

# Policy



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Department/Section <b>Human Resources</b>		Policy Number <b>POL-HR-018</b>
Subject  <b>Accessible Information and Communications Standards Policy</b>		Enacted by Council: <b>August 2014</b>
		Motion #
		Review Period <b>Annually</b>
Date Amended	Amending Motion #	Section(s) Amended

## Purpose:

The purpose of this policy is to ensure that every reasonable effort is made to provide materials in alternative formats upon request, and that any materials created by the Municipality follow accessible formatting guidelines.

## Policy Statement:

The Municipality of Trent Hills is committed to complying with the Accessibility for Ontarians with Disabilities Act (AODA) and all the standards under it to create a barrier free Ontario.

## In General:

### Accessible Formats

Notification regarding the availability of accessible formats and communications supports will be placed on all Municipal communication materials, correspondence, advertising, announcements, and the website.

Specifically, the notice will state, "This document is available in alternative formats upon request."

Upon request and in consultation with the person making the request, the Municipality of Trent Hills will provide or make arrangements to provide accessible formats and communication supports for persons with disabilities. Accessible formats and

communication supports shall be provided in a timely manner, taking into account the person's accessibility needs. Accessible formats and communications supports include, but are not limited to large print, text files, Braille, audio files, American Sign Language interpreters, assistive listening devices, etc.

If materials are not able to be converted to an accessible format, the municipal staff will provide details on the reasoning behind why the material cannot be converted. In this case, as an alternative, a summary of the requested information will be provided in a format that is suitable for the person making the request.

## **Communications Materials and Records**

All Municipal documentation, public records and communications shall adhere to the following design specifications to ensure accessibility compliance:

- Font size between 12 and 14 point
- All fonts should be "sans serif" (meaning without any curls). Avoid highly stylized fonts such as those with decorative or cursive handwriting styles. Acceptable fonts to use include:
  - Arial
  - Tahoma
  - Helvetica
  - Calibri
  - Verdana
- Narrow versions of these fonts should be avoided
- *Italicizing* and underlining should be avoided. **Bolding** is acceptable.
- Choose a font which clearly identifies numbers. Readers can easily misread 3, 5, 8 and 0.
- Do not condense or stretch line of text

## **Website WCAG 2.0 Compliance**

The Municipality of Trent Hills' website will maintain its WCAG 2.0 Level AA compliance.

All documents posted to the Municipal website will be in an accessible format and scanned using Optical Character Recognition software.

## **Roles and Responsibilities:**

### **Management**

- Ensure employees understand accessible formats and guidelines.
- Follow the Accessible Information and Communication policy and bring forward and provide feedback on it during the annual policy review.

## **Employees**

- Ensure proper application of formatting requirements for all communications records (internal and external).
- Attend training on creating accessible communications materials and providing materials in alternate formats.

## **Training:**

Any staff responsible for creating public documents and communications materials, e.g. letters, notices, staff reports, etc. are required to attend training on creating communications materials in accessible formats, and providing material in alternate formats.

## **Communication:**

The Accessible Communication and Information Policy will be communicated to all employees through the following methods:

- Website
- Email Alerts
- Employee Information Boards
- Newsletters
- Training Sessions
- Tailgate Meetings
- Employee Feedback
- Orientation

## **Acknowledgment/Improvement:**

Findings from the evaluation process will determine if the Accessible Information and Communications Standards Policy requires modification. Any changes made to the program will be reviewed with all employees at staff meetings.

The Municipality of Trent Hills recognizes that the Accessible Information and Communications Policy is successful due to the participation of all employees carrying out their roles in the program and providing feedback on how this program can be improved.

## **Evaluation:**

A review of the Accessible Information and Communications Policy will take place on an annual basis to determine its effectiveness. The review will be completed by the Management Team and will include feedback from all employees.

# Policy



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Department/Section <b>Human Resources</b>		Policy Number <b>POL-HR-023</b>
Subject  <b>Recruitment and Selection Policy</b>		Enacted by Council: <b>August 2014</b>
		Motion #
		Review Period <b>Annually</b>
Date Amended	Amending Motion #	Section(s) Amended

## Purpose:

The purpose of this policy is to outline the recruitment and selection process for the Municipality.

