

## Personnel Standing Committee Meeting Agenda

**Date:** Tuesday, August 13, 2024, 5:30 pm  
**Location:** Tecumseh Town Hall - Council Chambers  
917 Lesperance Road  
Tecumseh, Ontario N8N 1W9

**Pages**

- A. Roll Call**
- B. Call to Order**
- C. Land Acknowledgement**

We acknowledge that we are on land and surrounded by water, originally inhabited by Indigenous Peoples who have travelled this area since time immemorial. This territory is within the lands honoured by the Wampum Treaties; agreements between the Anishinaabe, Haudenosaunee, Leni Lenape and allied Nations to peacefully share and care for the resources around the Great Lakes. Specifically, we would like to acknowledge the presence of the Three Fires Confederacy Ojibwe, Odawa, Potawatomi and Huron/Wendat Peoples. We are dedicated to honouring Indigenous history and culture while remaining committed to moving forward respectfully with all First Nations, Inuit and Métis.

- D. Disclosure of Pecuniary Interest**
- E. Delegations**
- F. Communications**
- G. Reports**

1. CAO-PC-2024-07 Progressive Discipline Policy

4 - 16

**Recommendation**

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

**That** Report CAO-PC-2024-07 entitled “Progressive Discipline Policy Update” be **received**;

**And that** the revisions in Attachment 1 to Report CAO-PC-2024-07 “Progressive Discipline Policy Update” be **recommended** by the Personnel Committee for **approval** by Council at the September 10, 2024 Regular Council Meeting.

2. CAO-PC-2024-08 Conflict of Interest Policy

17 - 26

**Recommendation**

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

**That** Report CAO-PC-2024-08 entitled “Conflict of Interest Policy” be **received**;

**And that** Attachment 1 to Report CAO-PC-2024-08 “Conflict of Interest Policy” be **recommended** by the Personnel Committee for **approval** by Council at the September 10, 2024 Regular Council Meeting.

3. CAO-PC-2024-09 Employee Code of Conduct & Ethics Policy

27 - 57

**Recommendation**

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

**That** Report CAO-PC-2024-09 entitled “Employee Code of Conduct and Ethics” be received;

**And that** Attachment 1 to Report CA-PC-2024-09 “Employee Code of Conduct and Ethics” be **recommended** by the Personnel Committee for **approval** by Council at the September 10, 2024 Regular Council Meeting.

**And further that** Council **delegate authority** to the Director of People & Culture and Chief Administrative Officer to regularly review and, if applicable, revise the Employee Code of Conduct, with any significant amendments to be reported to Council for information.

**Recommendation**

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

**That Report LCS-2024-14 entitled "Records Management Specialist" be received;**

**And that the recommended revised associated pay for the Records Management Specialist position, as outlined in the Report, be approved.**

**H. New Business**

**I. Adjournment**

**Recommendation**

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

That there being no further business, the Tuesday, August 13, 2024 meeting of the Personnel Committee Meeting be adjourned at \_\_\_\_ pm.



## The Corporation of the Town of Tecumseh

Chief Administrative Officer - People & Culture

**To:** Personnel Committee

**From:** Michelle Drouillard, Director People and Culture

**Date to Council:** August 13, 2024

**Report Number:** CAO-PC-2024-07

**Subject:** Progressive Discipline Policy Update

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### Recommendations

It is recommended:

**That** Report CAO-PC-2024-07 entitled “Progressive Discipline Policy Update” be **received**;

**And that** the revisions in Attachment 1 to Report CAO-PC-2024-07 “Progressive Discipline Policy Update” **be recommended** by the Personnel Committee for **approval** by Council at the September 10, 2024 Regular Council Meeting.

### Background

In the process of conducting a departmental policy review, Administration discovered that Policy No. 64 Progressive Discipline Policy has not been updated since its adoption date of December 22, 2008.

This policy was implemented to ensure a consistent and fair approach to employee performance and behaviour and applies to all Town employees.

Updates to this policy are required to ensure the Town is in line with industry best practices, supporting our management team and providing a framework for employees to understand the discipline process. Should a discipline matter be grieved by an employee, or if they choose to pursue litigation, the Corporation will be asked to provide

this policy as supporting documentation and to demonstrate a recent review and relevancy in the workplace.

