



or regular behaviours that intend to intimidate, humiliate, offend, or degrade a particular person or group of people.

- b. **Disrespectful Behaviour** - any behaviour that:
 - i. should be known to a reasonable person that their words or actions are offensive, humiliating, or intimidating
 - ii. has a clear and obvious negative impact on the recipient
 - iii. involves words or actions, that can be limited to one incident, or involve multiple times or incidents.
 - c. **Inclusive and Respectful Workplace** - a work environment where each employee and Council member treats each other with respect at all times and includes:
 - i. providing for the inclusion of all employees and Council members to create a sense of belonging, connection, and community in the workplace
 - ii. accepting and valuing individual contributions to the workplace and encouraging diverse perspectives and opinions in a collaborative environment
 - iii. ensuring the safety of all employees and Council members from disrespectful, bullying, or intimidating behaviour
 - iv. requiring accountability by each individual to contribute to their effective workplace relationships through meaningful and positive resolution of differences.
6. Examples of disrespectful behaviour include, but are not limited to:
- a. verbal or written threats or abuse
 - b. derogatory or degrading words, comments, gestures jokes, or insults
 - c. using profanity or swearing, or using violent language, at another individual
 - d. interference with another person's work or attempting to sabotage another person's work
 - e. vandalizing or interfering with another person's personal property or office space
 - f. bullying through offensive, malicious, insulting, humiliating, ostracizing, or intimidating actions or words
 - g. any form of racism, homophobia, sexism, ableism, or discrimination.



7. For greater clarity, the following are not considered disrespectful workplace behaviour under this policy, but are not limited to:
 - a. mutually consensual relations or social interactions without offensive or inappropriate behaviours, intimidation, implicit or explicit threats of retaliation, or misuse of power
 - b. words or actions that a reasonable person would find welcome or neutral in meaning
 - c. actions of the Municipality to direct its workforce, including managing and supervising employees and giving feedback through reasonable performance feedback, managing absenteeism, mentoring and discipline
 - d. disagreements or misunderstandings
 - e. conflicts or disagreements between employees and Council members unless they involve disrespectful behaviours or language as noted in this policy.

Accountability

8. Each employee and Council member is responsible for their own behaviour at all times and for ensuring the workplace is free from disrespectful behaviour. This is done by always acting in a professional and courteous manner, taking responsibility for their own actions and words, while maintaining positive and constructive working relationships through cooperation and actively listening to others.
9. Responsibility for the oversight and implementation of this policy shall lie with the Director of Corporate Services.
10. It shall be the responsibility of the Director of Corporate Services to bring forth clear recommendations for changes to this policy, when deemed appropriate, to the Chief Administrative Officer for review.

Reporting

11. Should any employee feel they have been the target of disrespectful or exclusive behaviour as outlined in this policy, complaints/reporting can be submitted in accordance to *Human Resource Policy 5.04 Employee Complaints Process*.

Repeal

Final Review Date: August 10, 2022
Approved by Council: September 13, 2022



12. On the effective date of this policy, Policy Number 90 – *Respectful Workplace*, June 23, 2021 is repealed.



Region of Queens Municipality

Human Resource Policy

5.04 Employee Complaints Process

Policy Statement

It shall be the policy of Region of Queens Municipality to have a standardized and comprehensive process for employees to file Human Resource related complaints.

Policy Details

1. Complaints related to Human Resource policies can be made through a formal or informal process to ensure a range of options are available to employees and Council members to seek a fair and timely resolution to allegations.
2. This Employee Complaints Process may be used when launching complaints in relation to any Human Resource policy.

Definitions

3. For the purposes of this policy, the following definitions shall apply:
 - a. **Complainant** - the employee making a complaint that a violation to a Human Resource Policy has occurred.
 - b. **Respondent** - the individual alleged to have engaged in or perpetuated the violation.

Informal Complaint Process

4. If reasonable and safe to do so, employees should attempt to resolve issues informally through discussion before launching a formal complaint.
5. If it is not possible to carry out actions in Section 4, an employee should seek assistance from their immediate supervisor, Director, or Director of Corporate Services.
6. Should a Council member have a complaint regarding an employee, this Council member shall discuss the issue with the Mayor for guidance.