## Policy Statement:

The Municipality of Trent Hills is committed to recruiting and selecting individuals who are the most qualified to perform the requirements of each position available.

Human Resources maintains control of the hiring of employees by ensuring that all hiring for new positions or replacements is administratively approved within budgeted staff complements.

Recruitment and selection will be done in conjunction with the current organization chart.

## Objectives:

There are four objectives of this policy:

- Employ the best applicant for each job opening based on relevant education, training, experience, knowledge, skills and abilities without discrimination based on the protected grounds of the Ontario Human Rights Code.
- Ensure fairness.
- Proactively remove barriers in the recruitment and selection process.

- Describe the responsibilities of Directors, Managers and the Human Resources department with respect to carrying out the recruitment and selection process.

## **In General:**

The Department Head is responsible for initiating the recruitment process following the creation of a vacancy in his or her department.

## **New or Revised Position**

A manager must first receive approval from the departmental Director, the CAO and Municipality of Trent Hills Council to create and staff a new position within their department.

Human Resources will initiate an evaluation of a new or substantially revised position using the established job evaluation process. Should Human Resources be unable to finalize the points and grade prior to the recruitment process, Human Resources will assign an interim rate of pay to the position. In the case where an employee is selected before the position is evaluated, the employee will be advised of the procedure related to the evaluation of the position at the time the offer of employment is extended.

## **Current Position**

To initiate the recruitment process for a current position, the manager shall review the job description to confirm that the job is accurately described and that the stated essential requirements are bona fide and are necessary to the completion of the job. Following approval by the Director of the department, the position will be forwarded to the Human Resources department for recruitment.

## **Recruitment Process**

For unionized vacancies, the posting procedure in the applicable collective agreement will be followed.

The Manager, in consultation with Human Resources will determine whether recruitment for a vacant non-union position will be targeted at internal candidates, external candidates or both internal and external candidates.

Where it is determined that the position will be advertised to internal candidates only, the Human Resources department will prepare a posting for the position.

Where it is determined that the position will be advertised to external candidates, all recruitment costs will be the responsibility of the hiring department. At a minimum, external recruitment will include advertisement of the position on the Municipality of Trent Hills website, indicating that the position is open to external candidates and promotion of the position on a Municipality of Trent Hills-wide basis through the use of

local print media. Additional sources for external recruitment will be identified by the Manager and Human Resources and can include other forms of print media, notices to professional associations, electronic media and employment agencies.

Human Resources will prepare the appropriate job postings and advertisements and arrange for placement in the appropriate communication sources. All postings will include: a job title, a summary of duties and responsibilities, the status of the position (full-time, part-time, contract etc.), the reporting relationship, qualification requirements and application details including the deadline and procedure for submitting applications. In addition, all job postings and advertisements will include a statement indicating that the document is available in an alternative format, upon request and that recruitment-related accommodations for applicants with disabilities are available, upon request.

### **Selection Process**

For internal unionized vacancies, the procedure in the applicable collective agreement will be followed.

For non-unionized positions, at the close of the competition, Human Resources will draft a screening tool to determine which applicants possess the minimum qualifications as described in the job posting. This draft document will be forwarded to the hiring department manager for review and input before proceeding. Once the screening tool has been approved by the hiring department manager, the Human Resources department and Hiring Committee will review all applications and complete the initial screening to determine those applicants who possess the minimum qualifications, as described in the job posting.

In all instances, where an internal applicant appears to have the minimum qualifications, as outlined in the job posting, the internal applicant shall be considered for an interview.

Human Resources will work with the hiring department manager to:

- identify the relevant job competencies on which the interview will focus;
- develop and finalize the interview questions;
- establish a scoring system for the interview questions.

Human Resources will coordinate a Selection Committee for the purpose of completing structured panel interviews. The Selection Committee will, at a minimum, be composed of two members including the hiring department manager and a representative of the Human Resources department. For positions at or above the Director level, the panel will include Human Resources, another Director and the Chief Administrative Officer.