Ensuring this policy is current also falls in line with the People Strategy Objective of “Deliver Excellence in HR Core Services,” with a focus on Efficiency and Effectiveness.

## Comments

A review of the Policy No. 64 Progressive Discipline Policy found deficiencies in the policy procedures and outdated wording and language throughout the policy.

Amendments to the policy are summarized below and the fully revised policy can be found as Attachment 1.

- **Policy Statement** – Revised to a more all-encompassing statement.

Confidentiality and respect for an employee’s rights and dignity was added into the policy statement. It’s also noted that the policy will provide guidance and assistance to supervisors when the need for discipline arises.

- **Definitions** – Outdated wording and language was updated or removed.

The word counselling was removed from the policy as it’s an outdated term in relation to discipline. The policy was reviewed to ensure that inclusive language is used throughout.

- **Description/Procedures** – Updated to reflect current human resources best practices.

The verbal warning step has been removed from the process as they were documented and thus a written warning. Non-disciplinary actions such as a letter of expectation and employee development plan have been added to the policy. It was clarified that disciplinary steps may be repeated or escalated up to the point of termination depending on the factors.

It was added that should an employee decline the right to a union/association representative, a Waiver of Union Representation Form must be signed confirming such refusal and attached to the discipline letter.

Disciplinary record retention was added to the policy. Previously this was not specified. Employees that are members of the Fire Association follow what is prescribed in their employment agreement. For all other employees, disciplinary action will be retained for 24 months, provided no other disciplinary action has taken place in that time period.

- **Responsibilities** – Updated to reflect the updated procedures and removed any outdated wording and language.

The updated policy ensures that the Town is in line with current industry best practices. It also provides clear guidance on disciplinary procedures to employees, supervisors and managers.

This policy update also aligns with the Town’s strategic priority to enhance the service experience of Team Tecumseh.

## Consultations

All Departments

## Financial Implications

There are no financial implications associated with this policy.

## Link to Strategic Priorities

Applicable	<a href="#">2023-2026 Strategic Priorities</a>
<input type="checkbox"/>	Sustainable Growth: Achieve prosperity and a livable community through sustainable growth.
<input type="checkbox"/>	Community Health and Inclusion: Integrate community health and inclusion into our places and spaces and everything we do.
<input checked="" type="checkbox"/>	Service Experience: Enhance the experience of Team Tecumseh and our citizens through responsive and respectful service.

## Communications

Not applicable

Website

Social Media

News Release

Local Newspaper

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Amanda Schram, CHRL  
People & Culture Advisor

Reviewed by:

Michelle Drouillard, BA Hons., CHRL  
Director People & Culture

Recommended by:

Margaret Misek-Evans, MCIP, RPP  
Chief Administrative Officer

<b>Attachment Number</b>	<b>Attachment Name</b>
1	64 – Progressive Discipline Policy – Update August 2024



## The Corporation of the Town of Tecumseh

### Policy Manual

<b>Policy Number:</b>	<b>64</b>
<b>Effective Date:</b>	<b>September 10, 2024</b>
<b>Supersedes:</b>	PC – 34/08 December 22, 2008
<b>Approval:</b>	Click or tap here to enter text.
<b>Subject:</b>	<b>64 Progressive Discipline Policy - Update August 2024.docx</b>

#### 1. Policy Statement

This policy has been developed to:

- 1.1 Provide a consistent, standardized process to ensure that discipline is administered fairly, reasonably, impartially, and with the utmost discretion, confidentiality, and respect for Employee's rights and dignity while also ensuring the Employee is held accountable for their actions; and build on the skills of our present staff and set clear job and behavioural expectations.
- 1.2 Provide guidance and assistance to Supervisors when the need for discipline of an Employee arises.

#### 2. Scope

- 2.1 This policy applies to all Town Employees.
- 2.2 Employees covered by a collective agreement are subject to the terms and conditions in their respective collective agreements.

