

INTERNET ACCESS

Date Issued: October 1, 1997

Mandated by: Administration

Current Revision: April 29, 2016

Cross Reference: Internet Access Procedure GEN-015-A, Computer and Network Resources Acceptable Use Policy GEN-020-A

Next Review: January 1, 2019

Responsibility: Director, Information Technology

PURPOSE

To inform all users who require Internet access of their obligation to maintain the security and integrity of the City's data and systems when using the Internet for City business as referred to in the Computer and Network Resources Acceptable Use Policy GEN-020-A.

POLICY

The City recognizes Internet and email can be productive tools that enhance the City's ability to serve the residents of Fort Saskatchewan. As such, email and Internet access may be provided to users to aid in the fulfillment of their responsibilities and duties.

DEFINITIONS

City – the City of Fort Saskatchewan.

IT – the Information Technology Department for the City of Fort Saskatchewan.

User - an employee, elected official, contractor, consultant, intern, co-op placement, volunteer, technical support agency, or other authorized agent of the City of Fort Saskatchewan.

GUIDING PRINCIPLES

1. This Policy applies to all users of City email and Internet services.
2. Email and Internet services are to be used primarily for City business. Personal/Recreational use outside of regular works hours is permitted.
3. IT has the ability to access, read, monitor, intercept, copy, and delete communications and files on the City's network. However, IT may only do so when there is a legitimate business reason such



as violation of the law, a breach of security, or violation of City policies. Communications may be disclosed to third parties, including law enforcement, if deemed appropriate.

AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, Information Technology has the responsibility and authority to implement this Policy and to develop procedures to enact it.

City Manager (KK)

USE OF WIRELESS COMMUNICATION DEVICES WHILE OPERATING MOBILE EQUIPMENT

Date Issued: 28.Sept.2009

Mandated by: Administration

Current Revision: 13.Jan.11

Cross-reference:

Next Review Diarized: 01.Jan.2014

Responsibility: Information Systems
Director

POLICY

As an organization committed to safety, the City expects appropriate and safe usage of wireless communication devices by all City staff and contractors operating City-owned motor vehicles, mobile equipment or personal vehicles while conducting City-related business.

DEFINITIONS

- *wireless communication device* - any device capable of accessing, sending or receiving messages, or other information, either verbally or in written form. This includes cellular telephones, personal digital assistants (PDAs), laptop computers, smartphones, pagers, walkie-talkies and two-way radios.
- *mobile equipment* - any equipment that carries an operator and can be set in motion by operator action, for example cars, trucks, backhoes or loaders.
- *operating* - actively controlling a vehicle or other piece of equipment that is in motion or could be set in motion with a single movement.
- *hands-free device* - any accessory enabling wireless communication device usage without requiring the operator's hands.

GUIDELINES

1. (a) City employees and contractors are prohibited from:
 - (i) placing or receiving calls on wireless communication devices while operating mobile equipment; and
 - (ii) accessing or downloading information on wireless communication devices while operating mobile equipment. This includes reading, sending, responding to emails or text messages, or taking notes.
- (b) Notwithstanding Guideline 1(a):
 - (i) City approved hands-free or other devices installed and configured for hands-free use are permitted;
 - (ii) every reasonable attempt shall be made to limit the use of two-way radios and mike phones while operating mobile equipment. Conversations shall be kept as brief as possible or a passenger shall take the call; and

- (iii) use of wireless communication devices by any emergency personnel is permitted during the performance of their duties and arising out of and in the course of their employment. However, every reasonable attempt shall be made to limit the use of communication devices when not responding to an emergency.

- 2. General Managers are responsible for ensuring awareness and compliance with this policy.
- 3. Disciplinary action will be taken against those who contravene this policy.

PROCEDURES

- 1. If receiving a call on a wireless communication device, the employee must:
 - (a) first pull over and come to a complete stop at a safe location at the side of the road; or
 - (b) allow voice mail to take the message.
- 2. If placing a call, or accessing or downloading information on a wireless communication device, the employee must first pull over and come to a complete stop at a safe location at the side of the road.
- 3. Utilizing a "hands-free" device should be kept very brief in duration; do not attempt to have a lengthy or technical conversation. If the operator needs to, and it is safe to do so, pull the vehicle over and come to a complete stop at the side of the road before continuing with the conversation.
- 4. The operator's first responsibility is safe operation of mobile equipment.

City Manager (Original Signed by DD)

COMPUTER AND NETWORK RESOURCES ACCEPTABLE USE

Date Issued: October 12, 2010, Regular Council
Meeting Resolution R223-10

Mandated by: Administration

Current Revision: April 29, 2016

Cross Reference: Computer And Network
Resources Acceptable Use
Procedure GEN-020-A,
Computer Password Procedure
GEN-020-A2, Internet Access
Policy GEN-015-A

Next Review: January 1, 2019

Responsibility: Director, Information Technology

PURPOSE

The City of Fort Saskatchewan provides access to computing devices, information, and network resources for users to assist them in the performance of their accountabilities. This Policy defines acceptable uses for the technology resources provided to users in completion of their duties.

POLICY

Users shall conduct themselves in a professional manner when using the City's computer network and computing devices and when engaging in activity on social networks. Any use of the City's computer network, computing devices or any activity on social media shall uphold the reputation of the City.

DEFINITIONS

City – the City of Fort Saskatchewan.

Computing Devices – mobile communication and electronic devices such as, but is not limited to, computers, laptops, cell phones, smart phones and tablet devices as well as personal devices connected to the City network.

Social Network - an online community of people with a common interest who use a website or other technologies to communicate with each other and share information, resources, etc.

User - an employee, elected official, contractor, consultant, intern, co-op placement, volunteer, technical support agency, or other authorized agent of the City.

GUIDING PRINCIPLES

1. This Policy applies to the use of social networks, computing devices and information, and network resources.
2. Users shall sign an Acceptable Use Policy User Agreement (Schedule "A") acknowledging that they understand and agree to City policies and procedures relating to social media, computer, and network usage.

AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, Information Technology has the responsibility and authority to implement this Policy and to develop procedures to enact it.

City Manager (KK)

**SCHEDULE "A"****COMPUTER AND NETWORK RESOURCES ACCEPTABLE USE POLICY USER AGREEMENT**

Each user acknowledges their responsibility and agrees to follow the Acceptable Use Policy, procedures, and guidelines as follows:

1. to conduct themselves in a professional and business-like manner while using City owned computing devices, information, and network resources;
2. to conduct themselves in a professional and business-like manner while using personal devices;
3. to keep login credentials confidential and accept responsibility for all actions performed by their username;
4. to maintain a secure network environment;
5. to conform to Computer and Network Resources Acceptable Use Procedure GEN-020-A and Computer Password Procedure GEN-020-A2;
6. to use network resources and drive space responsibly;
7. to conform to the Internet Access Policy GEN-015-A;
8. to treat a remote access connection with the same consideration as the user's local workstation;
9. to keep current on Information Technology policies and procedures; and
10. to be aware of the risks associated with connecting their personal devices(s) to the City network, and that the City is not liable for any personal data loss.

I, _____ (please print name), have read the Internet Access Policy GEN-015-A, Computer and Network Resources Acceptable Use Policy GEN-020-A, Computer and Network Resources Acceptable Use Procedure GEN-020-A, Computer Password Procedure GEN-020-A2, and Electronic File Downloads Procedure GEN-020-A3. I understand and agree to abide by the terms and conditions as described in these documents. I also clearly understand that the City treats violations of its policies, procedures and guidelines, as described above, as serious offences, and that my employment with the City of Fort Saskatchewan may be terminated with cause if I violate those policies, procedures and guidelines.

Signature: _____

Position: _____

Department: _____

Date: _____

EMPLOYEE RECOGNITION AWARD PROGRAM

Date Issued: 26.Nov.1992

Mandated by: Administration

Current Revision: 22.Sep.2009

Cross-reference:

Next Review Diarized: 31.Jan.2013

Responsibility: EA to the City Manager

POLICY

The City recognizes its employees for:

- continued attempts to improve performance in daily operations throughout the year; and
- exceptionally outstanding achievements that occur either within or outside of the scope of the employee's job and that have the potential to promote the City's image.

DEFINITIONS

- *award* - a non-cash item.
- *employee* - an individual employed by the City.
- *exceptionally Outstanding Achievements* - extremely significant accomplishments that occur within the context of an employee going far beyond the call of duty.
- *nominations* - exceptionally outstanding achievements reported by local businesses, organizations, agencies, the general public or fellow employees.

GUIDELINES

1. **Recognition of Continued Attempts to Improve Performance in Daily Operations**
The value of this award will be determined by the City Manager on an annual basis.
2. **Recognition of Exceptionally Outstanding Achievements**
 - (a) There are no specific criteria to describe exceptionally outstanding achievements other than 'far beyond the call of duty' – each occurrence will be assessed on its own merit.
 - (b) The value of this award will not exceed the tax-free limit stipulated by Canada Revenue Agency for gifts and it will be purchased through a Fort Saskatchewan merchant.
 - (c) An employee is eligible to receive only one award per year.
 - (d) Final selection of award recipients is at the discretion of the City Manager.

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3. Funds for all employee recognition awards will be budgeted and distributed through the City Manager's office.
4. **'Way-to-Go' Certificate**
Notwithstanding Guidelines 1 through 3, employees are encouraged to present a 'Way-to-Go' certificate to co-workers who accomplish day-to-day achievements related to good customer service.

PROCEDURES

1. **Recognition of Continued Attempts to Improve Performance in Daily Operations**
All employees will be recognized during the Lifestyles/Social Committee annual summer barbeque/picnic. Employees not available to attend the function will receive the award through inter-office distribution.
2. **Recognition of Exceptionally Outstanding Achievements**
 - (a) A select few exceptionally outstanding achievements, submitted by way of completed nomination forms available at City facilities, may be recognized and awarded during the organization's Annual General Meeting in January.
 - (b) Nomination Process
 - (i) Any person may submit a nomination depicting exceptionally outstanding achievement by a City employee, clearly identifying details including the date and place of occurrence. The nomination form is to be signed by the submitter.
 - (ii) The nomination form is to be forwarded to the nominated employee's respective department General Manager for assessment and confirmation of classification as exceptionally outstanding.
 - (c) Selection Process
 - (i) During a Leadership Team meeting early in January, all nominations classified by the General Managers as exceptionally outstanding during the previous calendar year will be reviewed collectively.
 - (ii) Only those nominations deemed exceptionally outstanding by majority vote of the Leadership Team will be considered for potential award.
3. **'Way-to-Go' Certificate**
Blank certificates will be available to all staff on the W drive in the 'Employee Recognition' folder or may be provided by each General Manager's Administrative Assistant.

LOCAL AUTHORITIES PENSION PLAN

Date Issued: 24.Jul.91

Mandated by: Administration

Current Revision: 01.Apr .11

Cross-reference:

Next Review Dairized: 01.Jan.14

Responsibility: Director, Human
Resources and Payroll Services

POLICY

All eligible City staff shall be enrolled in the Local Authorities Pension Plan (LAPP).

GUIDELINES

As per the agreement, eligibility criteria for our members of the plan are set out below:

- *full-time permanent* – the employee regularly works the normal hours per week specified for a particular position over the period of a normal working year. For some employee classifications, normal hours of work per week are 37.5 and for others the normal hours of work per week are 40.
- *part-time permanent* – the employee works fewer than the normal hours per week specified for the position but not less than 1000 hours over a normal working year. For purposes of this policy, permanent part-time status requires that the employee must be engaged for a minimum of three years of continuous service for not less than 1000 hours per year.

PROCEDURES

Detailed procedures for administration of Local Authorities Pension Plan enrollments and all other related information can be found at www.lapp.ab.ca.

City Manager (Original Signed by DD)

RESPECTFUL WORKPLACE

Date Issued:	23.Jun.2009	Mandated by:	23.Jun.2009-RCM
Current Revision:	23.Jun.2009	Cross-reference:	
Next Review Diarized:	23.Jan.2013	Responsibility:	Director of Human Resources & Payroll Services

POLICY

As an organization committed to the delivery of high quality public services, the City promotes and expects respectful and responsible behaviour of all its employees when interacting with each other and with customers during the course of City business.