Human Resources will arrange a schedule for interviews that is convenient for all parties. Final candidates (internal or external) for a job vacancy may be required to complete employment tests deemed necessary to determine their knowledge, skills and abilities to perform the job. All employment tests will be valid, reliable and based on bona fide occupational requirements. Human Resources will let candidates know that

accommodations are available upon request in relation to the materials or processes to be used. If a candidate requests an accommodation, Human Resources will consult with the candidate to provide or arrange for a suitable accommodation that takes into account the candidate's accessibility needs (refer to the Recruitment Related Accommodation Request form).

Each candidate will be given an Employment Reference Authorization form at the time of the interview. Candidates will be informed that Human Resources will only contact references provided on the Employment Reference Form authorized by the candidate.

Following the completion of the interview and assessment devices (if any), the Selection Committee will determine the best candidate to hire.

Entry level jobs generally do not require the same kind of intensive interviewing that is necessary for a high responsibility, high-level management position. In some situations it may be deemed necessary to conduct a second round interview. For positions at or above the Director level, second interviews are required. For subsequent interviews, the Selection Committee may be amended to include other Directors, managers and/or staff who will work most closely with the new employee.

### **References and Other Conditions of Employment**

The Municipality of Trent Hills checks the references of all final candidates for employment. Offers of employment are contingent upon obtaining satisfactory reference checks. Where the successful applicant is an external candidate, references, as indicated on the Employment Reference Authorization form, shall be contacted. All reference checks will be done by Human Resources.

Where the job requires an employee to be a member of a College or Professional Association, Human Resources will confirm proof of license or registration, and determine if the applicant is in good standing.

In order to safeguard the Municipality's elected officials, employees, volunteers, property/equipment, residents and the public it serves, all applicants under consideration for full-time, part-time or contract employment, volunteers and students, aged eighteen (18) and over, must first provide the results of a Criminal Background Check (*refer to policy POL-HR-000 Criminal Record Check/Vulnerable Sector Screening*). Other conditions of employment (driving record, pre-employment Medical Examinations, etc.) may apply dependent on the position and will be met prior to the final offer being extended.

An employment-related medical examination, if deemed necessary, may be arranged only after an offer of employment has been extended, to ensure that the applicant is able to do the essential duties of the job. The condition to complete a medical examination may be applied to internal and external applicants.

## **Offer of Employment**

The final selection decision shall be approved by the hiring department manager and Chief Administrative Officer prior to an Offer of Employment being extended to the successful candidate.

The Human Resources department will negotiate verbal offers of employment with the successful candidate. Successful candidates will be notified of the Municipality of Trent Hills's policies for accommodating employees with disabilities, including providing or arranging for the provision of accessible formats and communication supports, when the verbal offer is extended (*refer to policy POL-HS-020 Permanent Accommodation*). On finalizing the verbal offer of employment, Human Resources shall prepare a written offer of employment to the candidate. The written letter of offer shall include the following components (where applicable):

- Title of the position being offered;
- Starting salary stated in terms that reflect the annual salary or hourly rate and indicating that statutory/corporate deductions will be withheld;
- Name of the department in which the position is located;
- Name and title of the manager to whom the individual will report;
- Duration of the probationary period;
- Effective date of hiring and reporting time;
- Summary of benefit plans including date(s) of eligibility, as required;
- Vacation entitlement;
- Conditions of employment that must be observed;
- A statement that the offer of employment is conditional on the candidate's ability to satisfy the essential duties of the job (if necessary);
- A statement about the Municipality of Trent Hills's accommodation policies
- A declaration/oath requiring an employee to promptly disclose any changes to their criminal background check or vulnerable sector check

A written response to the offer, accepting the conditions of employment as outlined in the offer letter, must be received from the successful candidate, prior to commencing employment on or before the start date.

All documentation relating to the recruitment and selection processes will be filed in the Human Resources department.

## **Accommodation Roles and Responsibilities:**

### **Employer**

- To provide a fair and consistent hiring process.
- To provide a meaningful employment for employees.
- To involve the work forces and ensure cooperation from the bargaining units.

- Try to minimize the impact to the employee and to the workplace.