7. Should an employee have a complaint against a Council member, they shall discuss the issue with Chief Administrative Officer for guidance.
8. If the informal complaint process is not suitable, or the complainant does not receive a suitable result after attempting an informal process, the employee can proceed to the formal process.

Formal Process

9. Formal complaints may be filed in writing using *Form 5.04 Human Resource Formal Complaint*.
10. Employee to Employee complaints can be submitted to the Director of Corporate Services while other complaints can be submitted to Chief Administrative Officer.
11. Complaints may be made on behalf of a staff member by another staff member where that staff member has witnessed the behaviour in question.

Investigations

12. Once *Form 5.04* has been received, a formal investigation will take place which will require interviewing various witnesses in addition to the Complainant(s) and Respondent(s). In some cases, Director of Corporate Services or Chief Administrative Officer may engage an external third party to assist with the investigation. Because of the nature of this process, the application and details cannot be anonymous, and both the Complainant(s) and Respondent(s) will be provided with full details of the application.
13. Upon the completion of the investigation, Director of Corporate Services or Chief Administrative Officer will prepare a report and recommendations with a goal of bringing a resolution to the alleged behaviour. Director of Corporate Services will work with the parties involved to determine appropriate actions needed, and will communicate the decision to both the Complainant(s) and Respondent(s).

Corrective Action

14. Should the investigation determine that the disrespectful behaviour involves discrimination under the Nova Scotia Human Rights Act, the complaint will be transferred to a formal application of *Human Resource Policy 4.05 Corrective Action*.



15. Employees who are determined to be in breach of this policy will be subject to disciplinary action up to and including termination of employment per *Human Resource Policy 4.05 Corrective Action*. Multiple or repeated instances of the same, similar or different occurrences of disrespectful behaviour shall be considered as one of the determining factors in the level of discipline action implemented.
16. Employees are strongly encouraged to bring forth any complaints as soon as possible to ensure any inappropriate behaviour is dealt with immediately.

False or Malicious Complaints

17. Any informal or formal complaint found to be false, misleading, or brought forth with malice, may result in the Complainant being subject to Corrective Action per *Human Resource Policy 4.05 Corrective Action*.

Retaliation

18. Any employee who uses retaliation or discrimination against a co-worker or another employee because the person brought forward a complaint, or because the employee acted as a witness, gave a statement, or participated in a complaint resolution process will be considered a breach of this policy. Such breach may result in Corrective Action per *Human Resource Policy 4.05 Corrective Action*.

Records Management

19. All information collected and obtained during an investigation into an alleged breach of this policy shall be held and retained in an employee's personnel file. Only those documents required to be divulged to other parties to settle a complaint during an investigation will be shared. These documents shall be treated as confidential and not released except where required to be disclosed according to law for a court proceeding, arbitration, or other legal proceeding.

Repeal

20. On the effective date of this policy, Operational Policy No. 27 *Grievances*, July 15, 2002 is repealed.

Final Review Date: August 10, 2022

Approved by Council: September 13, 2022



Region of Queens Municipality

Human Resource Policy

5.05 Substance Abuse Prevention

Policy Statement

It shall be the policy of Region of Queens Municipality to have standard guidelines and regulations for various types of drug and alcohol induced impairment by employees and operations controlled by the Municipality.

Policy Objectives

1. To enable Region of Queens Municipality to promptly and effectively address concerns of inappropriate substance use by municipal employees, and operators.
2. To ensure effective and required service delivery and safe operation is not impeded by substance abuse.
3. To provide guidelines for Municipal staff to address substance abuse and provide assistance in a non-discriminatory manner while considering the organizational priorities of the Municipality.

Policy Details

Definitions

4. For the purposes of this policy, the following definitions apply:
 - a. **Fit for Duty** - reporting for work and being able to perform assigned tasks and duties effectively and not being under the influence of any substance that causes impairment or that adversely affects the employee's ability to perform duties in a safe and responsible way throughout their entire work shift.
 - b. **Impairment** - a decreased mental or physical ability or awareness that can lead to the partial or complete loss of ability to perform work tasks safely and effectively.
 - c. **Substance** – anything taken to change the way the body and/or mind function, impacting one's fitness for duty, which may include:



- i. Prescription drugs, which have been obtained without valid prescription, or are being taking not in accordance to a prescription.
 - ii. Over the counter drugs that have been taken not as directed that have impacted an employee's fitness for duty.
 - iii. Illegal drugs
 - iv. Other substances, including alcohol and cannabis that cause impairment or intoxication.
5. This policy applies to all employees of Region of Queens, as well as those employed or volunteering under other conditions to use Region of Queens Municipality controlled operations, facility operations, machinery, vehicles, and equipment.
6. Employees are expected to be fit for duty when reporting to work and remain fit for the duration of the working day.
7. Employees must inform the appropriate supervisory staff without delay before commencing or continuing a duty if their ability to safely and effectively perform work duties may be compromised due to substance use.
8. Should an employee suspect another of impairment during regular business hours, the employee shall:
 - a. Immediately report this to the appropriate supervisory staff
 - b. Make every reasonable effort to uphold workplace and personal safety.
9. In the event a supervisor suspects an employee of impairment during regular business hours, the supervisor shall:
 - a. Confidentially and discretely meet with the employee and ask them to leave the work site for the remainder of the day
 - b. Arrange for transportation when necessary
 - c. Not discuss performance or discipline while the employee is impaired
 - d. Document the incident and contact Director of Corporate Services as soon as possible to report the incident
 - e. Participate in planning and facilitating the employee's return to work and any corrective action measures to be taken.
10. Employees who have been sent home due to suspected impairment are expected to return to work for their next scheduled shift unless medically unable as supported with medical documentation.



Repeal

11. On the effective date of this policy, Policy Number – 86 *Impairment and Use of Cannabis*, November 27, 2018 is repealed.



Section 6 – Wages and Salaries



Region of Queens Municipality

Human Resource Policy

6.01 Employee Compensation and Salary Administration

Policy Statement

It shall be the policy of Region of Queens Municipality to provide employees with salary levels comparable to those of other employees performing similar functions within the Region and in other Nova Scotian municipalities and similar sectors.

Policy Objectives

1. To provide and maintain a system of compensation to ensure employees are fairly compensated.

Policy Details

Position Evaluation

2. Every job description shall be reviewed by the Chief Administrative Officer or their designate at minimum every three (3) years.
3. In consultation with Directors, the Chief Administrative Officer shall determine the appropriate salary range for a position based on a number of parameters, including
 - a. Knowledge and Skill
 - i. Education
 - ii. Experience
 - iii. Complexity
 - b. Responsibility
 - i. Accountability
 - ii. Communications
 - iii. Supervisory responsibilities
 - c. Effort
 - i. Independence of action
 - ii. Physical demands and working environment.



4. Region of Queens Municipality shall keep an up to date salary schedule. The salary schedule shall represent the minimum and maximum salaries for a position in a particular salary range.
5. Chief Administrative Officer shall recommend any new salary scales and benefits to Council as required.

Compensation Administration

6. Chief Administrative Officer shall recommend any changes to salary scales and benefit plans to Council as required.
7. Directors shall submit and justify any recommendations for salary changes to the Chief Administrative Officer.
8. Directors shall initiate completion of any salary and benefits administration forms and documents with Payroll/Benefits Clerk.
9. The Finance Department shall ensure the payment of all salaries, applicable benefits, and assist staff in accessing benefits.

Salary Increases Procedure

10. A Director can only recommend a salary increase of an employee under certain conditions:
 - a. A merit increase recommendation by the appropriate Director to the Chief Administrative Officer following a completion a Performance Review per *Human Resource Policy 4.04 Performance Review*
 - b. A reclassification of position from redistribution of tasks
 - c. A special circumstance of consistent exceptional performance of an employee.

Employee Overtime

11. Salaried employees are expected to work regular time and overtime when required. Accumulated overtime hours may be taken as time off in lieu in straight time, excluding Directors and Chief Administrative Officer.
12. Hourly employees are paid for hours worked per Nova Scotia Labour Standards Code.

Repeal

13. On the effective date of this policy, Operational Policy No. 12 *Employee Compensation and Salary Administration*, July 15, 2002 is repealed.



14. On the effective date of this policy, Operational Policy No. 13 *Position Evaluation*, July 15, 2002 is repealed.



Section 7 – Benefits and Services



Region of Queens Municipality

Human Resource Policy

7.01 Employee Benefits

Policy Statement

It shall be the policy of Region of Queens Municipality to offer a comprehensive set of employee and pension benefits.