DEFINITIONS

- *Complainant* - the individual who makes a complaint.
- *Discrimination* - refusing to provide an opportunity or benefit with respect to access to any term or condition of employment because of race, colour, religious beliefs, gender, physical disability (except in situations where a specific ability is a requirement of the position), sexual orientation, mental disability, marital status, family status, age, ancestry, place of origin or source of income. The behaviour giving rise to a complaint of discrimination need not be intentional in order to be considered discrimination.
- *Harassment* - when an individual is subjected to unwelcome verbal or physical conduct because of race, colour, religious beliefs, gender, physical disability, sexual orientation, mental disability, marital status, family status, age, ancestry, place of origin or source of income. Examples of harassment which will not be tolerated include verbal or physical abuse, threats, derogatory remarks, jokes, innuendo or taunts which allude to any of the above categories. The City also will not tolerate the display of pornographic, racist or offensive signs or images, practical jokes that result in awkwardness or embarrassment, whether indirect or explicit.
- *Personal harassment/bullying* - hurtful and/or disrespectful treatment of people by yelling or ridiculing, undermining an individual or groups with vindictive or humiliating words or acts, including malicious exclusion, and any acts of intimidation including stalking.
- *Prohibited behaviour* - discrimination, harassment, personal harassment/bullying or sexual harassment.
- *Respect* - to demonstrate regard for the rights of others.
- *Respondent* - the individual who the complainant alleges has engaged in prohibited behaviour.
- *Sexual harassment* - any unwelcome behaviour that is sexual in nature. Sexual harassment includes such things as unwanted touching (e.g. pinching, patting, rubbing), leering, sexist or dirty jokes, the display of sexually suggestive materials, derogatory or degrading comments, sexually suggestive gestures and unwelcome propositions, innuendos, demands or inquiries of a sexual nature. Unwanted sexual advances, unwanted requests for sexual acts and other verbal or physical conduct of a sexual nature constitute sexual harassment when:
 - such conduct undermines another individual's personal dignity by causing embarrassment,

- discomfort, humiliation or offence;
 - such conduct interferes with an individual's work performance or learning opportunities by creating an intimidating or hostile work or learning environment;
 - submission to such conduct is made either explicitly or implicitly a term or condition of employment or of educational services; or
 - submission to or rejection of such conduct affects decisions regarding that individual's employment including matters such as promotion, salary, benefits, job security, grades or employment references.
- *Zero tolerance* - strict application of rules.

GUIDELINES

1. The City is obligated to protect all employees from prohibited behaviour during City related activities.
2. The City forbids prohibited behaviour and expects complaints of prohibited behaviour to be investigated in a timely and respectful manner.
3. It is the responsibility of all employees, volunteers and contractors:
 - (a) to contribute to creating a positive work environment; and
 - (b) for creating and maintaining a work environment that is free of prohibited behaviour by:
 - (i) being polite, courteous and respectful to others;
 - (ii) open, honest and timely communication;
 - (iii) bringing forward concerns as soon as they arise; and
 - (iv) respecting and supporting the complaint process and the timeframe required to resolve complaints.
4. The Leadership Team will:
 - (a) communicate zero tolerance for behaviours that contravene the intent of this policy; and
 - (b) review to ensure consistent application of the complaint process.
5. Supervisors are responsible for creating, supporting and maintaining a positive work environment. This means, but is not limited to, informing themselves and informing staff about the content of this policy and supporting an awareness of prohibited behaviour in general. Supervisors shall be a role model in building and maintaining a workplace that is respectful by treating complaints as a serious matter and following up quickly.
6. Appropriate action will be taken against those whose behaviour contravenes this policy.

PROCEDURES

1. Individuals who experience perceived prohibited behaviour are strongly encouraged to take direct action by advising the respondent at the earliest time possible that his/her actions are of concern or offensive. The potential complainant may choose to communicate dissatisfaction or concern to the respondent in writing, rather than communicating verbally. Complainants using this process should keep a record of all incidents of prohibited behaviour and the way in which they were handled. This record will help the accurate reflection of events and how they were managed over time.

2. **Informal Complaint**

If a complainant is not comfortable confronting the respondent or if the actions do not stop after the complainant has confronted the respondent, the next step is to proceed with an informal complaint. This means that the complainant will approach a third party to help find a resolution to the complaint. CUPE members are advised to contact their union to ensure compliance with the CUPE Equality Statement and Membership Oath of Obligation. The following individuals can also assist by providing information about the process for dealing with an informal complaint:

- (a) supervisor;
- (b) respondent's supervisor;
- (c) section Superintendent or Director;
- (d) Director of Human Resources and Payroll Services; or
- (e) Department General Manager

Every attempt shall be made to resolve the complaint informally. For example, any of the parties listed above may intervene on the complainant's behalf by arranging for the complainant and respondent to come together to resolve the complaint, arranging for mediation or by advising the complainant of other options.

If this does not successfully resolve the informal complaint, the complainant may choose to initiate a formal complaint. It is not necessary to initiate an informal complaint before initiating a formal complaint. If a formal complaint is initiated, it supersedes an informal complaint.

At any time after the initiation of an informal complaint, the complainant may request that no further action be taken. The complainant still has the option of initiating a formal complaint at any time within one month of the incident. The respondent has the right to request a timely investigation if an informal complaint is initiated, whether or not the complaint is pursued or dropped.

3. **Formal Complaint**

A formal complaint is made in writing and is filed with the Director of Human Resources and Payroll Services within one month of the incident or being made aware of the incident. Under exceptional circumstances, the City Manager may accept a formal complaint filed more than one month after the incident. The Director of Human Resources and Payroll Services shall review the formal complaint to ensure that it is complete and that a formal complaint is the most appropriate process for achieving resolution. After determining that a formal complaint is complete and not vexatious, the Director of Human Resources and Payroll Services shall promptly inform the City Manager, Corporate Services General Manager, respondent and supervisor of the complainant about the formal complaint. If the complainant is not satisfied with the decision made by the Director of Human Resources and Payroll

Services regarding whether the complaint should go forward, the complainant may appeal to the City Manager whose decision will be final. In the case of a complaint relating to the City Manager, the complainant may appeal to Council whose decision will be final.

To move the complaint forward, an investigator shall be arranged by the Director of Human Resources and Payroll Services. Reasonable efforts will be made to find a mutually acceptable investigator but if this is not possible, the City Manager will appoint an investigator.

Attempts to resolve the formal complaint through conciliation or mediation may continue throughout the investigation provided that both the complainant and the respondent agree.

4. Investigation

An investigation will begin either through a formal complaint or by actions witnessed and observed by a co-worker, supervisor or bystander.

The investigator shall:

- (a) request a detailed written statement from the complainant. Should the complainant prefer, the investigator shall interview the complainant. If the complainant provides a written statement, the investigator will follow up with an interview of the complainant.
- (b) provide the respondent with the complainant's written statement and/or written summary of the interview. The respondent shall be invited to make a written response, or if the respondent prefers, to respond orally to the investigator. Conversely, the complainant shall be provided with the respondent's written statement and/or written summary of the interview and have an opportunity to respond orally or in writing to the investigator.
- (c) interview the complainant and respondent as necessary.
- (d) interview any other persons and gather such other materials as may be necessary to conclude the investigation.
- (e) produce a report of fact relating to the formal complaint made. If there is evidence that the complaint was vexatious, a deliberate attempt to avoid supervision or malicious, this should be indicated in the report.
- (f) provide a report of fact relating to the formal complaint to the supervisor(s), complainant, respondent and Director of Human Resources and Payroll Services within sixty days of the filing of the formal complaint. The Director of Human Resources and Payroll Services may extend the timeline for the submission of the report. The complainant and respondent may then submit a response in writing to the Director of Human Resources and Payroll Services within ten working days of receiving the investigator's report. The report will indicate whether or not there is evidence to support the complainant.

All parties are expected to co-operate with the investigator by being forthcoming, honest and respectful.

5. Outcome

If an investigation reveals evidence to support the complaint of prohibited behaviour, the respondent will be disciplined appropriately. Discipline may include one or more of the following:

- (a) direction to make a formal apology;
- (b) a written reprimand;
- (c) referral to counselling;
- (d) suspension or termination; or
- (e) any other measures as determined appropriate by the City Manager.

If an investigation does not find evidence to support the complaint of prohibited behaviour, there will be no documentation concerning the complaint placed on the respondent's file.

Regardless of the outcome of the investigation, if the complaint was made in good faith, and is not found to be vexatious, the complainant will not be disciplined.

The complainant and anyone who provides information will be protected from any form of retaliation from either co-workers or superiors under this policy.

The foregoing does not prohibit a person who is subjected to prohibited behaviour (employee, volunteer or contractor) from making a complaint directly to the local police detachment if the matter is perceived to be of a criminal nature or to the Alberta Human Rights and Citizenship Commission Phone 780-427-7661 or toll-free within Alberta 310-0000 and then enter the phone number.

6. Confidentiality and Privacy of Information

All persons are urged to keep complaints confidential. The City will make reasonable efforts to respect the confidential nature of a complaint made under this policy. However, anonymity and complete confidentiality cannot be guaranteed once a complaint is made. Information collected and retained as part of an investigation may be subject to release as part of a legal process or under the *Freedom of Information and Protection of Privacy Act*.

To respect the requirements of legislation and the requirement that the complaint process be fair to all parties, the following general principles will guide the release of written information by the City:

(a) GENERAL PRINCIPLES OF ENTITLEMENT TO INFORMATION

- (i) A complainant and a respondent have the right to their personal information.
- (ii) A complainant and a respondent have the right to see written statements, information or reports related to the complaint process.
- (iii) Individuals referred to in a written statement, information or report have the right to know what has been said about them and by whom.

(b) EXCEPTIONS TO THE ENTITLEMENT TO INFORMATION

- (i) A complainant or a respondent does not have the right to see personal information about each other or about a third party that is not directly related to the complaint.
- (ii) Where the City Manager or delegate (including the investigator):
 - (a) determines, in accordance with the *Freedom of Information and Protection of*

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Privacy Act, that disclosure of personal information will constitute an unreasonable invasion of a third party's personal privacy; or

- (b) reasonably believes that disclosure of information will imperil the safety of an involved individual.
-
- 7. Human Resources will support managers, supervisors and employees in resolving complaints and providing awareness, education and training to the organization on this policy.
 - 8. This policy will govern all employees, volunteers and contractors except in situations where process differs from and is specifically stated in the collective agreement for those staff belonging to C.U.P.E. Local 30.
 - 9. This policy shall be provided to new staff members at new employee orientations conducted by Human Resources.

City Manager (Original Signed by DD)
vrf/HUM-024-C.DOC/LN-PolicyManual-HumanResources

ATTENDANCE MANAGEMENT

Date Issued: 12.Oct.2010

Mandated by: Administration

Current Revision: 12.Oct.2010

Cross-reference:

Next Review Diarized: **01.Jan.2013**

Responsibility: Director of Human
Resources, Payroll and Health and
Safety Services

POLICY

The City of Fort Saskatchewan is committed to managing Employee attendance through a positive, supportive environment that promotes the best possible attendance in order to provide quality, best value municipal services.

DEFINITIONS

- *absence* - an incident of non attendance at work.
- *acceptable Average* - the number of incidents or days of non-culpable absences over a defined period of time.
- *attendance Management Program* - the guidelines and procedures to support optimum attendance at work and address non-optimum attendance at work.
- *culpable absence* - an unauthorized absence.
- *disability absence* - a category used to define absences that result from an identified condition of disability.
- *non-culpable absence* - an authorized absence.
- *undue hardship* - the limit by which the Employer is not expected to accommodate, usually related to the inability to sustain the economic or efficient cost of accommodation.

GUIDELINES

Employee absence is an expected factor at the workplace, however, this does not mean that all absences should be regarded as inevitable and accepted passively. The Employer recognizes the cost, increase disruption and burden on co-workers caused by uncontrolled absenteeism. The ability to meet the needs of citizens and customers can be greatly reduced if levels of workplace absence are unacceptably high. In order to provide a high level of service, the City of Fort Saskatchewan depends on the contribution of its Employees and their regular attendance is essential to the achievement of this goal. Employees have a responsibility to fulfill the duties for which they were employed unless prevented from doing so for legitimate reasons. Fostering an attendance culture is a key component of ensuring that the organization meets its performance and accountability obligations to deliver a quality service and therefore the City of Fort Saskatchewan supports the Attendance Management Program.