### **Manager/Supervisor/Leadhand**

- To assist in the creation of, and support of the employee's accommodation.
- To inform other employees in the department of the program goals.
- To communicate and assist in the evaluation of the program's effectiveness.
- Ensure employee performs duties as outlined in the Function Abilities Form (*Refer to Form HS-30-2*).

### **Employee**

- To maintain contact with Human Resources.
- To take an active role in the Accommodation Program.
- To obtain the necessary forms from the treating agencies as may be required by the employer.
- Responsible for following the accommodations as outlined for the position.
- Immediately report any concerns or difficulties performing assigned work to Human Resources.

### **Human Resources**

- To determine with the manager or designate, if the position can be accommodated.
- Advise the employee of accommodations availability.
- To develop in consultation with the manager/supervisor/leadhand, a list of accommodations for each position on the organization chart.

### **Health Care Provider**

- To provide up to date medical information.
- Fill in the forms as requested.
- Act as a resource.

### **Training:**

All employees will receive training on the Recruitment and Selection Process.

The training session must be evaluated and recorded.

Employees will be required to take additional job skills training when job requirements change.

## **Communication:**

This Recruitment and Selection Process will be communicated to all employees through the following methods:

- Employee Handbook
- Municipality of Trent Hills Policy and Procedures Manual
- Bulletin Boards
- Newsletters
- Pay Inserts
- Training Sessions
- Tailgate Meetings
- Employee Feedback
- Orientation
- Resource Library
- Inspections
- Website
- Performance Appraisals

## **Acknowledgment/Improvement:**

Findings from the evaluation process will determine if the Recruitment & Selection Process requires modification. Any changes made to the program will be reviewed with all employees at staff meetings.

The Municipality of Trent Hills recognizes that this Recruitment & Selection Process is successful due to the participation of all employees carrying out their roles in the program and providing feedback on how this program can be improved.

## **Evaluation:**

A review of the recruitment and selection process will take place on an annual basis to determine its effectiveness. The review will be completed by the Joint Health & Safety Committee and Management Team and will include feedback from all employees.

This form is available in an accessible format, upon request



## Recruitment Related Accommodation Request Form

Please use this form to document requests for accommodations in the recruitment and assessment process.

**\*For Human Resources Department Use Only\***

**Note:** All information is kept confidential except where necessary to arrange the accommodation

Name of requester: \_\_\_\_\_

Position: \_\_\_\_\_

Telephone number: \_\_\_\_\_

Email address: \_\_\_\_\_

Preferred method of contact: \_\_\_\_\_

Accommodation needed for: Recruitment  Selection

Please identify the specific accommodation(s) you are requesting to enable you to participate fully:  
\_\_\_\_\_

Request received by: \_\_\_\_\_

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

Details of accommodation(s) provided:  
\_\_\_\_\_



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## Employee Reference Authorization Form

I, \_\_\_\_\_ authorize the persons as listed below, or as supplied on the list attached, to furnish any information, opinions, reports, or records which may be requested by the Municipality of Trent Hills and waive any right of action against any person or institution who may provide information or opinions in compliance with this authorization. Where required, a copy of this authorization will be supplied to the person/organization providing the reference.

Name	Position
Company	Address
Phone Number	Fax Number

Name	Position
Company	Address
Phone Number	Fax Number

Name	Position
Company	Address
Phone Number	Fax Number

**Please check if list is attached**

<b>Signature of Applicant</b>	<b>Date</b>
<b>Witness</b>	<b>Date</b>

# Policy



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Department/Section <b>Human Resources</b>		Policy Number <b>POL-HR-020</b>
Subject  <b>Permanent Accommodation Policy</b>		Enacted by Council: <b>August 2014</b>
		Motion #
		Review Period <b>Annually</b>
Date Amended	Amending Motion #	Section(s) Amended

## Purpose:

The purpose of this policy is to establish permanent employment accommodations for new and existing employees that require modified work duties and or provisions and equipment to perform the duties of the position. In order for an employee to have permanent employment accommodation(s) there cannot be any expectation that they will one day be able to assume the full, regular duties of the position without accommodation. This will enable those existing employees to participate in the Return to Work Program (Refer to POL-HS-030) and new employees with disabilities to accept suitable employment positions and fully participate in the workforce.