Policy Details

1. Region of Queens Municipality offers full-time employees benefits that include the following coverage:
 - a. Health
 - i. Mandatory coverage with possible opt out if covered by a spouse or other insurance
 - ii. 30-day waiting period
 - iii. Employee pays 50% of premium
 - b. Dental
 - i. Mandatory coverage with possible opt out if covered by a spouse or other insurance
 - ii. 30-day waiting period
 - iii. Employee pays 50% of premium
 - c. Pension Plan
 - i. Mandatory contribution
 - ii. 90-day waiting period
 - d. Group Life Insurance
 - i. Mandatory coverage
 - ii. Employee pays 50% of premium
 - e. Dependent Life Insurance
 - i. Mandatory coverage
 - ii. Employee pays 50% of premium
 - f. Accidental Death and Dismemberment
 - i. Mandatory coverage
 - ii. Employee pays 50% of premium
 - g. Long Term Disability



- i. Mandatory coverage
 - ii. Employee pays 50% of premium
2. If an employee is covered by other coverage, and that coverage is discontinued, it is the responsibility of the staff to notify the Payroll/Benefits Clerk to request to opt back in to Region of Queens Municipality coverages, if eligible. A Health Certificate will be required to enroll at that time.
3. Other staff may be offered benefits at the discretion of the CAO.
4. Region of Queens Municipality reserves the right to amend any employee benefit at any time. When possible, Region of Queens Municipality will consult with staff prior to making amendments; however, amendments made by the carrier are beyond the control of the Municipality and shall be implemented.
5. Employees are encouraged to contact Payroll/Benefits Clerk for more information from specific benefit carriers.
6. Eligibility for employee benefits and the extent of those benefits is outlined in the employee's letter of employment offer or other written communication. Health coverage is available up to age 70 if employee is still actively employed.



Region of Queens Municipality

Human Resource Policy

7.02 Years of Service Awards

Policy Statement

It shall be the policy of Region of Queens Municipality to provide a policy for the recognition of staff for years of service to the municipality with the approved terms and conditions.

Policy Details

1. Years of Service awards shall be given to individual staff members of Region of Queens Municipality who have completed or will complete in that particular calendar year one of the following categories of service: five years, ten years, fifteen years, twenty years, twenty-five years, and thirty years.
2. The following shall be the guidelines used by Council when providing Years of Service awards
 - a. 5 years Certificate
 - b. 10 years \$100.00 value when possible
 - c. 15 years \$200.00 value when possible
 - d. 20 years \$300.00 value when possible
 - e. 25 years \$400.00 value when possible
 - f. 30 years \$500.00 value when possible
 - g. Retirement to be determined at the time
3. Years of Service awards shall be presented annually by Council, at a time determined by Council, for all staff members achieving a Years of Service award during that calendar year.
4. The actual years of service shall be determined by staff members present cumulative years of employment with Region of Queens Municipality. Municipally approved leaves do not interrupt the years of service accrual.

Repeal

5. On the effective date of this policy, Policy Number – 48 *Years of Service Awards*, November 15, 2010 is repealed.



Region of Queens Municipality

Human Resource Policy

7.03 Medical Premium Payment – LTD/Retirement

Policy Statement

It shall be the policy of Region of Queens Municipality to ensure that employees have access to health coverage during absence from employment and retirement.

Policy Objectives

1. To provide employees with access to medical insurance coverage while on long term disability leave.
2. To provide employees with access to medical insurance coverage after retiring from employment with the Region.

Policy Details

3. Membership in the Long Term Disability (LTD) plan is mandatory for the twelve months of continuous employment preceding entitlement to long term disability benefits or retiring in order to access benefits under this policy.
4. For employees on long term disability, the following terms and conditions shall apply:
 - a. The Region shall cost share in medical coverage on a 50% employer-50% employee basis for a period of 50% of the years of service to a maximum of five (5) years.
 - b. 100% employee cost for health coverage up to age 65 years following the term outlined in section 4(a).
5. For employees retiring from employment with Region of Queens Municipality, the following terms and conditions shall apply:
 - a. The employee shall continue to be eligible for membership in the medical plan at 100% employee cost until age 65.