#### 3. Definitions



- 3.1 “Bargaining Unit,” a group of Employees legally represented by a labour union for the purpose of negotiating terms and conditions of employment with an employer.
- 3.2 “Employee,” for the purpose of this policy, an Employee includes any unionized, non-unionized, management, full and part-time, permanent, temporary, student, volunteer firefighter, contract, and seasonal staff.
- 3.3 “Performance Improvement Plan,” is a tool to give an Employee with performance deficiencies the opportunity to succeed. It may be used to address failures to meet specific job goals or expectations or to improve behaviour-related concerns.
- 3.4 “Progressive Discipline,” a process for addressing job-related behavior that does not meet expected and communicated performance standards. The primary purpose for Progressive Discipline is to assist the Employee to understand that a performance problem or opportunity for improvement exists.
- 3.5 “Supervisor,” for the purpose of this policy, a Supervisor is any person who has charge of a workplace or authority over an Employee.

## 4. Procedure

### General Parameters

- 4.1 All disciplinary matters shall remain confidential between the parties and shall not be disclosed to anyone other than as required to implement and manage the discipline.
- 4.2 Discipline should be issued as soon as possible after the violation comes to the attention of the Supervisor. Should an investigation need to be conducted, discipline should not be issued until the Supervisor is confident that they have the facts required to make an informed decision on the matter. Disciplinary timelines in the Collective & Association Agreements will be adhered to wherever possible. If more time is required, the Employer will notify the Union in writing accordingly.
- 4.3 Four important factors should be considered in all applications of disciplinary action:
  - a) the seriousness of the offence, including whether it was safety-related,
  - b) the Employee’s past record,

- c) the Employee's service time with the Town, and
  - d) the circumstances surrounding the particular case.
- 4.4 Progressive Discipline usually progresses as follows, although progression may alter depending on the nature and circumstances surrounding the issue. Steps may be repeated or escalated up to the point of termination depending on the factors.
- a) written warning
  - b) suspension without pay
  - c) termination of employment
- 4.5 In addition to the above disciplinary actions, the Supervisor may consider alternative options such as initiating a Performance Improvement Plan where appropriate. Non-disciplinary options such as a letter of expectation or an Employee development plan may also be considered. When considering alternate disciplinary and non-disciplinary options or escalating discipline, Supervisors should consult with the People & Culture Department to determine the appropriate level of discipline.
- 4.6 At the discretion of the Department Director and in consultation with the Director of People and Culture or designate, the Town may place an Employee on a paid leave of absence pending an investigation of allegations of misconduct, when the nature of the allegation compromises the ability of the Employee to perform their duties, and when a substantial period of time will be required to complete an investigation or legal action. Such leave is not considered disciplinary action and may not be appealed.
- 4.7 Prior to discipline being issued, all pertinent information will be reviewed with the Employee and the Employee will be provided with an opportunity to explain their actions to ensure that all facts or circumstances are known. It is the responsibility of the Supervisor to thoroughly evaluate the circumstances and facts as objectively as possible and then, if necessary, apply the most suitable form of discipline as appropriate. In situations where all the facts or circumstances are known, this meeting may not be required.
- 4.8 A People & Culture representative will attend any investigation or disciplinary meetings as a witness and assist the Supervisor in taking notes and obtaining all required information.

#### Employee Representation

- 4.9 If the Employee is a member of the CUPE Bargaining Unit, the Supervisor or People & Culture will ensure that they adhere to the collective agreement by providing notice to the Employee of the nature of the disciplinary meeting, advising the Employee of the right to have a union representative present at the meeting. The Employee may also have a union representative attend any fact-finding meetings that take place prior to the disciplinary action being imposed.
- 4.10 If the Employee is a member of the Tecumseh Fire Fighter's Association, the Supervisor or People & Culture will ensure that they adhere to the collective agreement by providing notice to the Employee of the nature of the disciplinary meeting, advising the Employee of the right to have an association representative present at the meeting.
- 4.11 Should an Employee decline the right to a union/association representative, a Waiver of Union Representation Form must be signed confirming such refusal and attached to the discipline letter.