## Policy:

Employees and prospective employees must request a permanent employment accommodation. The possible accommodations may include but are not limited to work duties, and equipment or devices that when used allow the employee to fulfill the job requirements, e.g. screen readers (*refer to Form HR-20-01 Permanent Accommodation Request*).

A Permanent Accommodation Plan is developed collaboratively between the employee, the manager/supervisor/leadhand, and the Coordinator of Human Resources and Health and Safety with input from a medical specialist, e.g. a completed Functional Abilities form or Attending Physicians statement. These documents will help determine the appropriate accommodations measures for the employee.

Based on the details of the relevant abilities and restrictions, the Permanent Accommodation Plan team will explore various options to determine which

accommodation(s) will best address the employee's needs. This may involve some experimentation, partial implementation and additional training.

If the permanent accommodation is denied, the Coordinator of Human Resources and Health and Safety will inform the employee of the reason for the denial.

The cost incurred for the approved permanent employment accommodation, as detailed in the approved accommodation plan, will be incurred by the Municipality of Trent Hills not the employee.

Should any employee with a permanent employment accommodation find they are no longer in need of the accommodation, and/or expect to be able to perform regular duties at some point in the future, a temporary Modified Work Plan will be developed (Refer to HS-6, Modified Work) to replace the Permanent Accommodation Plan.

Should an employee with a permanent employment accommodation request a modified work plan due to an illness or injury, a temporary Modified Work Plan will be developed (Refer to HS-6, Modified Work) to be implemented in conjunction with the Permanent Accommodation Plan.

## **Roles and Responsibilities:**

### **Employer**

- Ensure that every reasonable effort is made to provide permanent employment accommodations for all employees and prospective employees unable to perform their normal duties as a consequence of a disability.

### **Manager/Supervisor/Leadhand**

- Assist in the development of a Permanent Accommodations Program including modified work duties, equipment purchase.
- Cooperate in the Permanent Accommodations Program.
- Inform employees about modified work duties and the permanent accommodation(s).

### **Employee**

- Must request a permanent employment accommodation.
- Responsible for active participation in Permanent Accommodations Program development.

### **Human Resources/Health and Safety**

- Act as a resource for the employer and employee.

## **Training:**

Training for a permanent employment accommodation will take place at Orientation in conjunction with the Return to Work Program (if applicable). Training on any equipment, devices or software that may be part of the Permanent Accommodation Plan will be provided as needed to employees.

The training session must be evaluated and recorded.

Employees will be required to take additional job skills training when job requirements change.

## **Communication:**

The Permanent Employment Accommodation Program Policy will be communicated to all employees through the following methods:

- Employee Handbook
- Municipality of Trent Hills Policy and Procedures Manual
- Email Alerts
- Website
- Health & Safety Boards
- Newsletters
- Pay Inserts
- Training Sessions
- Tailgate Meetings
- Employee Feedback
- Orientation
- Resource Library
- Inspections
- Performance Appraisals

## **Acknowledgement/Improvement:**

Findings from the evaluation process will determine if the Permanent Employment Accommodations Program requires modification. Any changes made to the program will be reviewed with all employees at staff meetings.

The Municipality of Trent Hills recognizes that this Permanent Accommodations Program is successful due to the participation of all employees carrying out their roles in the program and providing feedback on how this program can be improved.

**Evaluation:**

A review of the Permanent Employment Accommodation Program will take place on an annual basis to determine its effectiveness. The review will be completed by the Joint Health & Safety Committee and Management Team and will include feedback from all employees.

# Policy



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Department/Section <b>Human Resources</b>		Policy Number <b>POL-HR-007</b>
Subject  <b>Performance Management Policy</b>		Enacted by Council: <b>August 2014</b>
		Motion #
		Review Period <b>Annually</b>
Date Amended	Amending Motion #	Section(s) Amended

## Purpose:

This policy outlines the guidelines and format to be followed when conducting a performance review for Municipal employees.

## Policy Statement:

The Municipality of Trent Hills is committed to implementing, communicating and monitoring a performance management program that will focus on assessing and improving employee performance, productivity, and effectiveness, with the goal of facilitating employee success. Feedback on performance and recognition of personal achievements will be its hallmark.