Human Resources monitors trends and patterns in determining what the City of Fort Saskatchewan will consider as an acceptable average of non-culpable absences and once an individual is identified as exceeding this average, they will be placed in the Attendance Management Program. The Employer



considers an acceptable average of absenteeism as 6 days/year, however the details of each situation must be considered.

The City of Fort Saskatchewan's Attendance Management Program has been developed to assist Supervisors in managing attendance. It does not intend to diminish the provisions of the collective agreement nor does it intend that Employees incapacitated due to illness or disability be influenced to work if unable to do so.

The Attendance Management Program provides an overview of the roles and responsibilities of the various parties involved in attendance management, defines the various types of absences, focuses on how to identify an attendance problem and outlines the counseling process to be used in assisting Employees overcome their absenteeism challenges. The objectives of the Attendance Management Program are:

- To promote optimal and consistent attendance at work.
- To raise awareness of the importance of good attendance.
- To promote an atmosphere of mutual respect, fairness and concern.
- To provide a framework for responding to excessive absenteeism.
- To assist individual Employees overcome difficulties which adversely affect consistent attendance and to help prevent absenteeism problems from escalating.

Attendance management is the function of many individuals, and its success is dependent upon the commitment of all participants. Outlined below are some of the key responsibilities of the various groups who will impact the success of the program.

It is the responsibility of the **Employee** to:

- Maintain a record of optimum attendance by attending work as assigned.
- Follow established reporting procedures.
- Schedule medical and dental appointments during non-work hours whenever possible.
- Advise Supervisor of any disability that prevents them from maintaining optimum attendance.
- Identify barriers to optimum attendance.
- Comply with reasonable requests to provide medical evidence.
- Participate in a plan to improve attendance with the Supervisor.

It is the responsibility of the **Supervisor** to:

- Use the Attendance Management procedures to manage Employee attendance.
- Raise awareness about the importance of consistent attendance.
- Communicate the Employer's attendance expectations to Employees.
- Advise Employees of proper procedures for reporting absences.
- Ensure completion and maintenance of accurate attendance records.
- Monitor and assess attendance statistics consistently.
- Exhibit concern for the Employee's well being.
- Maintain appropriate contact with Employee while on medical leave.
- Assist Employees by ensuring they are aware of the services available through the Employee Assistance Program.



It is the responsibility of **Human Resources** to:

- Provide advice to Supervisors concerning matters related to attendance management.
- Assist in carrying out the necessary stages of the program as required.
- Interpret existing policies and the collective agreement to ensure proper application.
- Assist in the development of return-to-work options.
- Guide and assist Employees to access benefits available to them.
- Liaise with Workers' Compensation, Alberta Blue Cross and other benefit providers when appropriate.

It is the responsibility of the **Leadership Team** to:

- Be accountable for the attendance levels within their department.
- Offer support to Supervisors in the consistent application of attendance management.
- Reinforce the value the Employer places on regular attendance and support the program.

Absences that will require some type of Employer intervention are split into two distinct categories; Non-Culpable and Culpable. It is essential that we differentiate between these two types of absences, record them separately and resolve them differently. For instance, disciplinary measures may only be used to address absences that are determined culpable. Counseling measures are used to address non-culpable absences and are designed to be constructive and assist Employees reduce their level of absenteeism.

Non-Culpable Absence

Situations where an Employee is away from work too frequently and yet has genuine and documented reasons for the absences are presumed to be non-culpable. Although the Employee may be capable of doing the job when at work, the excessive absences create problems for the Employer. As a result, the Employee is not fulfilling the requirements of the employment contract. It is important to note that non-culpable absenteeism is not corrected in a disciplinary fashion but through education and assistance.

Examples of non-culpable absences may include:

- Excessive sick leave, with or without pay, even with medical certification.
- Excessive outside appointments during working hours.
- Excessive absences from work to deal with ongoing family problems.

Disability Absence is a category used to define absences that result from an identified condition of disability. These absences are considered to be non-culpable. Supervisors should consult with Human Resources in these situations to address opportunities for accommodation. Employers are required to accommodate Employees with a disability, within the meaning of the legislation, to the point of "undue hardship". This type of absenteeism may also require special, personalized attendance goals which may be below the norm as part of the employment accommodation.

Culpable Absence

These are unauthorized absences which are within the Employee's control and may warrant a disciplinary response, however, only after consultation with Human Resources is discipline to be contemplated. The following are situations of culpable absence:

- Excessive lateness.
- False explanation for an absence.
- No reason is provided for the absence.
- Unsubstantiated absences, where evidence of the reason is required.
- The reason for the absence is not legitimate.



Supervisors have a right to expect regular attendance by Employees, however, it is important to recognize that most absences are legitimate. Nevertheless, any absence is potentially disruptive for a section/department and Supervisors should be concerned about every instance of absence. Furthermore, excessive absence is a strong indication that a problem may exist. The way in which a Supervisor deals with Employee absences will play a critical role in effective attendance management and the prevention of attendance problems from escalating.

PROCEDURES

Identifying attendance problems begins with monitoring the attendance of all Employees periodically and in a consistent manner. Promoting and maintaining regular attendance and assisting Employees overcome difficulties which reduce consistent attendance is dependent on early identification of attendance problems. In this regard, it is essential that Supervisors keep up-to-date records of Employee leave, as well as, monitor attendance regularly. "Appendix 1" includes a sample attendance record which can be used to document the various types of Employee absences. "Appendix 2" is an attendance profile which can be used to help Supervisors note important information about absences (i.e. provided doctor's note etc.) Supervisors need to keep in mind that certain absences are excluded from statistics used to calculate absenteeism rates for the purposes of attendance management. These absences still need to be recorded; however, they should not be included when calculating an Employee's absenteeism. Some of these include:

Authorized Vacation	Banked Overtime Leave	Bereavement Leave
Witness/Jury Duty	Pregnancy Leave	Parental Leave
Family Sick Leave	Suspension	Approved Union Business

We must also ensure that those absences which are identified as culpable form part of the attendance record; although they are not included when calculating an Employee's non-culpable absenteeism rate. It is important that culpable absences are dealt with in accordance with the principles of progressive discipline. The process for the management of culpable absenteeism is outlined in "Appendix 5". After removing the above-noted absences, the total remaining absences/year is compared against the Employer average. The Human Resources department maintains statistics on the Employer's average absenteeism rate. This is based on section and department data provided to Human Resources via Leave and Attendance forms.

When an Employee's absenteeism record exceeds the Employer's acceptable average, this signals that there is *potential* attendance issue that requires attention. At this point the Supervisor needs to review all available information to determine the appropriate course of action. It is important to recognize that each Employee and situation is different and that each case must be assessed independently with some consideration and flexibility given to the particular circumstances. Therefore, once we have identified that there is a potential attendance issue, we must consider all available information before deciding how to best intervene.

The number of incidents of absence and length of absence are important in determining the approach that should be taken in handling attendance issues. For example, one (1) incident of twenty (20) days absence due to a bona fide illness is handled differently than twenty (20) separate incidences of one (1) day each. All absences have an adverse impact on a section/department; however, a single, lengthy episode will not usually be categorized as problem absenteeism where an Employee's previous attendance record has been good and is expected to return to acceptable levels after the current absence issue is resolved. You will need to assess whether it was an isolated illness or injury which has caused a spike in an otherwise acceptable attendance record. It should be noted that an Employee's absences from work does not necessarily constitute problem absenteeism simply because they have an



above average number of absences. It is the Supervisor's responsibility to review the available information and assess whether an absenteeism problem exists.

There are five stages in the counseling process to address *non-culpable attendance* issues, in addition to the initial interview, which are designed to raise awareness about an Employee's attendance problem and to encourage improvement. The objective is that through the encouragement and support of the Supervisor and the use of available resources, the Employee can be successful in achieving and maintaining an acceptable level of attendance. There are a number of points that may apply which are common to each stage:

- Any stage of the process can be extended, repeated or suspended all together if circumstances warrant, such as sufficient attendance improvement noted.
- If the attendance record continues to improve and the Employee achieves and maintains an acceptable level for a period of 12 months, then the attendance problem is considered resolved. The Employee is commended on their success and is removed from the program.
- If the Employee, after having been removed from the program, is required to re-enter the program, the process re-starts at the initial interview.
- **If the Employee indicates at any step that there is a medical condition or disability contributing to their attendance challenges then the Supervisor should discuss the situation with Human Resources so that appropriate steps can be taken.**

In instances where an attendance concern has been identified, the Supervisor will need to meet formally with the Employee to address the attendance issue. Many attendance issues are resolved during the initial-interview phase and, in such cases, the Supervisor continues to encourage the Employee and provides on-going monitoring and feedback. In other cases, the Employee shows no improvement and absences continue to be excessive. A series of subsequent meetings may be required in these situations in order to facilitate a solution to the attendance problem. What follows is an outline of procedures for Supervisors dealing with non-culpable attendance issues. It is important to note that:

- These guidelines should be administered with flexibility and discretion in order to allow the Supervisor to deal effectively with numerous types of attendance issues that may arise. For instance, in some situations it may be advisable to repeat one or more of the stages.
- The sample letters provided in "Appendix 4" are offered as guides to assist the Supervisor in letter preparation and, as such, may require editing to be suitable for a specific situation.
- Supervisors should be aware that unionized Employees have the right to union representation at meetings, if requested by the Employee.
- Supervisors should be cautious when dealing with disability absences. The Supervisor will need to consider whether accommodation is the appropriate response. Supervisors should contact Human Resources for assistance when dealing with such absences.
- Human Resources and Health and Safety representatives are available to provide assistance and advice throughout the process.

Below you will find each of the counseling stages explained and the process by which an Employee progresses through the stages.

The Initial Interview

Once the Supervisor identifies a situation of excessive absence, the Supervisor needs to arrange to meet with the Employee in order to ensure the Employee is aware of the concern and discuss ways to improve the situation (see "Appendix 3"). The interview should focus on discussing the attendance concern only, not other issues. The Supervisor explains that the interview has been scheduled because a review of the Employee's attendance profile has raised some concerns. As well, the Supervisor points out that when an



Employee is away there is an impact on the section/department. This impact, depending on the particular circumstances, **may** include:

- Increased work load for others (which affects staff morale).
- Decreased quality of service.
- Unmet deadlines.
- Overtime.

It is important during this first meeting for the Supervisor to review the Employer's policy on attendance management with the Employee. When the Supervisor takes a professional and positive approach to the interview and communicates with tact and sincerity, the Employee is encouraged to view the meeting as a sincere attempt to resolve the attendance issue. It is important that the Employee be engaged in determining the solution. In situations where it seems appropriate, the Supervisor can offer assistance by describing services that may help such as, the Employee Assistance Program (EAP).

Personal problems can affect the physical and emotional well-being of an Employee. The Supervisor should be vigilant as to indications that Employees are experiencing personal problems, particularly when these appear to be affecting their attendance or performance, however the EAP service is voluntary and therefore a Supervisor cannot force an Employee to seek help from the EAP. Furthermore, Supervisors should be aware that, if requested, unionized Employees have the right to union representation at any of the counseling meetings.

The interview concludes with a mutual plan. This will include:

- Outlining the problem and the plan for correcting it.
- Describing future goals; expectations and timeframe for improvement (usually 3 months).
- Monitoring Employee attendance during the defined timeframe.

The initial interview is considered an informal meeting to raise awareness about the attendance problem. As a result no formal letter is issued unless the Employee progresses to Counseling Stage 1 after the initial monitoring period. It is important for the Supervisor to ensure that the Employee feels future discussions are welcomed and that the door is open if difficulties arise. The Employee's absenteeism record is monitored over the next 3 months following the initial interview. The Employee's progress will dictate the next course of action.

