

MANAGEMENT POLICY

ADM 009-95

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Purpose

Our purpose is to optimize the delivery of service through the application of sound management principles given the resources available to the Municipal Corporation.

It is the policy of the Village that all employees are treated equitably and fairly and that all positions are staffed on the basis of job related criteria in accordance with the intent of equal opportunity.

Equal Opportunity Employment

1. It is and shall be the continuing policy of the Village that all persons are entitled to equal opportunity employment, regardless of race, creed, color, sex, age, national origin, or religion, specifically:
 - a) Employment opportunities are and shall be open to all qualified applicants solely on the basis of their experience, aptitude and abilities.
 - b) Advancement is and shall be based entirely on the individuals achievement, performance, ability and potential for promotion.
 - c) The Village will comply with the regulations as set out in the Employment Standards Act.

New Employee Orientation

1. Orientation of new employees will be done the first day of work in an effort to successfully introduce the new employee to the work environment and to develop a strong and effective one on one relationship with his/her supervisor.
2. General Guidelines:
 - a) copy of job description and function and orientation of job center, policies and procedures and personnel introductions.
 - b) Village tour, cause and effect relationships, staff functions.

Recruitment, Selection, Appointment

1. Where no suitable candidate emerges external candidates will be considered focusing on Village residents, Yukon residents then out of Territory applicants.
2. Job Assessment and Advertising Vacancies
 - a) The CAO prepares job postings based on the following information:
 - Job Title
 - Description of Duties
 - Minimum education and experience requirements
 - Rate of Pay
 - Deadline for application

- Other information pertinent and providing a greater understanding of the nature and conditions of the job.

Training and Development

1. The Village recognizes the need for training and professional development in order for permanent employees to become more adept in the performance of their duties.
2. Expenditures for training and development will be part of the budget process. *A participative process will be used by department heads to develop a yearly training plan for their departments.*
3. Applications for attendance at any workshop, course, seminar, symposium or convention shall be made in writing to the CAO , or in the case of the CAO, to Council.
4. All courses must be taken at or sponsored by accredited educational institutions and must be directly related to the employees work or to any career objective that is reasonable and is a benefit to the Village.
5. Records of staff training and development shall be kept in the employees' personnel file.
6. Reimbursement
 - a) Where a training program or course has a pass or fail criteria, the reimbursement of tuition fees is conditional on the employee securing a passing grade.
 - b) Where the Village prepays a fee for education or training and the employee does not provide evidence of a passing grade, *or completion*, where applicable the employee may have to reimburse the Village for all fees at the discretion of the CAO or in the case of the CAO at the discretion of Council.

Disciplinary Guidelines and Procedures

1. The Village's primary employee/management objective is to foster a working environment that enables supervisors and employees to excel in creating and maintaining good relationships. This is promoted by the requirement of supervisors and employees to regularly establish objectives, evaluate those objectives annually, and to revise and set new objectives on a cooperative basis.
2. When the objective setting process does not address performance problems or infractions the supervisor may apply disciplinary action in accordance with the guidelines as set out below.
3. Discipline is a form of training which should be:
 - a) Immediate:
 - * Communicate an offense as soon as possible.
 - * Employees can be suspended and informed of discipline when investigation is complete.
 - b) With warning:
 - * Employees must be advised that a given offense will lead to certain discipline.

- c) Consistent:
 - * Penalties must be applied fairly and in accordance with expectations.
- d) Impersonal
 - * Employees are disciplined for an offense.
 - * Discipline should be administered quietly, impersonally, and in a private setting.

4. The Village retains the right to discipline employees and to dismiss for 'Just Cause'. All action is to be documented, placed on the employee's personnel file, and copied to the Chief Administrative Officer.