Effective performance management relates employee goals, work performance and achievements to department objectives and the strategic plans and priorities of the Municipality. Employees at all levels should be able to clearly understand how their job activities and the level of their performance directly contribute to the success of the Municipality, therefore:

- Departmental business planning goals will link to the Municipality of Trent Hills strategic plan and priorities.
- Individual performance goals and measures will grow out of a department's business plan.

## **Objectives:**

The objectives of this policy are to:

- Foster commitment in the accomplishment of personal, departmental, and the Corporate vision.
- Ensure employees know their strengths are recognized and appreciated.
- Motivate future performance by continuing to establish new goals.
- Provide an opportunity for employee career counselling and planning, employment development, and Corporate succession planning.

## **Procedures:**

Performance management is not a once a year initiative. It is a continuous and interactive process which encourages and supports employees to work to their potential and helps departments achieve business plan goals and the Municipality of Trent Hills accomplish strategic plans and priorities.

1. Performance planning involves clarifying employee performance expectations and linking individual performance to that of the department and organization by identifying and setting goals and measures for desired outcomes for a specific period.

Each job within the Municipality of Trent Hills shall have a job description outlining the specific duties to be carried out by the employee. Standards of performance should be developed for each position to provide supervisors and employees with a basis for evaluating job performance.

2. Over the course of the performance period, the employee executes the agreed to plan. During this time, the supervisor is responsible for providing ongoing performance feedback and coaching. It is important that any performance feedback take into account the accessibility needs of employees with disabilities as well as individual accommodation plans. Elements of the performance plan that become obsolete during the performance execution and coaching phase will be abandoned by mutual agreement and new objectives that respond to changing conditions will be established.

Regular Employees shall have a performance review under any of the following conditions:

- Their immediate supervisor wishes to carry out a review;
- They wish a review and request one;
- Any change in job description is recommended; and

- Once during the calendar year (See HR 7.1-1 for Employee Performance Evaluation Report and HR 7.1-2 for Management (includes probation performance appraisal)).

New employees will have reviews as determined by the Probation Period.

Temporary/contract employees shall have a performance review under any of the following conditions:

- Their immediate supervisor wishes to carry out a review;
- They wish a review and request one;
- Any change in job description is recommended; and
- On the completion of their employment, if possible

Student employees shall have reviews at the completion of their employment (See HR 7.1-3 for 30/60/120 Days/Temporary/Student to be completed by Employee and HR 7.1-4 to be completed by the Immediate Supervisor).

3. All new full-time and part-time employees shall serve a Probationary Period of 6 calendar months during which time their performance will be assessed by their Supervisor or Manager at the 30, 60, and 120 day marks, and finally at the end of the Probationary Period. For union employees, the Supervisor or Manager may extend the probationary period up to 3 months with written notice outlining the reason(s) to the union.

The Probationary Period allows the employee to demonstrate his/her suitability for the position and the Employer to determine if the employee has the ability and compatibility to meet all of the requirements of the job.

Vacations, leaves of absence and any other significant absences during the Probationary Period will automatically extend the period by the length of the absences.

Temporary, student and casual employees are not subject to a Probationary Period and their employment may be terminated at the discretion of the Municipality.

### **Procedures for Conducting Reviews:**

The immediate supervisor's assessment shall be discussed with the employee privately and he/she shall be able to comment in writing on the form.

The immediate supervisor shall note specific examples of the performance being assessed on the form. Positive examples may include projects completed, systems

implemented, accreditation achieved, and work activities shall be noted where performance exceeds standards.

For areas of performance judged less than satisfactory, the immediate supervisor and the employee shall agree on specific improvements to be made. Similarly, objectives for the forthcoming review period shall be negotiated. These should be recorded on the form. The immediate supervisor shall monitor the achievement of these improvements and objectives throughout the year; not just at review time.

If training activities will be needed as a result of the goals set during the review, these should be recorded on the form as recommendations to the Management Team.