If the Employee's attendance improves:

- a) Inform the Employee that their attendance will continue to be monitored periodically and that the initial improvement is encouraging.
- b) If the Employee maintains one year of satisfactory attendance, acknowledge the Employee in writing (see "Appendix 4") and revert to standard attendance monitoring used for all Employees.
- c) If the Employee's absenteeism record deteriorates before they have attained one year of satisfactory attendance, the Supervisor can repeat this stage of the process, or proceed to the next stage, depending upon the circumstances.

If there is no consistent attendance improvement:

- a) Proceed to Counseling Stage 1.



Counseling Stage 1

At this stage the Supervisor will:

- Meet with the Employee to review the attendance record following the monitoring period.
- Re-emphasize the attendance expectations.
- Assist the Employee in identifying other resources which may be of benefit, such as the EAP.
- Communicate to the Employee that their attendance will continue to be monitored.
- Confirm the attendance issues and expectations for improvement in writing (Stage 1 concern letter, "Appendix 4").

The Employee's absenteeism record is monitored over the 3 months following the Stage 1 meeting. The Employee's progress will dictate the next course of action.

If the Employee's attendance improves:

- a) Acknowledge the improvement with a letter to the Employee (Improvement letter format, "Appendix 4").
- b) Continue to monitor the attendance record every three months.
- c) If the Employee maintains one year of satisfactory attendance, acknowledge the Employee and remove the Employee from the program (1-year sustained improvement letter, "Appendix 4").
- d) If the Employee's absenteeism record deteriorates before they have attained one year of satisfactory attendance, the Supervisor can repeat this stage of the process, or proceed to the next stage, depending upon the circumstances.

If there is no consistent attendance improvement:

- a) Proceed to Counseling Stage 2.

Counseling Stage 2

In certain cases, there may be no sustained improvement after two interventions by the Supervisor. In these instances, the Supervisor will:

- Meet with the Employee to review the attendance record, re-emphasize the attendance expectations, and recommend other resources.
- Suggest that the Employee seek a medical assessment and encourage discussion about other ways to improve attendance.
- Advise the Employee that there is a continuing concern regarding attendance, and emphasize that improvement is required during the next three-month review period (Stage 2 concern letter, "Appendix 4").
- Confirm the attendance issues and expectations from improvement in writing.

The Employee's absenteeism record is monitored over the 3 months following the Stage 2 meeting. The Employee's progress will dictate the next course of action.



If the Employee's attendance improves:

- a) Acknowledge the improvement with a letter to the Employee (Improvement letter, "Appendix 4").
- b) Continue to monitor the attendance record every three months.
- c) If the Employee maintains one year of satisfactory attendance, acknowledge the Employee and remove the Employee from the program (1-year sustained improvement letter, "Appendix 4").
- d) If the Employee's absenteeism record deteriorates before they have attained one year of satisfactory attendance, the Supervisor can repeat this stage of the process, or proceed to the next stage, depending upon the circumstances.

If there is no consistent attendance improvement:

- a) Proceed to Counseling Stage 3.

Counseling Stage 3

At this stage the Supervisor will:

- Meet with the Employee to once again review the attendance record and the attendance expectations.
- Recommend the Employee seek out other resources to assist the Employee in addressing the attendance difficulties.
- Advise the Employee that if there is no improvement in the next 3 month period, the Employer will be required to take further action (Stage 3, concern letter, "Appendix 4").
- Confirm the attendance issues and expectations for improvement in writing.

The Employee's absenteeism record is monitored over the 3 months following the Stage 3 meeting. The Employee's progress will dictate the next course of action.

If the Employee's attendance improves:

- a) Acknowledge the improvement with a letter to the Employee (improvement letter, "Appendix 4").
- b) Continue to monitor the attendance record every three months.
- c) If the Employee maintains one year of satisfactory attendance, congratulate the Employee and remove the Employee from the program (1-year sustained improvement letter, "Appendix 4").
- d) If the Employee's absenteeism record deteriorates before they have attained one year of satisfactory attendance, the Supervisor can repeat this stage of the process, or proceed to the next stage, depending upon the circumstances.

If there is no consistent attendance improvement:

- a) Proceed to Counseling Stage 4.

Counseling Stage 4

If there is no improvement in the 3 month period following the Stage 3 meeting, the process includes two meetings with the Employee.

At the preliminary meeting the Supervisor will:

- Ensure that unionized Employee brings along a union representative to the meeting.
- Advise the Employee of the seriousness of the attendance concerns.



- Review the Employees past attendance record and the reasons why the Employee has reached this stage.
- Ask the Employee to seek a medical assessment to determine their capability of maintaining regular attendance at work.
- Provide the Employee with a letter to take to their doctor.
- Inform the Employee that they will be required to attend a follow-up meeting to discuss the outcome of the medical assessment once received and reviewed by Human Resources.
- Advise the Employee to bring a union representative to the follow-up meeting (if the Employee is unionized).
- Confirm the attendance issues and expectations for improvement in writing.

If the Employee refuses to provide the required medical information or the information indicates that regular and consistent attendance cannot be expected:

- The Supervisor, General Manager and Human Resources, in consultation with the City Manager or C.U.P.E. representatives where appropriate, will meet to review the case and determine the appropriate options and course of action.
- Once a decision has been made by the Employer, a follow-up meeting is held to advise the Employee of the action that will be taken.

If the Employee provides medical information indicating that there is no medical condition which would prevent regular and consistent attendance from work, a follow-up meeting proceeds as follows.

- Give the Employee another opportunity and advise the Employee that his/her attendance will be monitored over the next 3 months.
- Advise the Employee that he/she has reached the final stage of the counseling process and that if the attendance expectations are not met and sustained for a period of 12 months, termination will be considered.
- Document the attendance concerns and expectations for sustained improvement in a letter (Follow-up to Stage 4 meeting, "Appendix 4").

The Employee's absenteeism record is monitored over 3 months following the Stage 4 meeting. The Employee's progress will dictate the next course of action:

If the Employee's attendance improves:

- (a) Acknowledge the improvement with a letter to the Employee (improvement letter, "Appendix 4").
- (b) Continue to monitor the attendance record every three months.
- (c) If the Employee maintains one year of satisfactory attendance, congratulate the Employee and remove the Employee from the program (1-year sustained improvement letter, "Appendix 4").
- (d) If the Employee's absenteeism record deteriorates before they have attained one year of satisfactory attendance the Supervisor, General Manager and Human Resources meet to determine whether to repeat this stage of the process, or proceed to Stage 5.

If there is no consistent attendance improvement:

- (a) Proceed to Counseling Stage 5.

Counseling Stage 5

If the counseling provided at Stage 4 does not yield the necessary attendance results then the Supervisor meets with Human Resources to discuss the termination process and assess whether any conditions exist which would suggest re-considering termination.



Discharge should be considered only when all the steps outlined previously have been met and when every possible action has been taken to accommodate the Employee. The following would be some of the considerations in ruling on a non-culpable absenteeism dismissal case.

- Has the Employee done everything possible to regain their health and return to work?
- Has the Employer provided assistance in every way possible (i.e. counseling, support, time off)?
- Has the Employer given the Employees sufficient notice that the attendance problem is jeopardizing his/her employment?
- Has the Employer determined if a disability requiring accommodation exists?
- Has enough time elapsed to allow for every possible chance of recovery?
- Has the Employer treated the Employee in a fair and equitable manner?

These procedures including the counseling stages outlined in the previous paragraphs are designed to help Employees resolve their attendance problems. However, when it is demonstrated that the Employee is not likely to be able to maintain regular attendance in the future, the Employee may need to be released through non-disciplinary discharge. This decision needs to be substantiated by the following test:

- The absences have been shown to be clearly excessive.
- It has been proven that the Employee will be unable to attend work on a regular basis in the future.
- All reasonable accommodations have been considered and provided when possible.

Conclusion

It is important to note that most attendance issues are resolved early in the process. While the steps described in the latter part of these procedures are occasionally necessary, in the majority of cases, the situation is resolved before it is necessary to terminate employment. Through implementation of positive actions suggested earlier, such as counseling the Employee and ensuring that the Employee is aware of the resources available to assist with their individual situation, the Supervisor will encourage and support the Employee in achieving and maintaining good attendance.

City Manager (Original Signed by DD)



CITY OF
FORT SASKATCHEWAN
ALBERTA

Appendix 1: Employee Attendance Record for the year 20XX

Employee Name: _____

Date of Hire: _____

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Vacation	Sick	Other
January																																		
February																																		
March																																		
April																																		
May																																		
June																																		
July																																		
August																																		
September																																		
October																																		
November																																		
December																																		
Total																																		

V= Vacation Day

S= Sick Day

O= Other



Employee: _____

[illegible]



Appendix 3: Suggestions for Attendance Interviews

Supervisors need to be well-prepared in order to encourage a successful interview. In order to be well-prepared, the supervisor should:

- Think about what is intended to be accomplished (e.g., raise employee awareness of employer concerns, help understand the cause of absences, identify solutions, etc.);
- Review the employee's file and past attendance record, identify similar problems in the past, reasons, and action taken to resolve the problems;
- Develop an appropriate approach and a number of alternatives;
- Seek advice from General Managers and/or human resources staff on key points to address during the interview;
- Set a mutually suitable time;
- Allow enough time for discussion;
- Organize all the facts and information well in advance of the interview;
- Discuss the attendance concern, not other issues;
- Plan for taking notes about the interview;

In any meeting with an employee to address an attendance issue, the interview tone and setting are extremely important to the success of the meeting. It is important that the supervisor conducts the meeting in a respectful manner and in a tone that shows genuine concern. A tactful presentation of the issue by the supervisor and a request for improvement will encourage a positive employee response and help to establish a cooperative relationship. Keep in mind that the purpose of these meetings is to raise the employee's awareness of the attendance problem, inform them that the employer is concerned, identify solutions and encourage improvement.

To ensure a well-conducted interview:

Points to Make

- Have a copy of the employee's attendance record to review with them;
- Emphasize the City's need and desire for every employee to be at work when scheduled;
- Identify how absences affect the department (morale of fellow employees, effectiveness and productivity of work group, quality of service provided);
- Stress the requirement for improvement and clearly define expectations;
- Inform the employee that their attendance will continue to be monitored;
- Remind the employee that the Employee Assistance Program is available to them;
- Emphasize future improvement rather than negative issues from the past;

Tone to take

- Meet in a suitable location (e.g. privacy);
- Ensure confidentiality;
- Show respect for the individual;
- Listen carefully, put the employee at ease (the purpose of the interview is to find a solution, not discourage the employee);
- Observe non-verbal communication signals and body movements;
- Use a tone of voice that demonstrates concern rather than anger or discipline;
- Control voice volume;
- Recognize that the choice of spoken words will affect the outcome of the meeting;
- Allow the employee the opportunity to comment;

Be sure to document the meeting.

Most attendance issues can be resolved if the situation is handled properly. Remember, unless there is evidence to the contrary, the supervisor always assumes that an absence is one of innocent or non-culpable absenteeism and therefore, is not subject to disciplinary action.

Suggested Answers to Questions Frequently Asked During Attendance Interviews

Q. The attendance of others is much worse than mine. Why have I been singled out for an interview when others who have worse attendance than mine have not been talked to?

A. This meeting has been arranged to discuss your attendance. It would not be appropriate to discuss another individual's attendance record in this meeting.

Q. I have medical certificates for every one of the days you mentioned. Don't you realize that I was sick on each one of those days?

A. Yes, I realize you were sick on those days. I do not believe you have been abusing sick leave, if I did, I would be considering a disciplinary process. I am, however, concerned that you are unable to be at work on a regular basis and that your absences have resulted in unsatisfactory attendance. Good attendance is a requirement of your position. We are entitled to expect a reasonable level of attendance from you. Your absences create staffing problems and increase workload for other staff. I would like to be able to provide you with support or resources that would help you with this problem. If there is a medical problem, it will benefit all to ensure that you seek advice and resources to remedy the situation. If you have a medical condition that may require accommodation, I can refer you to someone within Human Resources that will be able to discuss the specifics of what you require and what we can accommodate.

Q. How long will you be monitoring my attendance?

A. I monitor all my employees' attendance on an ongoing basis. In addition, as a result of your attendance record, you will remain in the attendance management program until you maintain an acceptable attendance record for 12 continuous months.