6. In the case where the insurance provider imposes restrictions on the eligibility criteria of employees not actively employed, the policies of the insurance provider shall apply.

Repeal

7. On the effective date of this policy, *Operational Policy No. 17 Medical Premium Payout – LTD Retirement, July 15, 2002* is repealed.



Section 8 – Leaves and Absences



Region of Queens Municipality

Human Resource Policy

8.01 Vacations

Policy Statement

It shall be the policy of Region of Queens Municipality to provide employees with vacation time.

Policy Objectives

1. To establish guidelines to ensure employees receive vacation allotments and approvals on a fair and consistent basis

Policy Details

2. The vacation year is from April 1st to March 31st for non-union employees and the calendar year for union employees.
3. Vacation requests shall be submitted using *Form 8.01 Time Off Request* to the appropriate Director on or before March 31st in any given year.
4. Should an employee wish to cancel or adjust their scheduled vacation, they may do so on approval from their Director, at which time, Director of Corporate Services shall be copied for records management purposes. Approval may be obtained in writing or via email.
5. Should a conflict arise in the timing of vacation requests, the person with more years of service shall be given preference. The preference shall be limited to the selection of the first two weeks (10 business days) of vacation only. After all employees have been approved for two weeks of vacation, employees with seniority will be granted their additional leave, in preference, in one week increments.
6. Employees who do not submit vacation requests in accordance with times scheduled in Section 3 shall forfeit their booking seniority.
7. All full-time and regular part-time employees are entitled to receive vacation with pay.
8. All temporary/contract full-time employees are entitled to receive vacation with pay.



9. Temporary/contract part-time, casual, and seasonal employees are entitled to vacation pay at a rate of four percent (4%).
10. Years of service regarding vacations begins at the anniversary date of actual start date of employment regardless of whether the employee was originally hired under a collective agreement.
11. New employees shall be eligible for vacation leave based on a prorated portion earned after two months of employment.
12. An employee receiving vacation leave prior to it being fully earned, shall be required to repay the unearned leave should they terminate employment.
13. The vacation entitlements full-time non-union employees are as follows:
 - a. 0-5 years 3 weeks (15 days)
 - b. 6-14 years 4 weeks (20 days)
 - c. 15+ years 5 weeks (25 days)
14. All vacation must be taken in a fiscal year except under unusual circumstances. The Director may grant a carry over of unused vacation of up to five days to the next year, or recommend to Chief Administrative Officer to pay in lieu of vacation time prior to March 31st.
15. Vacation entitlement may be adjusted at the discretion of the Chief Administrative Officer at time of hire.
16. Carry over requests must be made in writing to the Director prior to March 15th. A copy of any approved request must be provided to the Director of Corporate Services.
17. Chief Administrative Officer and Director reserve the right to limit the number of employees on vacation during one period of time.
18. If a paid statutory holiday(s) falls during the employees scheduled vacation period, the employee will be credited with additional day(s) off with pay.
19. Employees receive their vacation each year based on one full year of service. An employee who submits their resignation or whose employment is terminated shall receive a pro-rated portion of their regular vacation or vacation pay.
20. No vacation entitlement accrues during extended leaves from work.

Repeal

21. On the effective date of this policy, Operational Policy No. 15 *Vacations*, November 25, 2014 is repealed.



Region of Queens Municipality

Human Resource Policy

8.02 Holidays

Policy Statement

It shall be the policy of Region of Queens Municipality to provide time off, at the regular rate of pay, for holidays.

Policy Details

1. The following days shall be considered holidays for employees at Region of Queens Municipality
 - a. New Year's Day
 - b. Nova Scotia Heritage Day
 - c. Good Friday
 - d. Easter Monday
 - e. Victoria Day
 - f. Canada Day
 - g. Labour Day
 - h. National Day for Truth and Reconciliation
 - i. Thanksgiving Day
 - j. Remembrance Day
 - k. Christmas Day
 - l. Boxing Day
2. The offices of the Region of Queens Administration Building and other non-mandatory/essential services shall close at 12:00 noon on December 24th.
3. If a part-time, temporary/contract part-time, or casual employee is scheduled to work the day prior to a holiday and the day following the holiday, as defined in section 1, the employee shall have the time off at their regular rate of pay provided that the employee has worked at least fifteen (15) days prior to the holiday and has been employed for at least 30 calendar days. This section shall follow the most up to date regulations in the Nova Scotia Labour Standards Code.