#### Written Warning

- 4.12 This discipline will be issued in instances where:
- a) the Employee continues to disregard a letter of expectation,
  - b) there is a series of unrelated infractions, or
  - c) where a single infraction is severe enough to warrant a written warning.
- 4.13 The Supervisor and People & Culture should arrange a meeting with the Employee to discuss the infraction and provide the written warning.
- 4.14 The written warning should confirm the date and nature of the infraction in detail, include a reference to the previous letter of expectation (if applicable), and clearly state what corrective action must be taken by the Employee to avoid further discipline, as well as indicating any supports that the Town can provide to the Employee.
- 4.15 The original letter is issued to the employee with a copy being placed in the Employee's file in People & Culture and a copy will also be sent to the Employee's bargaining agent (if applicable).

#### Suspension

- 4.16 This type of discipline should be applied for severe infractions or for repeated violations. For less severe infractions, a suspension is typically only issued after an Employee has received a written warning.

- 4.17 The Town will suspend an Employee without pay when circumstances related to an Employee's overall performance, or an incident would not warrant immediate termination. The length of suspension should not normally exceed five (5) working days. Exceptions may include, but are not limited to, incidents of violence, harassment and/or discrimination or serious acts of misconduct.
- 4.18 Employees will only be suspended with the authorization of the Director of People & Culture and the relevant Department Director.
- 4.19 The Supervisor and People & Culture will meet with the Employee to discuss the discipline and provide the letter of suspension. The letter will confirm the date and nature of the infraction in detail, include a reference to any previous discipline (if applicable), and clearly state what corrective action must be taken by the Employee to avoid further discipline, as well as indicating any supports that the Town can provide to the Employee. It will also outline details of the suspension including the Employee's return to work date.
- 4.20 The original letter is issued to the Employee with a copy being placed in the Employee's file in People & Culture and a copy will also be sent to the Employee's bargaining agent (if applicable).
- 4.21 People & Culture will contact payroll to ensure the suspension is processed in the payroll system in a timely manner.

#### Termination

- 4.22 The termination of an Employee may be warranted in instances involving insubordination, theft, harassment, or violence, illegal or destructive acts while on the job, or other substantial misbehaviour deemed inappropriate by the Town.
- 4.23 An Employee may also be terminated after repeated offences of a less serious nature than those listed in Section 4.22 or has demonstrated negative patterns of behaviour documented by the Supervisor and appropriate behavioural changes have not resulted from previous disciplinary actions.
- 4.24 An Employee will only be discharged with the authorization of the Director of People & Culture, the applicable Department Director, and the Chief Administrative Officer.
- 4.25 The Supervisor and People & Culture will meet with the Employee to provide notification of the termination in writing. This letter will be copied to the bargaining agent (if applicable) and placed in the Employee file in

People & Culture. In extreme cases and with the approval of the Director of People & Culture, the termination letter may be sent electronically, followed by a couriered original to the Employee.

- 4.26 The Supervisor or People & Culture will collect all Town property from the Employee.
- 4.27 People & Culture will complete an Employee Termination Form and send it to Payroll for processing. People & Culture will also complete an IT Asset Return Form and send it to IT for processing.

#### Discipline Records

- 4.28 All records of disciplinary action will remain in the Employee's file in People & Culture, which remains the property of the Town.
- 4.29 If the Employee is a member of the Tecumseh Firefighter's Association, the record of any discipline action, shall not be referred to or used against an Employee at any time after 24 months following such action, provided no other disciplinary action has been taken against that Employee within that last 24-month period. Health and Safety Infractions will remain in the employees' file for a period of five (5) years.
- 4.30 For all other Employees, a record of any disciplinary action will not be referred to or used against the Employee at any time after 24 months following such action, provided no other disciplinary action has been taken against the Employee within that 24-month period.
- 4.31 Where possible, all letters of discipline should be signed by the Employee and union/association representative, where applicable, confirming receipt of the letter.

#### Appeals

- 4.32 A member of CUPE or the Tecumseh Fire Association who has been disciplined may appeal the discipline under the grievance procedure of the applicable collective agreement.
- 4.33 A non-union Employee may appeal the discipline in a progressive manner. The non-union Employee must first submit their appeal in writing to their Supervisor within five (5) working days from the receipt of the discipline. The Supervisor will determine if the appeal has merit and render a decision in writing within ten (10) working days of receiving the appeal.