Q. What if I don't want to provide the medical evidence regarding my condition?

A. That certainly is your decision to make, you are under no obligation to provide us with any medical information however in the absence of any information that supports your medical condition, we will have to determine the likelihood of your ongoing employment with only your poor work record as reference. We are not required to accommodate your employment until you have disclosed the necessary information and continue to keep the employer informed of any changes.

Appendix 4: Sample Employee Attendance Letters

Improvement Letter

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

In that meeting we reviewed your attendance record and found that some improvements were required. You will recall that you were also advised that your attendance record would continue to be monitored closely and reviewed further in three months.

Assessment of your attendance for the period X to Y reveals you recorded (no/very few) sick leave absences during this period. I want to commend you for the effort you have made and the resulting improvement in your attendance.

While your attendance record will continue to be monitored on a regular basis, your improvement indicates a positive resolve to our plan to improve your attendance in the months to come.

Keep up the good work!

Yours truly,

Supervisor

cc: General Manager
Human Resources

One Year Sustained Improvement

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

A review of your attendance record indicates that you drew X days of sick leave (year), X days in (year) and X days so far in (year).

Your record for the past 12 months reveals that your attendance has improved significantly and you have been able to minimize your absences for an extended period of time. We are very pleased and would like to recognize your efforts and acknowledge this improvement.

Recognizing that you have met your attendance targets, no further meetings will be required as long as an acceptable attendance record is maintained.

Thank you again for your efforts and diligence in improving your attendance.

Yours truly,

Supervisor

cc: General Manager
Human Resources

Relapse Letter

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

In a letter dated X, following an initial three-month review of your attendance, I noted that your attendance record had improved and acknowledged your efforts.

However, the Department is concerned about your frequent use of sick leave during the current review period. A review of your record for the period X to Y reveals that you have drawn an additional X days of sick leave. A copy of your most recent attendance record is attached.

While the validity of your use of sick leave is not being questioned, the efficient operation of the Department depends on good attendance. Unscheduled absences reduce the Department's ability to plan, organize, and carry out its activities. Continual absences undermine employee reliability and may result in increased staffing and overtime costs.

Although you have been given an opportunity to improve your attendance, it appears that you have not maintained your initial improvement. Accordingly, your attendance record will again be monitored closely over the next three months and immediate and significant improvement is required. A meeting will be scheduled with you at that time to discuss your progress.

I would also like to take the opportunity to remind you again that if you are experiencing personal difficulties which you feel may be affecting your attendance, the City of Fort Saskatchewan has an Employee Assistance Program (EAP). The EAP is a voluntary, confidential counseling service for employees and their families and can be reached at 780-992-6267.

Yours truly,

Supervisor

Attachment

Supervisor

cc: General Manager
Human Resources

Stage 1 Concern

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

A review of your attendance record for the period X to Y indicated you have utilized a significant amount of sick leave.

Your record indicates you were absent for X days in (year), X days in (year) and X days so far this year (please see attached copies of your attendance record). While the validity of your use of sick leave is not being questioned and we sympathize with your apparent need for frequent use of sick leave, the department must insist upon regular attendance. Frequent absences hinder the planning, organization and completion of work. Significant absences such as yours also place unwelcome stress on co-workers and may result in increased workload, deterioration in the quality of service and overtime costs incurred.

Your use of sick leave over the past X years/months is above the City of Fort Saskatchewan's average of 6 days. This is unacceptable and immediate and significant improvement in your attendance is required. Your attendance record will be monitored closely and reviewed again for improvement in three months time.

The City is willing to provide you with whatever assistance is required in order to maintain your attendance at an acceptable level. If you are experiencing personal difficulties, which you feel may be affecting your attendance; we recommend you contact the Employee Assistance Program (EAP). The EAP service can be reached at 780-992-6267.

Yours truly,

Supervisor

Attachment

cc: General Manager
Human Resources

Stage 2 Concern

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

In this letter dated (XXXX-Stage 1 Concern Letter), you were advised that your attendance record was unacceptable and that an immediate and significant improvement was required. You were further advised that your attendance would be monitored closely and reviewed in three months time.

A review of your attendance for the period X to Y reveals that you drew an additional X days of sick leave (please see the attached copy of your most recent attendance record).

While the validity of your use of sick leave is not being questioned, as previously noted, the efficient operation of the Department depends on good attendance. Unscheduled absences reduce the Department's ability to plan, organize and carry out its activities. Continual absences undermine employee reliability and may result in increased staffing or overtime costs.

Although you have been given an opportunity to improve your attendance, significant improvement has not materialized. While we sympathize with your situation, the Employer cannot accommodate ongoing absences without information to substantiate your need for accommodation. Accordingly, your attendance record will again be monitored closely over the next three months and immediate and significant improvement is required. A meeting will be scheduled with you at the end of the three month period to discuss your progress.

I would also like to take the opportunity to remind you again that if you are experiencing personal difficulties which you feel may be affecting your attendance, the City has an Employee Assistance Program (EAP). The EAP is a voluntary, confidential counseling service for employees and their families). The EAP service can be reached at 780-992-6267.

Yours truly,

Supervisor

Attachment

cc: General Manager
Human Resources

Stage 3 Concern

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

Through letters dated (Stage 1 Concern and Stage 2 Concern), you were advised your attendance was unacceptable. You were further advised that an immediate and significant improvement was required and that your attendance would be reviewed in three months time.

A review of your attendance record from X to Y reveals that you have drawn an additional X days of sick leave (please see attached copy of your most recent attendance record). Although you have been given a number of opportunities to improve, and despite your commitment to maintain an acceptable level of attendance following the above-noted meetings, no significant change has occurred. While we sympathize with your situation the employer cannot accommodate ongoing absences without information to substantiate your need for accommodation.

Your attendance record indicates that you have claimed ____ sick days so far this year. (Refer to prior years if they support your case) These ongoing absences place undue strain on staff and operations in general and the Employer cannot permit this to continue. I must emphasize that your regular attendance at work is a requirement of your position.

(Refer again to the EAP program where appropriate)

Your attendance will again be monitored closely over the next three months. If immediate and significant improvement is not evident at the end of the period, the Department will be forced to take further action. A meeting will be scheduled with you at that time to discuss your progress.

Yours truly,

Supervisor

Attachment

cc: General Manager
Human Resources

Stage 4 Concern

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

The Employer has written and met with you on a number of occasions (X times) regarding your frequent use of sick leave. On each occasion, you have been advised that, while you have otherwise been a valued member of the organization, your attendance record has been unsatisfactory. You were further told your frequent absences were having an adverse effect on the Department's ability to carry out its work, and of our expectation for immediate and significant improvement. You were also informed that your attendance would be monitored on an ongoing basis.

A review of your attendance for the period X to Y indicates you have drawn an additional ____ days of sick leave. Although you have been given a number of opportunities to improve over the past ____ years/months, your attendance continues to be substantially below acceptable levels. We view this as a serious matter, which has a significant negative impact on operations.

From our assessment, regular attendance would appear impossible in the future. That being the case, I must ask you to provide medical documentation indicating whether the Employer can expect regular and consistent attendance from you. I have enclosed a letter for you to take to your doctor. Please return this information in a sealed envelope to the Human Resources Department prior to "date of meeting".

You are required to attend a meeting on (date) at ____ a.m./p.m. At that meeting we will discuss your ability to maintain regular attendance in the future and expectations for your attendance. If you choose not to provide the requested medical information, as specified above, we may not have full information regarding your medical status and will be forced to rely on your attendance history to determine whether to terminate your employment. Please bring along a union representative to attend this meeting with you.

(Refer again to EAP if appropriate)

Yours Truly

Supervisor

Attachment

Cc: General Manager
Human Resources
CUPE Local 30

Follow-up to Stage 4 Meeting

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

On DATE, we met to discuss our expectations of your attendance in light of the information you have provided from your doctor.

By letters dated X, Y, and Z, you were advised that your attendance was unacceptable. You were further advised that an immediate and significant improvement was required or the City of Fort Saskatchewan Employer would be forced to take further action. On DATE, you were asked to provide medical information to determine your ability to attend work on a regular and consistent basis.

We were advised, based on the medical information provided, that you do not have a medical condition which would prevent you from performing your duties or from attending work on a regular and consistent basis.

Your attendance record indicates that you have used ____ sick days in (year), ____ sick days in (year), ____ sick days in (year) and ____ sick days so far this year. This is well-above the City's acceptable standard and the Employer cannot continue to accept this level of attendance. However, we will once again give you an opportunity to meet your attendance expectations. Your attendance will continue to be closely monitored at three month intervals. If at the end of any review period within the next 12 months you have not maintained an acceptable attendance level, the Employer will consider terminating your employment. We will meet with you again in three months to review your progress.

You have now been clearly advised that continued, excessive absenteeism could result in the termination of your employment. We sincerely hope that you are able to use this opportunity to demonstrate your ability to attend work on a consistent and regular basis.

If I can offer any assistance towards this goal, please let me know. I can be reached at _____. If you wish to utilize the confidential support services of the Employee Assistance Program, they can be reached at 780-992-6267.

Yours truly,

Supervisor

Cc: General Manager
Human Resources
CUPE Local 30

Termination Innocent Absenteeism

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

Re: Termination of Employment

Note:

This letter is only drafted as a last resort to the attendance management program, as the goal of the program is to inform employees of attendance problems and to work towards a resolution. Reaching this stage means that it has been determined that the employment relationship has broken down and there is no reasonable prospect for acceptable attendance in the foreseeable future.

Should an employee reach this stage, the supervisor and Human Resources will work closely to review the employee's progress through the program and to discuss the termination process.



Appendix 5: Corrective Action for Culpable Absenteeism

Some absences clearly warrant a disciplinary response. If the employee's unacceptable attendance is clearly within the employee's control (i.e. the employee chooses to be absent without permission), it is appropriate for the Supervisor to respond with disciplinary measures in a manner specified within Policy or the Collective Agreement. Instances of culpable absenteeism include situations where the employee:

- Gives a false reason for the absence
- Offers no explanation for an absence
- Does not provide a doctor's certificate when required
- Is excessively late

Such absences may be deliberate violations of the employment agreement or they may be situations of poor employee judgment. Appropriate action by the Supervisor involves a response in which discipline is progressively increased for each related infraction until the behavior is corrected or the employee has been discharged. One thing to note, in the event of a serious offense, (e.g., an absence without leave for a lengthy period), strict adherence to the progressive discipline model is inappropriate and more serious disciplinary action up to and including discharge may be warranted at the first offence. The nature and frequency of the offence must be taken into consideration when determining the discipline issued. Some offences will require more serious disciplinary action than others. These decisions must be made in consultation with your Supervisor, Human Resources and in some situations the City Manager.

Progressive discipline is meant to be corrective and therefore a first offence is usually treated less seriously than subsequent offences. If after an early discipline, an employee commits a related offence within a reasonable period after the previous discipline, the process is normally moved to the next disciplinary stage. Of course, at any stage of the process a satisfactory resolution may be achieved and, in that event, the disciplinary response process will conclude.

Stages of corrective progressive disciplinary action response involve five main steps, which normally progress as follows:

- A verbal warning
- Written warning
- Suspension
- Discipline
- Discharge

The specifics of the circumstance will dictate whether it is appropriate to repeat a step rather than proceed to the next.

When an employee's absence is deemed to be culpable, the Supervisor should meet with the General Manager and Human Resources to determine the appropriate course of action.

HEALTH AND SAFETY

Date Issued: 25.Nov.03

Mandated by: *Alberta Occupational Health and
Safety Act and Regulations & Council*

Current Revision: 14.Nov.2012

Cross Reference:

Next Review: 01.Jan.2015

Responsibility: Director, Human Resources

POLICY STATEMENT

The City of Fort Saskatchewan is committed to protecting the health and safety of its employees and for all who are involved in City operations. Safety is the direct responsibility of all managers, directors, superintendents, supervisors, workers, and contractors of the City of Fort Saskatchewan. All employees are accountable for their safety performance and are responsible to not tolerate any unsafe act or conditions.