4. If a paid statutory holiday(s), as outlined in section 1, falls during the employees scheduled vacation period, the employee will be credited with additional day(s) off with pay.
5. Any employee who is required to work on a holiday under this policy shall be entitled to a day off in lieu at a mutually agreeable future date.

Repeal

6. On the effective date of this policy, Operational Policy No. 18 *Holidays*, November 25, 2014 is repealed.



Region of Queens Municipality

Human Resource Policy

8.03 Compassionate/Bereavement Leave

Policy Statement

It shall be the policy of Region of Queens Municipality to offer employees time off due to the death or serious illness of a relative and/or colleague and compassionate-care leave.

Policy Objectives

1. To define and communicate the eligibility requirements for a leave of absence due to death or serious illness of a relative or colleague
2. To define municipal interpretations of family statuses
3. To identify the length of leave permitted

Policy Details

Definitions

4. For the purposes of this policy, the following definitions shall apply:
 - a. **Immediate family** - a parent (including legal guardian or person who acted in the capacity of parent), spouse, child (including step children), brother, sister, parents in-law, grandchild, or ward.
 - b. **Extended family** - grandparents, siblings in laws, aunt, uncle, niece, nephew.
 - c. **Chosen family** - in situations where people are detached or estranged from their biological families, they may choose people to act as family members.
 - d. In the above definitions, Nova Scotia Common Law relationship definitions apply.

Bereavement

5. All full-time, part-time, and temporary/contract full-time shall be covered by this policy beginning with their first day of active employment.
6. Requests for bereavement or compassionate care leave can be made using *Form 8.01 Time Off Request*.



7. When a death occurs within an employee's immediate family or close chosen family (acting in a parental, sibling, or child role) they may be granted up to five (5) consecutive working days at their regular rate of pay. These days includes any celebration of life services.
8. Employees may be granted up to three (3) working days at their regular rate of pay for the death of an extended family member or chosen family acting in an extended family capacity.
9. On the death of a colleague or close friend, employees may be granted time off work to attend any celebration of life up to one day at their regular rate of pay.
10. The length of time granted at the time or death of a family member is at the discretion of the Chief Administrative Officer in consultation with the appropriate Director.

Compassionate Care Leave

11. Subject to the presentation of appropriate medical certification from a qualified medical practitioner, an employee with at least three (3) months of continuous service with Region of Queens Municipality is entitled to compassionate care leave without pay up to a maximum period of 28 weeks for the purposes of providing care or support to a family member who has a serious medical condition with a significant risk of death within twenty-six (26) weeks.
12. The leave can be broken up into several periods of at least one week in duration during a 52-week time frame. The 52-week time frame begins on the first day of the week in which the leave begins.
13. Employees who take a compassionate care leave may qualify for a compassionate care benefit under the Government of Canada's Employment Insurance program.
14. On expiry of a compassionate care leave, an employee shall be reinstated in the position occupied by that employee at the commencement of the leave, or if that position is not available, in a comparable position.
15. The returning employee shall receive a rate of pay equal to the rate of pay at time of commencement of the compassionate care leave.
16. If an employee wishes to return to work prior to the expiry of the leave, the employee must give the Director and Chief Administrative Officer two (2) weeks written notice.



17. Should the person die for whom the compassionate care leave is taken, the employee will automatically be granted the appropriate bereavement time to commence immediately following the death. Upon the completion of the bereavement time, the employee is expected to return to work.
18. Compassionate care leave is not included in any calculation of an employee's length of employment or seniority. The period of the leave is not included when determining whether the employee has completed any probationary period.
19. Employees on a compassionate care leave are eligible to participate in any Region of Queens extended health plans and other workplace benefits unless the employee elects to opt out of these benefits in writing to Director of Corporate Services.
20. An employee wishing to continue benefits during the leave will be required to provide post-dated cheques or other suitable arrangements to pay the employee's portion of premiums for benefit coverage.
21. Benefits do not accrue during the leave if required employee contributions are not paid and may be cancelled.
22. Should an employee opt out of employee benefits during a compassionate care leave, they may opt in upon expiration of the compassionate care leave with no Municipal required waiting period. Service provider waiting periods and medical examinations may apply.