The Employee may further appeal this decision progressively to their Manager, Department Director, and the Chief Administrative Officer each within five (5) working days from receipt of the previous decision. The

Manager, Department Director and the Chief Administrative Officer will determine if the appeal has merit and render a decision in writing within ten (10) working days. The decision of the Chief Administrative Officer is final.

## 5. Responsibilities

### 5.1 Employee (as defined in section 3.2)

- a. Understand and comply with the policy associated with discipline.
- b. Be aware of the expected standards in the workplace.
- c. Be aware of the consequences of continuing with unacceptable performance or behaviour.
- d. Comply with requests to investigate the alleged misconduct or performance issues.
- e. Confirm their denial of the offer for a union/association representation by signing a waiver, where applicable.
- f. Inform their Supervisor if there are considerations under the Ontario Human Rights Code.

### 5.2 Supervisors (as defined in section 3.5)

- a. Provide appropriate direction, focus and resources to Employees.
- b. Monitor and recognize good performance.
- c. Address in a timely fashion situation where Employee behaviour or performance is unacceptable.
- d. Consult with People & Culture prior to initiating the Progressive Discipline process.
- e. Must respect the rights of unionized Employees to representation by their union/association. Please refer to the Collective/Association Agreements or People & Culture for further information.
- f. Must investigate and review all the information and documentation gathered from witnesses and the Employee prior to reaching any final conclusions.

- g. Must respect the confidentiality of the matter throughout the process.
- h. Ensure that:
  - i. The Employee is aware of the acceptable standards in the workplace.
  - ii. The Employee is made aware when his/her actions are unacceptable.
  - iii. The Employee is aware that future discipline may result if unacceptable behaviour or performance persists.
  - iv. The investigation is fair, objective, complete and timely.
  - v. The discipline fits the misconduct.
  - vi. The necessary documentation supports their action if it leads to arbitration, litigation, or criminal proceedings.
  - vii. Discipline or non-disciplinary measures must occur as soon as possible after the misconduct and investigation and, in any event, within the time limit in the relevant collective agreement, if any.

### 5.3 People & Culture Department

- a. Provide guidance, recommendations and advice associated with the procedures for discipline.
- b. Support Supervisors and Employees by providing advice and guidance with disciplinary matters.
- c. May impose discipline at all levels including suspension and terminations on corporate matters or breaches of policy.
- d. Attend any disciplinary meetings.
- e. Assist with interviews, investigations, research etc.
- f. Provide approvals as required.
- g. Maintain all records of discipline letters in the Employee files.

## 6. References and Related Documents

- 6.1 CUPE Local 702.1, 702.2, 702.5, 702.13 Collective Agreements

## 6.2 Tecumseh Firefighter's Association Agreement





## The Corporation of the Town of Tecumseh

Chief Administrative Officer - People & Culture

**To:** Personnel Committee

**From:** Michelle Drouillard, Director People and Culture

**Date to Council:** August 13, 2024

**Report Number:** CAO-PC-2024-08

**Subject:** Conflict of Interest Policy

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### Recommendations

It is recommended:

**That** Report CAO-PC-2024-08 entitled “Conflict of Interest Policy” be **received**;

**And that** Attachment 1 to Report CAO-PC-2024-08 “Conflict of Interest Policy” be **recommended** by the Personnel Committee for **approval** by Council at the September 10, 2024 Regular Council Meeting.

### Background

In the process of conducting a departmental policy review, Administration became aware that the Corporation does not have a Conflict of Interest Policy in place for employees.

A Conflict of Interest Policy outlines the procedures for employees when a conflict or perceived conflict of interest occurs between their personal interests and the interests of the Corporation. Through policy benchmarking we found that many municipalities have a policy in place for employees in order to avoid situations that could erode public and internal trust or damage the Corporation’s reputation.

This policy supports the Town's values of accountability and integrity and ensures employees are aware of what a conflict or perceived conflict of interest is and how to avoid such situations.