It is recognized that staff development is an essential ingredient in increasing morale, motivation and the productivity of employees. Any matters discussed during the performance appraisal interview, which will enhance staff development, should be followed-up on a timely basis.

Once completed, a copy of the performance appraisal will be forwarded to the CAO and a copy added to the employee's personnel file.

It is the responsibility of the CAO, in consultation with the relevant supervisor and/or manager, to ensure ongoing effectiveness and fairness in the conduct of the Performance Appraisal Review process. As required, this could include analysis of completed review forms and coaching and training of supervisors and managers.

## **Approvals**

Both the immediate supervisor and the employee should sign the review form in the appropriate place.

The employee's acknowledgement does not necessarily indicate agreement with the review, just that he/she has seen it and has had the opportunity to discuss it.

## **Benchmarks for Evaluating Department Performance Management Plans:**

### **Organizational Performance**

- Formal communication processes are in place to ensure employees understand the department's business plan and Municipality of Trent Hills strategic priorities (e.g., briefing sessions for all employees).
- The department business plan is accessible to all employees.
- Employees have the opportunity to provide input into the department business planning process.

- The department human resources plan clearly links to the department business plan and Municipality of Trent Hills strategic priorities.
- The department human resource plan is in place and is communicated to all employees.
- The department performance management plan supports the objectives of the department business plan.
- The department has mechanisms in place to ensure that performance management is occurring.
- The department periodically evaluates its performance management plan based on feedback from employees and changing human resource priorities.
- Core competency expectations are communicated to employees.
- Strategies and processes are in place to foster learning and development.
- Financial supports are provided for learning and development.
- Learning & Development policies and supports are communicated to all employees.
- Processes are in place to ensure employees are accountable for learning and development.

## **Employee Performance**

- Orientation is provided for employees to enhance understanding and effectiveness.
- Every employee completes an annual performance plan with their supervisor indicating goals, measures and targets that link to department business plan goals and strategic Municipality of Trent Hills priorities.
- Employees are aware of how their performance will be assessed.
- Every employee completes a learning & development plan with their supervisor that supports their performance plan.
- Employees receive the support and assistance (e.g., coaching, training) they need to execute their performance and learning & development plans.
- Employees and their supervisors review progress on performance and learning & development plans periodically throughout the performance period.
- Processes are in place to facilitate employees receiving feedback from key stakeholders and clients throughout the performance period.
- Formal performance assessments are conducted with employees at the end of the performance period.
- Performance planning and assessment includes a review of performance achievements and core competencies.
- Performance assessments provide information on actions required to improve performance, if necessary, and identify the supports required.
- Supervisors are held accountable for ensuring completion of each step of the performance management process.

## **Rewards and Recognition**

- Pay progression decisions link to performance achievements (non-union employees) and favourable performance reviews.
- Regular recognition is provided by managers and colleagues

## **Roles and Responsibilities:**

### **Employer**

- Reinforcing management and employee responsibilities for:
  - preparing performance and learning & development plans;
  - monitoring and discussing progress in relation to performance and learning & development plans; and
  - conducting performance reviews with the Municipality of Trent Hills Chief Administrative Officer.

### **Directors**

- Implementing the department's performance management plan in accordance with the policy framework.
- Reinforcing management and employee responsibilities for:
  - preparing performance and learning & development plans;
  - monitoring and discussing progress in relation to performance and learning and development plans; and
  - conducting performance reviews with employees.

### **Manager/Supervisor/Leadhand**

- Implementing the department's performance management plan.
- Reviewing employees accommodation plans, if applicable, to ensure needs are understood and if adjustments are needed to help them succeed.
- Ensuring employees have performance and learning & development plans in place.
- Conducting periodic discussions in ways that are accessible with employees regarding progress on performance and learning & development plans and adjusting the plans if necessary.
- Providing training, coaching or supports as needed.
- Conducting performance reviews with employees and initiating performance improvement strategies as needed.

## **Human Resources**

- Providing advice regarding developing, communicating, promoting and monitoring the departments' performance management plans.
- Providing advice and assistance in preparing performance and learning and development plans.

## **Training:**

All employees will receive training on the Performance Management Program as part of the staff Orientation program.

Employees will be required to take additional job skills training when job requirements change.