5. Disciplinary Process

a) Level 1: Discussion and Counseling

An informal discussion between the employee and the immediate supervisor concerning the employee's job performance, or behavior, counseling is designed to help improve performance or behavior by clarifying the standards required, stressing good performance or weaknesses, and outlining steps necessary for improvement.

b) Level 2: Oral Warning

Oral warning are given by the immediate supervisor. Areas for improvement, and notice is served that failure to improve will result in more formal action.

c) Level 3: Written Warning

If oral warnings fail, a written warning is issued to a maximum of three (3) warnings.

d) Level 4: Suspension

Disciplinary suspension is the temporary removal from work without pay of an employee.

An employee may be suspended for two reasons:

- i) A temporary suspension as a disciplinary measure for some serious violation or repeated offense, and is limited to a specific number of days.
- ii) An indefinite suspension pending an investigation of a charge, which could result in termination.

There may be instances where dismissal may be preferable to suspension, such as:

- i) Where the offense, violation or conduct is of such nature that to retain the employee would be detrimental to the Village or the operations of the Village.
- ii) Where the individual is serving in a supervisory capacity and a suspension would either affect the morale to such an extent that the ability to

supervise subordinates would be impaired, or where the position in the Village would be weakened because of the reaction of co-workers and subordinates.

- iii) Where the individual employee has consumed alcohol or illicit drug during working hours.
- iv) Where an employee has a personal problem, such as substance abuse and has not responded to treatment, or has not taken any steps to get professional assistance. It is the policy of the Village of Haines Junction to support employees in attaining access and assistance from professionals and/or programs for personal problems.

e) Level 5: Dismissal

Dismissal is the ultimate disciplinary action to be followed when Levels 1 to 4 fail.

Some types of offenses cannot be treated progressively and may warrant dismissal from the onset.

In recognition of the fact that each offense differs in many respects from somewhat similar situations, the Village retains the right to treat each occurrence upon its individual merit and without creating any precedent for the treatment of any other case which may arise in the future. The Village retains the right to suspend the operation of any disciplinary action which it may take, during good behavior for a specified term, in its exclusive discretion. Examples given in guidelines are not to be construed as a limitation upon the retained rights of the Village, but are merely presented herein as a guide.

6. How to avoid Dismissal mistakes:

When an employee continues to pay no attention to rules and disciplinary action, where an offense is repeated, or misconduct is serious enough for dismissal on the first offense, decisive action must be taken.

To help through this area, review very carefully the following checklist before any person is terminated.

- i) Is the Village policy or rule which has been violated a reasonable one?
- ii) Has the Village policy or rule been properly communicated?
- iii) Have I been objective and treated this person the same as another would be treated for the same offense?
- iv) Have I accumulated all of the facts accurately?
- v) If it is a repeated offense, has the employee been properly reprimanded in the past and have written corrections been issued?

- vi) Am I taking action against the employee because the employee has challenged my authority?
- vii) Does the punishment fit the offense?
- viii) Have I considered the employee's past disciplinary record and his/her length of service?
- ix) Was the employee's offense supported by direct objective evidence, as opposed to just suspicion?
- x) Should the Chief Administrative Officer review the facts?
- xi) Should I suspend the staff member first, to allow a complete review of the facts.

SUPERVISOR'S DISCIPLINE REPORT

FORM 1

Notice Date _____ Time _____ am/pm

Employee Name _____

Job Title _____ Supervisor _____

Action:
_____ Oral Reprimand _____ Suspension (for _____ days)

Date: _____ Time: _____ (am/pm) Date(s) _____

_____ Written Warning _____ Discharge

Supervisor's Description of Violation:

This disciplinary action was taken for the following reason(s): (statement of events include date, time, location, mitigating circumstances, aggravating circumstances, etc).

Witnesses: _____

Date: _____ Supervisor's Signature: _____

Employee's Remarks Regarding the Violation:

_____ I have entered my version of the matter above

or

_____ I have read this report and understand it (absence of any statement indicates employee agreement with the above stated report).

or

_____ If the employee refuses to sign, read the content to the employee in the presence of a witness and have the witness sign below:

Date: _____ Signature: _____

Any previous personnel policy is hereby repealed.

This policy comes into effect upon resolution of Council this 14 day of June 1995.

Resolution # 189-95