## Comments

Our policy states that the Town of Tecumseh is committed to ensuring that Town employees conduct the business of the Town in an equitable, independent, impartial, and responsible manner.

An employee for the purpose of this policy includes any unionized, non-unionized, management, full and part-time, permanent, temporary, student, volunteer firefighter, contract, and seasonal staff.

The policy provides clear definitions and examples of conflicts of interest. The examples included are below:

- a) Where an employee makes a personal bid on the sale of municipal property or goods, except in circumstances where the property or goods are being disposed of at public auction.
- b) Employees or family members living within their household sell goods, materials, or services to the Municipality. An exception may be made with the approval of the Chief Administrative Officer (CAO) to secure services from an employee outside the regular hours of employment on a fee for service basis, provided the opportunity is made available on an equal basis to other persons.
- c) Where an employee may influence the decision of the Municipality in dealing with a company or person which conducts business with the Municipality, when the company or person is largely owned or controlled by an employee or an immediate relative, or in which the employee may have an interest.
- d) Where an employee may influence the decision of the Municipality in respect of a particular company or person which is applying to the Municipality for a loan, grant or other advantage, when the employee has a significant responsibility in the affairs of the applicant (i.e., the Employee is a trustee of land or other property).
- e) Ownership by an employee of land or their property where a property's value may be influenced by the employee.
- f) When an employee solicits or accepts a gift, present, favour or the materiality of, placing the employee under obligation to the donor.
- g) When members of an employee's immediate family receive personal benefit because of the position of the employee.
- h) When an employee performs similar duties outside of their position and hours of work at the Municipality. This could be self-employment, working

for a second employer, or a side job performed with or without remuneration for friends or family.

The policy states that employees shall not undertake outside employment, including self-employment, if such employment:

- a) Causes a real or perceived conflict of interest;
- b) Is performed in such a way as to appear to be an official act of or to represent the Town;
- c) Interferes with regular Town duties in any way; or,
- d) Involves the use of Town premises, resources or equipment including but not limited to Town e-mail, telephones, cell phones, or supplies.

The policy documents that if an employee believes that there is potential for real or perceived conflict of interest, then that employee must make prompt and full disclosure in writing to their supervisor and obtain approval prior to commencement of activities. It is not the responsibility of the Municipality to discover a conflict of interest or a perceived conflict of interest.

The policy also identifies that an employee shall not act or advocate for or represent any person or entity other than the Municipality, in any court proceeding or other adversarial proceeding, in which the Municipality is a party or participant.

Disclosure of confidential information is also addressed in the way that employees must use utmost care and discretion in the handling of confidential or privileged information and other information coming to them by reason of employment, and such information shall not be used for personal benefit of family, friends, or associates. Employees are not to discuss or pass on such information unless the exchange is necessary for a specific business purpose of the Municipality.

The Town will provide this written policy to all employees within 30 days of its effective date via electronic distribution. The policy will be included in all new hire onboarding packages.

## **Consultations**

All Departments

## **Financial Implications**

There are no financial implications associated with this policy.

## Link to Strategic Priorities

Applicable	<a href="#">2023-2026 Strategic Priorities</a>
<input type="checkbox"/>	Sustainable Growth: Achieve prosperity and a livable community through sustainable growth.
<input type="checkbox"/>	Community Health and Inclusion: Integrate community health and inclusion into our places and spaces and everything we do.
<input checked="" type="checkbox"/>	Service Experience: Enhance the experience of Team Tecumseh and our citizens through responsive and respectful service.

## Communications

Not applicable

Website

Social Media

News Release

Local Newspaper

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Amanda Schram, CHRL  
People & Culture Advisor

Reviewed by:

Michelle Drouillard, BA Hons., CHRL  
Director People & Culture

Recommended by:

Margaret Misek-Evans, MCIP, RPP  
Chief Administrative Officer

<b>Attachment Number</b>	<b>Attachment Name</b>
1	CAO-PC-2024-08 Conflict of Interest Policy – August 2024



## The Corporation of the Town of Tecumseh

### Policy Manual

<b>Policy Number:</b>	<b>132</b>
<b>Effective Date:</b>	<b>September 10, 2024</b>
<b>Supersedes:</b>	N/A
<b>Approval:</b>	Click or tap here to enter text.
<b>Subject:</b>	<b>CAO-PC-2024-08 Conflict of Interest Policy – August 2024.docx</b>

#### 1. Policy Statement

- 1.1 The Corporation of the Town of Tecumseh is committed to ensuring that Town Employees conduct the business of the Town in an equitable, independent, impartial, and responsible manner.