Repeal

23. On the effective date of this policy, Operational Policy No. 19 *Compassionate Leave*, July 21, 2004 is repealed.



Region of Queens Municipality

Human Resource Policy

8.04 Pregnancy, Parental and Guardian Leave

Policy Statement

It shall be the policy of Region of Queens Municipality to provide employees with fair pregnancy, parental, and adoption leave subject to the requirements under the Nova Scotia Labour Standards Code as amended from time to time.

Policy Objectives

1. To provide employees with clear and concise pregnancy and parental leave regulations
2. To ensure employees are aware of the legal requirements under the Nova Scotia Labour Standards Code
3. To provide employees with a streamlined request and feedback system.

Policy Details

Pregnancy Leave

4. Employees may take up to sixteen (16) weeks of unpaid pregnancy leave.
5. Employees must complete and submit *Form 8.01 Time Off Request* to the appropriate Director and Director of Corporate Services at minimum four (4) weeks before the start of the planned leave.
6. If a medical situation arises that does not allow for four (4) weeks notice of leave, the employee shall provide as much notice as possible.
7. Region of Queens Municipality may require an employee to take an unpaid pregnancy leave if the pregnancy interferes with the employee's work.
8. The leave may start up to sixteen (16) weeks prior to the expected delivery date.
9. Prior to returning to work after a pregnancy leave, the employee shall provide the appropriate Director and Director of Corporate Services with at least four (4) weeks notice of return in writing.



Parental Leave

10. Parents of a newborn or newly adopted child may take up to seventy-seven (77) weeks of unpaid leave to commence once the new child arrives.
11. Employees who also take pregnancy leave can take a total of 77 weeks combined pregnancy (16 weeks) and parental (61 weeks) leave.
12. Employees who wish to take a guardianship leave can take a total of 4 weeks unpaid leave.
13. Requests for parental leave can be completed by submitting *Form 8.01 Time Off Request* to the appropriate Director and Director of Corporate Services. When possible, requests shall be made four (4) weeks before the start of the anticipated leave.

Guardianship Leave

14. An individual who is appointed guardian of a child under the age of one (1) year may take up to four (4) weeks of paid leave to commence at the time of appointment of guardianship.

Pregnancy, Parental and Guardian Leave

15. To take pregnancy, parental or guardianship leave, the employee must provide the Region with proof of pregnancy, adoption or guardianship from a medical doctor or adoption / guardianship social worker.
16. If an employee intends to take both pregnancy leave and parental leave, they must be taken consecutively unless the child is hospitalized for more than one week in which case the employee can return to work and use the remainder of the parental leave after the child is released.
17. Employees on pregnancy, parental leave or guardianship are eligible to participate in any Region of Queens extended health plans and other workplace benefits unless the employee elects to opt out of these benefits in writing to Director of Corporate Services
18. An employee wishing to continue benefits during the leave will be required to provide post-dated cheques or other suitable arrangements to pay the employee's portion of premiums for benefit coverage.
19. Benefits do not accrue during the leave if required employee contributions are not paid and may be cancelled.



20. Should an employee opt out of employee benefits during a pregnancy, parental or guardianship leave, they may opt in upon expiration of the leave with no Municipally required waiting period. Service provider waiting periods may apply.
21. Employees who take a pregnancy, parental or guardianship leave may qualify for benefits under the Government of Canada's Employment Insurance program.
22. Vacation entitlement does not accrue during Pregnancy, Parental, and Guardianship Leave.

Repeal

23. On the effective date of this policy, Operational Policy No. 21 *Pregnancy and Parental Leave*, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

8.05 Sick Leave

Policy Statement

It shall be the policy of Region of Queens Municipality to provide sick leave opportunities to employees as to prevent loss of earnings during short term illnesses.