## **Communication:**

This Performance Management Program will be communicated to all employees through the following methods:

- Employee Handbook
- Municipality of Trent Hills Policy and Procedures Manual
- Bulletin Boards
- Orientation
- Email Alerts
- Performance Appraisals

## **Acknowledgment/Improvement:**

Findings from the evaluation process will determine if the Performance Management Program requires modification. Any changes made to the program will be reviewed with all employees at staff meetings.

The Municipality of Trent Hills recognizes that this Performance Management Program is successful due to the participation of all employees carrying out their roles in the program and providing feedback on how this program can be improved.

## **Evaluation:**

A review of the Performance Management Program will take place on an annual basis to determine its effectiveness. The review will be completed by Management Team and will include feedback from all employees.

# Policy



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Department/Section <b>Health and Safety</b>		Policy Number <b>POL-HS-006</b>
Subject  <b>Modified Work Policy</b>		Enacted by Council: <b>May 2006</b>
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Date Amended <b>August 2014</b>	Amending Motion #	Section(s) Amended

## Purpose:

The purpose of this policy is to establish a list of modified work duties that will enable all employees to participate in the Return to Work Program (Refer to HS-30). The Employer recognizes the benefits of a formal rehabilitation program and will undertake to provide meaningful modified work duties to all ill/injured employees, where possible.

## Guidelines:

1. Modified work is any job, task, function or combination thereof that an employee who suffers from a diminished capacity to work may perform safely without risk of injury/reinjury.
2. The work must be productive and the result of the work must have value.
3. The work must be seen as temporary, generally not to exceed 8-12 weeks in duration and is intended to assist the employee in returning to their regular duties full time.
4. Each department will establish a modified work duties list for the Return to Work Program.
5. A Modified Work Committee made up of the Health & Safety Coordinator, the manager/supervisor/leadhand and the employee will be established, on an as required basis, to address modified work issues that arise in the workplace.

6. All employees are invited to participate in the development of the modified work duties list.
7. When it becomes apparent through the Modified Work program that a return to full, regular duties is not expected, a permanent employment accommodation may be requested for consideration (*Refer to Policy POL-HR-20 Permanent Accommodation*).

## **Roles and Responsibilities:**

### **Employer**

- Ensure that every reasonable effort is made to provide suitable modified work duties for all employees unable to perform their normal duties as a consequence of an illness or occupational injury.

### **Manager/Supervisor/Leadhand**

- Assist in the development of modified work duties.
- Cooperate in the Modified Work Duties Program.
- Inform employees about modified work duties and the Return to Work Program.

### **Employee**

- Responsible for active participation in modified work duties.

### **Health and Safety Coordinator**

- Act as a resource for the employer and employee.

## **Training:**

Training for modified work duties will take place at Orientation in conjunction with the Return to Work Program.

The training session must be evaluated and recorded.

Employees will be required to take additional job skills training when job requirements change.

To keep employees current in all aspects of health and safety, literature will be provided on all upcoming educational opportunities through the use of bulletin boards, pay inserts, internal memos and newsletters. A resource library of information will be kept outside the Health & Safety Coordinator's office. Posters promoting health and safety will be posted to encourage good safety practices in the workplace.

## **Communication:**

This Modified Work Duties Program will be communicated to all employees through the following methods:

- Employee Handbook
- Municipality of Trent Hills Policy and Procedures Manual
- Health & Safety Boards
- Newsletters
- Pay Inserts
- Training Sessions
- Tailgate Meetings
- Employee Feedback
- Orientation
- Resource Library
- Inspections
- Performance Appraisals

### **Acknowledgment/Improvement:**

Findings from the evaluation process will determine if the Modified Work Duties Program requires modification. Any changes made to the program will be reviewed with all employees at staff meetings.

The Municipality of Trent Hills recognizes that this Modified Work Duties Program is successful due to the participation of all employees carrying out their roles in the program and providing feedback on how this program can be improved.

### **Evaluation:**

A review of the Modified Work Duties Program will take place on an annual basis to determine its effectiveness. The review will be completed by the Joint Health & Safety Committee and Management Team and will include feedback from all employees.