#### 2. Scope

- 2.1 This policy applies to all Town Employees.

#### 3. Definitions

- 3.1 “Conflict of Interest,” is defined as a situation in which an Employee is in a position to capitalize on his or her employment with the Municipality in some way to obtain a direct or indirect personal benefit.
- 3.2 “Employee,” for the purpose of this policy, an Employee includes any unionized, non-unionized, management, full and part-time, permanent, temporary, student, volunteer firefighter, contract, and seasonal staff.
- 3.3 “Municipality,” includes the Town of Tecumseh, local boards, and committees.

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- 3.4 “Perceived Conflict of Interest,” is a situation in which a reasonable member of the public might believe that a Conflict of Interest exists where one does not.
- 3.5 “Supervisor,” for the purpose of this policy, a Supervisor is any person who has charge of a workplace or authority over an Employee.
- 3.6 Below, is a brief list of examples of Conflicts of Interest, which is not intended to be exhaustive or all inclusive:
- a) Where an Employee makes a personal bid on the sale of municipal property or goods, except in circumstances where the property or goods are being disposed of at public auction.
  - b) Employees or family members living within their household sell goods, materials, or services to the Municipality. An exception may be made with the approval of the Chief Administrative Officer (CAO) to secure services from an Employee outside the regular hours of employment on a fee for service basis, provided the opportunity is made available on an equal basis to other persons.
  - c) Where an Employee may influence the decision of the Municipality in dealing with a company or person which conducts business with the Municipality, when the company or person is largely owned or controlled by an Employee or an immediate relative, or in which the Employee may have an interest.
  - d) Where an Employee may influence the decision of the Municipality in respect of a particular company or person which is applying to the Municipality for a loan, grant or other advantage, when the Employee has a significant responsibility in the affairs of the applicant (i.e., the Employee is a trustee of land or other property).
  - e) Ownership by an Employee of land or their property where a property’s value may be influenced by the Employee.
  - f) When an Employee solicits or accepts a gift, present, favour or the materiality of, placing the Employee under obligation to the donor.
  - g) When members of an Employee’s immediate family receive personal benefit because of the position of the Employee.
  - h) When an Employee performs similar duties outside of their position and hours of work at the Municipality. This could be self-employment, working for a second employer, or a side job performed with or without remuneration for friends or family.

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## 4. Procedure

- 4.1 Employees owe a duty of loyalty to the Municipality and to the public whom they serve.
- 4.2 Employees may not use their position of employment to obtain a direct or indirect personal benefit.
- 4.3 Avoiding and preventing situations that could give rise to a Conflict of Interest, or a Perceived Conflict of Interest, is a primary means by which Employees maintain the confidence of the public whom they serve.
- 4.4 Being in a Conflict of Interest is not improper in itself. Depending on the Employee's position and responsibilities, a Conflict of Interest may occur without any wrongdoing on the part of the Employee.
- 4.5 Employees have the obligation to disclose a discovered Conflict of Interest or a Perceived Conflict of Interest immediately to their Supervisor. It is not the responsibility of the Municipality to discover a Conflict of Interest or a Perceived Conflict of Interest.
- 4.6 A Perceived Conflict of Interest should be avoided to maintain the confidence of the public. Therefore, Perceived Conflicts of Interest will not be permitted unless reviewed and approved in accordance with this policy.
- 4.7 Employees shall not undertake outside employment, including self-employment, if such employment:
  - a) Causes a real or Perceived Conflict of Interest;
  - b) Is performed in such a way as to appear to be an official act of or to represent the Town;
  - c) Interferes with regular Town duties in any way; or,
  - d) Involves the use of Town premises, resources or equipment including but not limited to Town e-mail, telephones, cell phones, or supplies.
- 4.8 If an Employee believes that there is potential for real or Perceived Conflict of Interest, then that Employee must make prompt and full disclosure in writing to their Supervisor and obtain approval prior to commencement of activities.
- 4.9 In the case of the CAO, a full disclosure in writing must be submitted to the Personnel Committee for review.