In fulfilling this commitment to protect people, property, and the environment, the City will:

- (a) provide and maintain a safe and healthy work environment in accordance with industry best practices and in compliance with all legislative requirements and City safety requirements;
- (b) strive to eliminate any foreseeable hazards which may result in property damage, incidents, or personal injury/illness;
- (c) promote good management practices in combination with active employee involvement; and
- (d) provide the necessary training, education, and resources to conduct work in the safest manner possible.

City Manager

DRUG AND ALCOHOL

Date Issued: 14.Feb.12

Current Revision: 14.Feb.12

Next Review: 01.Jan.15

Mandated by: *Alberta Occupational Health and Safety Act, Regulations, Code.*

Cross Reference: HUM-013-A, HUM-007-A
Canadian Drug and Alcohol Model, Canadian Human Rights, Citizenship and Multiculturalism Act, Canadian Charter of Rights and Freedoms, Employment Equity Act,
Responsibility: Director, Human Resources and Payroll Services

POLICY

The City is committed to maintaining a productive, safe, and healthy work environment, all of which is jeopardized by the inappropriate use of drugs or alcohol. The City recognizes that substance addiction can be an illness, therefore is dedicated to providing assistance to employees in overcoming such an illness.

DEFINITIONS

- *City of Fort Saskatchewan business* - refers to all business activities undertaken by employees in the course of performing duties, whether conducted on or off City of Fort Saskatchewan premises
- *fit for duty* - free from adverse affects of drugs or alcohol.
- *safety sensitive* - a characteristic of operations where error could result in serious harm to a person, property or the environment.
- *substance* - alcohol or any substance listed on a schedule of the *Controlled Drugs and Substances Act* or any impairing agent or medication used by an individual in a manner that is inconsistent with the instructions of the prescribing physician.

GUIDELINES

This policy applies to all employees, visitors, contractors and volunteers conducting City of Fort Saskatchewan business. All person(s) are required to inform their Supervisor if they are taking any medication that may affect their ability to perform their work safely.

1. The Drug and Alcohol Policy is established to:

- (a) Educate and provide guidelines, procedures, and communication of the City's expectations of appropriate behaviour relating to the use of drugs or alcohol while conducting City of Fort Saskatchewan business.

- (b) Further the mutual interests of clients, contractors, unions, volunteers, workers and the public in achieving a safe, healthy, and substance-free environment.
 - (c) Protect the employees' right to a safe and healthy worksite from those who may be affected by the inappropriate use of drugs or alcohol at the worksite.
 - (d) Ensure all factors that contribute to a workplace incident have been identified and the appropriate corrective action has been administered in a timely manner.
 - (e) Provide consistent, fair and manageable procedures for eliminating, detecting and treating substances that stand to impair an employee's work performance.
 - (f) Provide employees that require help with appropriate assistance.
 - (g) Treat employees fair and with respect.
2. The City Manager is responsible to ensure this policy is communicated and followed by all it applies to.
3. The Safety Advisor will ensure all new employees are aware and understand the contents of this policy.
4. The following is a listing of the Assignment of Responsibilities:
- (a) Managers/Directors:
 - (i) Promote a safe and healthy work environment free from adverse effects from drugs or alcohol;
 - (ii) Provide the necessary resources to support this policy;
 - (iii) Ensure employees are aware of the available resources (Employee Assistance Program), and actively support workers engaged in treatments;
 - (iv) Ensure subordinates receive the proper awareness and training to carry out this policy; and
 - (v) Report to work fit for duty.
 - (b) Supervisors:
 - (i) Educate workers about the drug and alcohol work rule and the safety objectives of the Drug and Alcohol Policy and Procedures;
 - (ii) Lead by example by being a role model with respect to complying with the drug and alcohol work rule;
 - (iii) Be knowledgeable about the signs and use of drugs and alcohol in the workplace;

- (iv) Identify, address, and document employee performance problems as they occur;
 - (v) Be knowledgeable about assistance programs that help workers handle drug or alcohol use issues and also how to refer them for assistance;
 - (vi) Investigate incidents thoroughly to determine all contributing factors;
 - (vii) Be supportive and non-judgemental when an employee returns to work after completing any education, counselling, or rehabilitation program;
 - (viii) Treat all issues related to drug and alcohol use with an employee with respect and confidentiality; and
 - (ix) Report to work fit for duty.
- (c) Workers:
- (i) Have an understanding of, and comply with the Drug and Alcohol Policy and Procedures;
 - (ii) Be knowledgeable about your medications' side effects and report the use of medication that could affect your ability to perform your work safely;
 - (iii) Report any suspicious behaviour of an employee that may be a result of drug or alcohol use;
 - (iv) Encourage peers and co-workers to seek help when necessary;
 - (v) Cooperate with investigators during an incident investigation process; and
 - (vi) Report to work fit for duty.

City Manager (Original Signed by CC - Interim)

JOINT OCCUPATIONAL HEALTH AND SAFETY COMMITTEE

Date Issued: 14.Feb.12

Mandated by: Administration

Current Revision: 14.Feb.12

Cross Reference: Alberta Occupational Health and
Safety Code, Part 13. (2009).

Next Review: 01.Jan.15

Responsibility: Director, Human Resources and
Payroll Services

POLICY

The City of Fort Saskatchewan recognizes the need for, and benefit of, establishing and maintaining an effective Joint Occupational Health and Safety Committee (JOHSC) and is committed to providing the necessary resources for the JOHSC to operate.

DEFINITIONS

- *Internal Responsibility System (IRS)* - The legal duties and responsibilities of employers, supervisors and workers overlap and complement each other. Together, they create what is known as the internal responsibility system.
- *JOHSC* - A committee established as a forum for bringing the IRS into practice and consists of management and labour representatives who meet on a regular basis in an effort to continually improve workplace health and safety.

GUIDELINES

1. The JOHSC shall be equally represented by both management and labour.
2. The JOHSC will act as a tool for management in the promotion of a safe and healthy work environment and to remain in compliance with related Occupational Health and Safety legislation.
3. An organizational chart of the JOHSC members will be posted throughout the worksites to ensure all employees are aware of the committee members.
4. The JOHSC members will initiate safety objectives and handle employee concerns.
5. No disciplinary action shall be taken against a member of any Health and Safety Committee by reason of that member performing duties and functions as a member of that committee.

CAMPING IN TEMPORARY/OVERFLOW LOCATIONS

Date Issued: 10.Feb.86

Mandated by: Council

Current Revision: 30.Jan.12

Cross-reference:

Next Review Diarized: 01.Jan.15

Responsibility: Superintendent,
Facilities Maintenance

POLICY

The City has designated several city owned areas as temporary/overflow locations for camping during special events.

DEFINITIONS

- *self contained camping unit* - unit which has the capability of supplying indoor sleeping quarters; indoor food storage and cooking apparatus; electrical; sewer drain and water needs without any external hookups required.
- *special events* - tournaments, events planned by the community (e.g. Canada Day), weddings, family reunions, or any cultural/sport event where spectators or participants require overnight camping.
- *temporary* - for the duration of the special event to a maximum of 96 consecutive hours.

GUIDELINES

1. The west parking lot at Harbour Pool, or the west parking lot at the Jubilee Recreation Centre shall be designated as temporary/overflow camping locations for special events and only when Turner Park campground is full.
2. Camping in temporary/overflow camping locations shall only be allowed for self-contained camping units including motor homes, truck-mounted and stand-alone campers, and trailers.
3. Temporary/overflow camping for the special event, may begin the evening before the scheduled first day of the special event and must end no later than the day after the final day of the event or 96 hours, whichever comes first.
4. Any requests for trailer caravans, large group events, or events where camping for longer than 96 hours is required, must be submitted in writing to City Council a minimum of 30 days prior to the first day of the event.
5. The City shall supply refuse containers at the temporary/overflow camping locations.
6. Organizers of the special event must keep the area in the immediate vicinity of the temporary /overflow camping locations clean of any litter and empty the refuse containers, if necessary, during the time of their special event.
7. The fee for camping in the temporary/overflow locations is as per the current City of Fort

Saskatchewan Fees and Charges Bylaw.

PROCEDURES

1. To camp at one of the temporary/overflow camping locations, a permit, available from the City of Fort Saskatchewan Booking Office, must be obtained in advance. The Booking Office hours of operation are Monday – Friday, 8:00 a.m. – 4:00 p.m..
2. No camping stalls are assigned. The space on the parking lots assigned for temporary/overflow camping is for group camping on a first-come-first-served basis.

City Manager (Original Signed by CC - Interim)



MEMORIALS

Date Issued: 26.Jun.89

Mandated by: Council

Current Revision: 13.Oct.09

Cross-reference:

Next Review Diarized: **01.Jan.2014**

Responsibility: General Manager,
Public Works and
Engineering

POLICY

City Council sees the need and opportunity of allowing commemorative memorials to be located within the City, giving the public an opportunity to create a lasting memorial to honor, remember and pay tribute to a person or an event.

DEFINITIONS

- *applicant* - the person or group submitting an application for a memorial.
- *commemorative* - honoring or preserving the memory of a deceased person or an event.
- *memorial* - infrastructure set up to keep alive the memory of a person or an event such as benches, planters or trees.
- *plaques* - a bronze plate affixed to or erected adjacent to a memorial.

GUIDELINES

1. Memorials commemorate a deceased person or an event. The City reserves the right to refuse any application in memory of a publicly controversial individual; a controversial historical leader; a loved one that is not deceased; an animal or a pet.
2. Memorials must meet specifications to be determined by the City.
3. The applicant is responsible for all costs associated with the purchase and installation of a memorial.
4. The City is responsible for the acquisition and installation of the memorial.
5. Once installed memorials become the property of the City.
6. Repair and replacement, as well as life-cycle replacement, will be completed as City resources and budgets allow.



7. Plaques may be affixed or erected adjacent to existing infrastructure providing there is a "significant connection" between the person or event and "the infrastructure".

PROCEDURES

1. Requests for memorial purchases require completion of an application form*. The application process shall be managed by the General Manager, Public Works and Engineering who can assist with completion of the form.
2. The applicant must provide three (3) potential site locations on municipally owned land within the City on the application form.
3. Approval or disapproval of potential locations for installation is at the sole discretion of the General Manager, Public Works and Engineering. The following factors will be considered in approval of sites:
 - (a) current density of memorials in the area;
 - (b) access for pedestrian and bicycle movement around the memorial;
 - (c) access for equipment and personnel to install the memorial; and
 - (d) other site considerations ie. slope of ground, potential for flooding of area etc.
4. After reviewing the potential sites listed on the application form, the General Manager, Public Works and Engineering will approve one (1) site location. If all three (3) potential sites are considered unacceptable the applicant must submit three (3) potential new sites until an acceptable site is located. The applicant is expected to work together with the General Manager, Public Works and Engineering to select an appropriate site.
5. The General Manager, Public Works and Engineering is responsible for providing the applicant with information regarding the cost of the request.
6. The memorial will not be acquired until the application has been approved and the applicant has submitted payment in full.

City Manager (Original Signed by DD)

*** The Commemorative Memorial Application Form is available at City Hall, Community & Protection Services and at the James E. Graham Building. You can also print of a form under the WDrive/Forms/Memorial GEN-009-C**



ELECTRONIC MESSAGE SIGN

Date Issued: 27.Jun.2006

Current Revision: 27.Jun.2006

Next Review Diarized: 01.Jan.2010

Mandated by: 27.Jun.2006-RCM

Cross-reference:

Responsibility: Communications &
Marketing Director

POLICY

City Council expects messages displayed on the Electronic Message Sign located adjacent to the Dow Centennial Centre to consist of information related to the common good of the community.

GUIDELINES

1. Messages submitted by the following are permitted:
 - a) City Council, City staff;
 - b) general public and nonprofit community organizations;
 - c) businesses hosting or sponsoring a charitable community event in Fort Saskatchewan;
 - d) Dow Centennial Centre's three major sponsors - Dow Chemical Canada Inc., Sherritt International and Landrex Developers Inc. - related to company branding; and
 - e) RCMP, NR CAER, other agencies in the event of an emergency.
2. Messages must reflect:
 - a) events that are open to the general public in Fort Saskatchewan; or
 - b) announcements of general public interest.
3. Message priorities shall be as follows:
 - a) City of Fort Saskatchewan information:
 - i) emergency announcements (e.g.: shelter in place, evacuations)
 - ii) important announcements (e.g.: road closures, detours, snow removal)
 - iii) promotional information: (e.g.: visit website, Town Hall Meeting, Dow Centennial Centre, special events, promotions, concerts);
 - b) community groups or businesses (e.g.: Boys and Girl's Club events, Farmer's Market); or
 - c) public service announcements (e.g.: Don't Drink and Drive, Happy Holidays, welcoming visitors attending events in the community).
4. Messages that promote the following are not permitted:
 - a) any candidate or Party in any election campaign;
 - b) personal benefit (e.g.: birthday greetings, garage sales, etc.);
 - c) religious view points;
 - d) false, misleading or deceptive information;
 - e) racist or sexist views; or
 - f) any other topic at the City's sole discretion.