Policy Objectives

1. To define sick leave entitlements available to staff
2. To communicate how to access sick leave benefits

Policy Details

3. Sick leave shall be granted with pay in any year as follows:
 - a. Part-time employees shall be granted up to six paid sick days per year after completing six months of employment with at least five (5) days worked per month.
 - b. New full-time and temporary/contract full-time employees shall earn one and one-half (1.5) days of paid sick leave per month of completed service in the first twelve months of employment.
 - i. A new employee may take sick time prior to the time being earned. Should an employee take more sick time than earned and terminate employment, the employee shall repay the sick time beyond what was earned on their final pay.
 - c. Full-time employees shall be granted up to sixteen (16) weeks of paid sick time, after completion of twelve months of employment.
 - d. No employee shall be entitled to or granted more than sixteen (16) weeks of paid sick leave for the same illness in a twelve (12) month period.
 - e. Eligibility for sick time is limited to employees only and not for other family members or other persons.



4. Time off for medical appointments for the employee shall be counted as though it were sick leave.
5. For long-term illness, the Chief Administrative Officer may require an employee to apply for long-term disability benefits.
6. Sick leave benefits will only be paid for excused absences and for times the employee would normally be scheduled to work.
7. For planned sick leave, employees shall submit *Form 8.01 Time Off Request* at least two (2) business days prior to the planned absence.
8. For unplanned sick leave, employees shall call or text their supervisor prior to the start of the planned work day when possible. Upon return to work, the employee shall complete *Form 8.01 Time Off Request* for retroactive approval.
9. A medical certificate may be required from a licensed practitioner if sick leave exceeds three (3) days. The certificate should outline the general nature of the employee's illness and their anticipated return to work days.
10. In some instances, an employee's supervisor may require medical certification to prove their ability to safely return to work.
11. Should use of paid sick time become a performance issue, the appropriate Director shall consult with Director of Corporate Services on possible solutions, including workplace accommodation, corrective action, or other types of leave.
12. Sick leave benefits apply when the employee is unable to work due to illness.

Repeal

13. On the effective date of this policy, Operational Policy No. 16 *Sick Leave*, July 15, 2002 is repealed.



Region of Queens Municipality

Human Resource Policy

8.06 Other Leaves of Absence

Policy Statement

It shall be the policy of Region of Queens Municipality to establish a procedure to allow for other leaves of absence not covered in the Nova Scotia Labour Standards Code to be requested with or without pay.

Policy Objectives

1. To establish a method for employees to request a leave of absence.

Policy Details

2. It shall be the responsibility of the employee to submit a request for a leave of absence using *Form 8.01 Time Off Request* to the appropriate Director at least four (4) months in advance or the planned start date of leave.
3. The employee shall provide information on the request with the form including the need for the leave.
4. Each request shall be considered on its individual merits. Considerations may include, but are not limited to:
 - a. Impact of Region of Queens operations
 - b. Need for and availability of a temporary replacement
 - c. Length of leave
 - d. Potential of the employee returning to employment upon expiration of the leave.
5. The appropriate Director shall recommend the approval or denial of the request to the Chief Administrative Officer.
6. When an employee returns to work, they shall resume work in the same position as held previously. If the position is no longer available, the employee will be placed in a comparable position as the same rate of pay as at the time the leave started.
7. Employees on an unpaid leave may be eligible to participate in any Region of Queens extended health plans and other workplace benefits at the discretion of the Chief Administrative Officer.



8. An employee wishing to continue benefits during the leave will be required to provide post-dated cheques or credit card information or other suitable arrangements to pay the employee's portion of premiums for benefit coverage.
9. Benefits do not accrue during the leave if required employee contributions are not paid.
10. Should an employee opt out of employee benefits during a leave they may opt in upon expiration of the compassionate care leave with no Municipally required waiting period. Service provider waiting periods and medical examinations may apply.

Repeal

11. On the effective date of this policy, Operational Policy No. 20 *Court Leave*, July 15, 2002 is repealed.
12. On the effective date of this policy, Operational Policy No. 22 *Other Leaves of Absence*, July 15, 2002 is repealed.



Section 9 – Employee Receipt



Region of Queens Municipality

Human Resource Policy

9.01 Employee Receipt

Policy Statement

It shall be the policy of Region of Queens Municipality to have staff acknowledge their understanding of the Region of Queens Municipality Human Resource Policies.

Policy Details

1. Employees of Region of Queens Municipality shall read, seek clarification, and understand the Human Resource Policies as written.
2. Employees shall sign an acknowledgement of understanding and receipt of these policies within three (3) months of receiving or being notified of the Human Resource Policies.
3. Employees shall return the signed *Form 9.01 Employee Receipt* to the Director of Corporate Services.