5. Messages are posted at no cost.
6. The number of messages that can appear from any one source within an undefined period of time may be limited.
7. Appeals related to message display requests that have been denied may be submitted to the City Manager, whose decision is final.
8. The City is under no obligation to display any message from any source.

PROCEDURES

1. Message display requests must include preferred start and end dates, and draft message content including event particulars.
2. Message display requests to be received, edited for conciseness, clarity and conformity, and posted by the Communications and Marketing Director or his/her alternate.
3. Individuals in the following positions will be trained on message editing/posting:
 - a) Communications and Marketing Director;
 - b) Marketing Coordinator;
 - c) DCC Superintendent, Business Operations; and
 - d) DCC Assistant.
4. Messages:
 - a) may be removed by the City at anytime for any reason with no prior notification;
 - b) will be displayed based on time availability; and
 - c) are not guaranteed for quality or quantity.
5. Appeals related to denied message display requests are to be submitted in writing.

City Manager (Original Signed by LR)



ADMINISTRATIVE GROUP BENEFITS

Date Issued: Oct.77

Mandated by: Council

Current Revision: 21.Aug.12

Cross-reference: HUM-004-C, HUM-025-C

Next Review Diarized: 01.Jan.15

Responsibility: Director, Human
Resources

POLICY

City Council believes that administrative staff should receive benefits on an equitable, but not necessarily directly comparable, basis to staff belonging to the opted out and excluded group or bargaining unit. Benefits will be provided to administrative staff as outlined in the guidelines included in this policy.

DEFINITIONS

- *administrative group* - a group of employees whose individual position description lists specific accountabilities which include direct staff supervision including performance and recruitment, dealing with issues of a highly confidential nature and/or are excluded from Alberta Employment Standards Code and Regulation Hours of Work definition.
- *annual vacation* - time off with pay that employees earn as an entitlement for continuous service.
- *bargaining unit* - a group of employees whose individual positions are designated through collective bargaining and are listed in Article #16 – Hours of Work in the current agreement. These positions are defined as “clerical and outside employees” as stated on the Certificate issued by the Alberta Labour Relations Board certifying Canadian Union of Public Employees, Local 30.
- *family sick leave* - the period of time when an employee is absent from work to attend to the illness or injury of a spouse, dependent, or parent. Exceptions to the applicable family members may be granted with the approval of the Director, Human Resources.
- *group health benefit plan* - includes the following coverage, the specifics of which may be amended from time to time:
 - life insurance;
 - accidental death & dismemberment;
 - long term disability;
 - dental plan; and
 - extended health care
- *leaves of absence* - all leaves with or without pay except for sick leave, vacation and TOIL.
- *opted out and excluded group* - a group of employees:
 - whose individual position description do not list specific accountabilities of direct staff supervision;
 - who do not deal with issues of a highly confidential nature;
 - who are not excluded from Alberta Employment Standards Code and Regulation Hours of Work definition;
 - who are not included in the bargaining unit by definition of “clerical and outside employees” as stated on the Certificate issued by the Alberta Labour Relations Board certifying Canadian Union of Public Employees, Local 30.
- *sick leave* - the period of time when an employee is absent from work due to illness or injury, including attending doctor or dental appointments.

- *statutory holidays* - the following are statutory holidays recognized under this policy:
 - New Year's Day;
 - Family Day;
 - Good Friday;
 - Easter Monday;
 - Victoria Day;
 - Canada Day;
 - Civic Holiday (first Monday in August);
 - Labour Day;
 - Thanksgiving Day;
 - Remembrance Day;
 - Christmas Day; and
 - Boxing Day.
- *time off in lieu of overtime (TOIL)* - time off with pay granted to all administrative employees as compensation for overtime that may have been worked. This recognizes that all administrative staff put in some overtime over the course of a year, however, the overtime is not recorded. The amount of TOIL is specified in the guidelines to this policy.
- *workers' compensation* - the insurance provided for employees under the *Workers' Compensation Act* of Alberta.

GUIDELINES

1. Sick Leave

- (a) Sick leave is earned at the rate of 1½ days for each full month of employment to a maximum of 130 working days.
- (b) Sick leave credits are not accumulated during periods of sick leave or other leaves (except vacation) in excess of 30 days.
- (c) Employees may be required to submit satisfactory proof to the City to substantiate illness or injury. A doctor's certificate will be required to substantiate illness or injury incurred once an employee begins vacation if sick leave is requested.

2. Family Sick Leave

An employee is entitled to use up to a maximum of six days per year of sick leave for family sick leave.

3. Statutory Holidays

- (a) Employees are entitled to a day off with pay on or for all statutory holidays.

4. Group Health Benefits

- (a) Participation in the group health benefit plans is mandatory for eligible permanent employees unless coverage is provided under another group plan through a spouse or other employer, with the exception of Life Insurance, Accidental Death & Dismemberment and Long Term Disability (LTD) benefits, which are mandatory for all permanent full-time administrative employees, regardless of additional coverage.



5. Health Care Spending Account

In the first pay period of each year, each eligible permanent full-time employee will be provided with a Health Care Spending Account in the amount of \$500.00 and each eligible permanent part-time employee will be provided with a Health Care Spending Account in the amount of \$250.00. To be eligible for the \$500 or \$250, permanent full-time or permanent part-time employees must have completed the 90 day waiting period for Alberta Blue Cross benefits, have applied and been approved for Alberta Blue Cross benefits, and be actively at work during the first pay period of each year. Actively at work means those employees who are at work for all or a portion of the first pay period of the year and includes those employees who are on maternity or parental leave, LTD, Sick Leave, WCB, vacation or other paid leave. It does not include employees who are on leave without pay within the first pay period of the year. To qualify for reimbursement from the Health Care Spending Account, the expense must meet the following criteria:

- (a) A qualifying medical expense under the Income Tax Act (Canada).
- (b) Incurred after the date the Health Care Spending Account credits (dollars) have been deposited to the eligible permanent employee's account.
- (c) Meet the reimbursement criteria, if any, of the employers Alberta Blue Cross group benefits program.
- (d) All other sources of reimbursement must have been accessed first. Expenses may be submitted on behalf of eligible dependents.

At the end of the Policy Year, unused Health Care Spending Account credits (dollars) may be carried forward to the next Policy Year. Carried forward credits must be used by December 31st of that year to avoid forfeiture. All provisions of the plan will comply with Canada Revenue Agency's requirements for Health Care Spending Accounts.

6. Vacation

- (a) Employees earn entitlement to vacation in accordance with the following schedule:

Years of Service	Vacation Entitlement
	Per month / Per year
1 to 2 years	1.25 days / 15 days
3 to 5 years	1.66 days / 20 days
6 to 15 years	2.08 days / 25 days
16 to 25 years	2.50 days / 30 days
26 years or more	2.97 days / 35 days

- (b) Where a new employee begins service between the first and 15th day, inclusive, of any month, the first day of that calendar month becomes the effective date of vacation accrual.
- (c) Where a new employee begins service between the 16th and last day, inclusive, of any month, the first day of the following calendar month becomes the effective date of vacation accrual.



- (d) Employees are not permitted to carry over more vacation entitlement than is earned in one year. Vacation credits in excess of the allowed carry-over of one-year's entitlement will be paid out in the month of December unless prior authorization to exceed the specified carry-over is given by the Department General Manager or City Manager, or in the case of the City Manager, by City Council.
 - (e) Every employee is required to take at least one vacation period of a minimum of five consecutive working days in every calendar year.
 - (f) Employees are advanced vacation credits, to a maximum of the credits that would be earned by December 31st of that year. If the employee's employment is terminated prior to earning any vacation credits that have been advanced, the employee will reimburse the City for the unearned credits paid. The City may deduct said amounts from the employee's final pay.
 - (g) Vacation credits are not accumulated during periods of sick leave or other leaves (except vacation) in excess of 30 days.
7. Time Off in Lieu of Overtime (TOIL)
- (a) Four working days per calendar year are granted to all administrative staff for leave in lieu of overtime. TOIL is earned at the rate of one-third of a working day for each month of employment.
 - (b) TOIL must be taken by December 31st of the year following the year in which it is earned or the entitlement is lost.
8. Leaves of Absence
- (a) Bereavement leave - an employee is granted a maximum of five regularly scheduled consecutive work days without loss of pay and benefits in the case of the death of a parent, spouse, common-law spouse, brother, sister, child, mother-in-law, father-in-law, brother-in-law, sister-in-law, grandparent, grandchild, former guardian, fiancée or any relative who has been residing in the same household. The employee is entitled to the leave on any normal working day that falls within the five-day period immediately following the day the death occurred. Where the burial occurs outside of the province, the leave may also include reasonable traveling time, not to exceed four days.
 - (b) Mourner's leave - one-half day without loss of pay is allowed to attend a funeral, providing 24-hour advance notice is given to the supervisor.
 - (c) Maternity/parental leave
 - (i) An employee expecting the birth of a child shall give notice in writing of the fact of her pregnancy to her immediate supervisor at least 12 weeks prior to the expected date of delivery and at least six weeks written notice must be given of the start day of the maternity leave.
 - (ii) Maternity/parental leave will cover a period of up to 12 months for the birth or adoption of a child. 15 weeks is the maternity leave portion for a mother giving birth (six weeks of which must be taken after the delivery), and 37 weeks is parental leave, entitled to the mother after delivery, the other parent after the time of birth, or adoptive parents after the time of adoption. Both parents may share parental leave as long as the total parental leave time is not in excess of 37 weeks. In the case where both parents are employees, the employer is not required to grant parental leave to more than one parent at a time.
 - (iii) When an employee decides to return to work after maternity/parental leave, at least three weeks written notice will be provided to the employer. On return from



maternity/parental leave, the employee shall be placed in her former position. If the former position no longer exists, the employee will be placed in an equivalent position.

- (d) Court appearance - an employee required by law to appear in court as a jury member or as a witness is paid the difference between pay received for the court service and the pay the employee would have received based on regular hours of work.
 - (e) Leaves of absence without pay
 - (i) Leaves of absence without pay for periods up to one week may be granted by the Department General Manager.
 - (ii) Leaves of absence without pay for periods exceeding one week may be granted by the City Manager. The conditions of the leave will be determined by the City Manager in consultation with the Director, Human Resources.
9. Workers' Compensation

When an employee is absent due to a work-related accident covered by the *Workers' Compensation Act*, the employee will be compensated (in conjunction with Workers' Compensation Board [WCB] compensation) at the regular rate of pay enjoyed prior to the accident for the first four months of absence. Beyond this time, the employee will be compensated (in conjunction with WCB compensation) at the rate of 90% of net earnings as defined by the WCB. The employee may continue benefit coverage during this period with the employee paying 100% of the benefit premiums.

PRODEDURES

1. An employee granted sick leave is paid for the period of the leave as long as sufficient sick leave credits are available. The number of sick leave days paid are deducted from the employees accumulated sick leave credits.
2. A permanent employee participating in the City's LTD coverage may apply for LTD benefits if the illness or disability extends beyond 180 continuous calendar days (130 working days).
3. The list of statutory holidays will be amended to reflect any other day proclaimed a holiday by the Federal or Provincial Government or by City Council.
4. Coverage for group health benefits begins on the first day of the month following three months continuous full-time service.
5. The cost of participating in the group health benefit plans is shared as follows:

Benefit	ER	EE
Life Insurance	90%	10%
Accidental Death & Dismemberment	90%	10%
Long Term Disability	90%	10%
Dental Plan	90%	10%
Extended Health Care Plan	90%	10%

6. Vacation entitlement is calculated from the date the employee commences continuous service.



7. On termination of employment, an employee will be paid for any outstanding vacation credits earned to the termination date, calculated as the number of vacation days outstanding times the regular rate of pay at the time of termination.

City Manager (Original Signed by KK)



SERVICE AWARDS

Date Issued: 30.Jul.1993

Mandated by: 23.Jun.2009-RCM

Current Revision: 23.Jun.2009

Cross-reference: HUM-002

Next Review Diarized: 01.Jan.2013

Responsibility: Human Resources &
Payroll Services Director

POLICY

City Council believes that full-time and part-time employees should be recognized for their length of service with the City of Fort Saskatchewan.

DEFINITION

- *Retirement* - termination of employment by a permanent employee who is at least 55 years of age and has ten or more years of service.

PROCEDURES

1. **Long service** - the City presents a cash gift, certificate and service pin differentiating the incremental years of service to all employees having completed service in full five year increments (5, 10, 15, 20, 25, 30, 35, etc.). The cash gift (in the form of a voucher), certificate and service pin comes from Human Resources within the month the employee reaches their anniversary date. Cash gifts are equal to \$50.00 for each five years of service: \$50.00 for five years, \$100.00 for 10 years, \$150.00 for 15 years, \$200.00 for 20 years, \$250.00 for 25 years, \$300.00 for 30 years, \$350.00 for 35 years, etc. When the voucher is submitted to Human Resources, along with a receipt from a local merchant in an amount equal to or more than the voucher, the employee will receive reimbursement of their purchase up to the full amount of the voucher. Each January at the Annual General Meeting, the City recognizes all employees having received a long service award in the previous year.
2. **Retirement** - the City provides funding for a gift for the employee using the scale outlined below. The gift is selected, in consultation with the employee, by the employee's General Manager and presented by the City Manager at the time of retirement. In exceptional circumstances, such a gift is presented on early retirement.

Years of Service	Full-Time	Part-Time
5 - 9	\$200	\$100
10 - 14	\$300	\$150
15 - 19	\$400	\$200



20 - 24	\$500	\$250
25 - 29	\$600	\$300
30 - 34	\$700	\$350
35+	\$800	\$400

3. **Resignation** - the City presents a gift to each employee who resigns in good standing after at least five (5) years of employment. The gift values will be as follows:

Years of Service	Gift Value
5 - 9	\$ 50
10 - 19	\$ 75
20+	\$100

Gifts will be chosen in consultation with the employee and the employee's supervisor.

4. Funding for gifts is allocated in the Human Resources annual operating budget.
5. The Human Resources and Payroll Services Director will ensure annually that the procedures outlined in this policy are adhered to.

OPTED OUT AND EXCLUDED GROUP BENEFITS

Date Issued: 27.Oct.09

Mandated by: Council

Current Revision: 27.Oct.09

Cross-reference:

Next Review Diarized: 01.Jan.2014

Responsibility: Director, Human
Resources and Payroll Services

POLICY

City Council believes that opted out and excluded staff should receive benefits on an equitable, but not necessarily directly comparable, basis to staff belonging to the administrative group or bargaining unit. Benefits will be provided to opted out and excluded staff as follows:

DEFINITIONS

- *administrative group* - a group of employees whose individual position description lists specific accountabilities which include direct staff supervision including performance and recruitment, dealing with issues of a highly confidential nature and/or are excluded from Alberta Employment Standards Code and Regulation Hours of Work definition.
- *annual vacation* - time off with pay that employees earn as an entitlement for continuous service.
- *bargaining unit* - a group of employees whose individual positions are designated through collective bargaining and are listed in Article #16 – Hours of Work in the current collective agreement. These positions are defined as “clerical and outside employees” as stated on the Certificate issued by the Alberta Labour Relations Board certifying Canadian Union of Public Employees, Local 30.
- *family sick leave* - the period of time when an employee is absent from work to attend to the illness or injury of a spouse, dependent, or parent. Exceptions to the applicable family members may be granted with the approval of the Director, Human Resources and Payroll Services.
- *group health benefit plan* - includes the following coverage, the specifics of which may be amended from time to time:
 - life insurance;
 - accidental death & dismemberment;
 - long term disability;
 - dental plan; and
 - extended health care
- *leaves of absence* - all leaves with or without pay except for sick leave, vacation, and time off in lieu of banked overtime.
- *opted out and excluded group* - a group of employees whose individual position description does not list specific accountabilities of direct staff supervision, dealing with issues of a highly confidential nature, are not excluded from Alberta Employment Standards Code and Regulation Hours of Work definition nor is included in the bargaining unit by definition of “clerical and outside employees” as stated on the Certificate issued by the Alberta Labour Relations Board certifying Canadian Union of Public Employees, Local 30.

- *sick leave* - the period of time when an employee is absent from work due to illness or injury, including attending doctor or dental appointments.
- *statutory holidays* - the following are statutory holidays recognized under this policy:
 - New Year's Day;
 - Family Day;
 - Good Friday;
 - Easter Monday;
 - Victoria Day;
 - Canada Day;
 - Civic Holiday (first Monday in August);
 - Labour Day;
 - Thanksgiving Day;
 - Remembrance Day;
 - Christmas Day; and
 - Boxing Day.
- *workers' compensation* - the insurance provided for employees under the *Workers' Compensation Act* of Alberta.

GUIDELINES

1. Sick Leave

- (a) Sick leave is earned at the rate of 8% of all regular earnings and vacation payable to a maximum of the equivalent to 130 working days.
- (b) Employees may be required to submit satisfactory proof to the City to substantiate illness or injury. A doctor's certificate will be required to substantiate illness or injury incurred once an employee begins vacation if sick leave is requested.

2. Family Sick Leave

An employee is entitled to use up to a maximum of six days per year of sick leave for family sick leave.

3. Statutory Holidays

Employees are entitled to a day off with pay on or for all statutory holidays.

4. Group Health Benefits

Participation in the group health benefit plans is mandatory for eligible permanent employees unless coverage is provided under another group plan through a spouse or other employer, with the exception of Life Insurance, Accidental Death & Dismemberment and Long Term Disability benefits, which are mandatory for all permanent full-time opted out and excluded employees.

5. Vacation

- (a) Employees earn entitlement to vacation in accordance with the following schedule:

Years of Service	Vacation Entitlement
	Percentage calculated on all regular earnings and vacation payable.
1 to 2 years	6%
3 to 5 years	8%
6 to 15 years	10%
16 to 25 years	12%
26 years or more	14%

- (b) Employees are not permitted to carry over more vacation entitlement than is earned in one year. Vacation accruals in excess of the allowed carry-over of one-year's entitlement will be paid out in the month of December unless prior authorization to exceed the specified carry-over is given by the Department General Manager or City Manager, or in the case of the City Manager, by City Council.
- (c) Every employee is required to take at least one vacation period of a minimum of five consecutive working days in every calendar year.

6. Overtime

All overtime worked must be pre-approved by the Department General Manager.

7. Leaves of Absence

- (a) Bereavement leave - an employee is granted a maximum of five regularly scheduled consecutive work days without loss of pay and benefits in the case of the death of a parent, spouse, common-law spouse, brother, sister, child, mother-in-law, father-in-law, brother-in-law, sister-in-law, grandparent, grandchild, former guardian, fiancée or any relative who has been residing in the same household. Where the burial occurs outside of the province, the leave may also include reasonable travelling time, not to exceed four days.
- (b) Mourner's leave - one-half day without loss of pay is allowed to attend a funeral, providing 24-hour advance notice is given to the supervisor.
- (c) Maternity/parental leave
- (i) An employee expecting the birth of a child shall give notice in writing of the fact of her pregnancy to her immediate supervisor at least 12 weeks prior to the expected date of delivery and at least six weeks written notice must be given of the start day of the maternity leave.
 - (ii) Maternity/parental leave will cover a period of up to 12 months for the birth or adoption of a child. 15 weeks is the maternity leave portion for a mother giving birth (six weeks of which must be taken after the delivery), and 37 weeks is parental leave, entitled to the mother after delivery, the other parent after the time of birth, or adoptive parents after the time of adoption. Both parents may share parental leave as long as the total parental leave time is not in excess of 37 weeks. In the case where both parents are employees, the employer is not required to grant parental leave to more than one parent at a time.

- (iii) When an employee decides to return to work after maternity/parental leave, at least three weeks written notice shall be provided to the employer. On return from maternity/parental leave, the employee shall be placed in their former position. If the former position no longer exists, the employee will be placed in an equivalent position.
- (d) Court appearance - an employee required by law to appear in court as a jury member or as a witness is paid the difference between pay received for the court service and the pay the employee would have received based on regular hours of work.
- (e) Leaves of absence without pay
 - (i) Leaves of absence without pay for periods up to one week may be granted by the Department General Manager.
 - (ii) Leaves of absence without pay for periods exceeding one week may be granted by the City Manager. The conditions of the leave will be determined by the City Manager in consultation with the Director, Human Resources and Payroll Services.

8. Workers' Compensation

When an employee is absent due to a work-related accident covered by the *Workers' Compensation Act*, the employee will be compensated (in conjunction with Workers' Compensation Board (WCB) compensation) at the regular rate of pay enjoyed prior to the accident for the first four months of absence. Beyond this time, the employee will be compensated (in conjunction with WCB compensation) at the rate of 90% of net earnings as defined by the WCB. The employee may continue benefit coverage during this period with the employee paying 100% of the benefit premiums.

PROCEDURES

1. An employee granted sick leave is paid for the period of the leave as long as a sufficient sick leave accrual exists. The sick leave is deducted from the employee's accumulated sick leave.
2. A permanent employee participating in the City's long-term disability (LTD) coverage may apply for LTD benefits if the illness or disability extends beyond 180 continuous calendar days (130 working days).
3. The list of statutory holidays will be amended to reflect any other day proclaimed a holiday by the Federal or Provincial Government or by City Council.
4. Coverage for group health benefits begins on the first day of the month following three months continuous full-time service.
5. The cost of participating in the group health benefit plans is shared as follows:

Benefit	ER	EE
Life Insurance	90%	10%
Accidental Death & Dismemberment	90%	10%
Long Term Disability	90%	10%
Dental Plan	90%	10%
Extended Health Care Plan	90%	10%

6. Vacation entitlement is calculated from the date the employee commences continuous service.
7. On termination of employment, an employee will be paid for any outstanding vacation accrual.
8. Employees are required to sign an individual overtime agreement at the time of signing the employment letter of offer. Additional copies of the overtime agreement and the rules surrounding their use and application can be found on the Alberta Employment Standards website. An overtime agreement allows overtime hours to be banked and later taken off with pay, hour for hours, during regular work hours.

City Manager (Original Signed by DD)

FACILITY USERS INSURANCE REQUIREMENTS

Date Issued: 27.Jun.2006

Mandated by: Council

Current Revision: 30.Jan.12

Cross-reference:

Next Review Diarized: 01.Jan.13

Responsibility: General Manager
Corporate Services

POLICY

City Council expects renters of City owned rental facilities to obtain liability insurance for events that include alcohol consumption or involve a high risk activity.

GUIDELINES

1. High risk events include any activity considered high risk by the General Manager Corporate Services and/or the City's insurer, at their sole discretion, such as: organized sports, fireworks, bull-a-ramas, and rodeos.
2. Renters that do not obtain liability insurance for events that include alcohol consumption or high risk activities will not be permitted to rent a City owned facility.
3. Required liability insurance shall be at the sole cost of the renter.

PROCEDURES

1. Bookings Clerk to advise renter of liability insurance requirement at time of booking from an insurer acceptable to the City. Liability insurance requirement to include:
 - (a) minimum \$2,000,000.00 liability per claim;
 - (b) City being added to the policy as an additional insured; and
 - (c) insurer's requirement to immediately advise the City upon cancellation of insurance coverage.
2. Bookings Clerk to obtain proof of liability insurance from renter no later than one week prior to event taking place. Proof of liability insurance to be attached to facility rental contract.
3. General Manager Corporate Services to review liability insurance requirements biannually with Corporate Services Administrative Assistant.

City Manager (Original Signed by CC - Interim)