- 4.10 Employees who use their position of employment to obtain a direct or indirect personal benefit will be subject to disciplinary action up to and including termination of employment.
- 4.11 Employees who fail to disclose a Conflict of Interest or a Perceived Conflict of Interest may face disciplinary action up to and including termination of employment.

## **5. Representing Others**

- 5.1 An Employee shall not act or advocate for or represent any person or entity other than the Municipality, in any court proceeding or other adversarial proceeding, in which the Municipality is a party or participant. This prohibition includes an Employee representing the Employee's family members in any such proceeding. This does not preclude any Employee from representing themselves.
- 5.2 This prohibition does not prevent an Employee of the Municipality from commencing or participating in proceedings against the Municipality in accordance with the Employee's duty to comply with or enforce any laws, regulations, or bylaws even if the subject of such enforcement action is the Municipality.

## **6. Disclosure of Confidential Information**

- 6.1 Employees must use utmost care and discretion in the handling of confidential or privileged information and other information coming to them by reason of employment, and such information shall not be used for personal benefit of family, friends, or associates. Employees are not to discuss or pass on information unless the exchange is necessary for a specific business purpose of the Municipality.
- 6.2 An example of disclosing confidential information may be the announcement to a family member or colleague, the sale date of pending lands/equipment and expected purchase price (insider information).

## **7. Responsibilities**

- 7.1 Employee
  - a. Understand and comply with the policy associated with Conflict of Interest.

- b. Be aware of the expected standards in the workplace and make a full and prompt and full disclosure in writing to their Supervisor.

## 7.2 Supervisors

- a. Provide appropriate direction, focus and resources to Employees with respect to the Conflict of Interest policy.
- b. Consult with People & Culture and/or other resources including the Chief Administrative Officer as needed on the policy.

## 7.3 People & Culture Department

- a. Provide guidance and advice associated with the procedures for Conflict of Interest
- b. Support Supervisors and Employees by providing advice and guidance on the policy.
- c. Maintain all records of declaration and approval documentation in the Employee's personnel file.

# 8. Filing

- 8.1 All written disclosures of a Conflict of Interest or Perceived Conflict of Interest are to be forwarded to the People & Culture Department, for filing in the appropriate Employee's personnel file. A copy will be provided to the Employee and the Employee's Supervisor.



## The Corporation of the Town of Tecumseh

Chief Administrative Officer - People & Culture

**To:** Personnel Committee

**From:** Michelle Drouillard, Director People and Culture

**Date to Council:** August 13, 2024

**Report Number:** CAO-PC-2024-09

**Subject:** Employee Code of Conduct and Ethics

---

### Recommendations

It is recommended:

**That** Report CAO-PC-2024-09 entitled “Employee Code of Conduct and Ethics” be received;

**And that** Attachment 1 to Report CA-PC-2024-09 “Employee Code of Conduct and Ethics” **be recommended** by the Personnel Committee for **approval** by Council at the September 10, 2024 Regular Council Meeting.

**And further that** Council **delegate authority** to the Director of People & Culture and Chief Administrative Officer to regularly review and, if applicable, revise the Employee Code of Conduct, with any significant amendments to be reported to Council for information.

### Background

In the process of conducting a departmental policy review, Administration became aware that the Corporation does not have a current Employee Code of Conduct in place for employees.

Currently, the only document on file governing employee conduct in the Town's workplace is the "Rules of Employee Conduct". This document was approved by the Town's Personnel Committee and was adopted by Council in July 2000. As this document is over twenty-four (24) years old, it is no longer compliant with legal statutes and is not considered to be in-line with personnel best practices. As well, the document does not address several areas that have evolved over the past two decades including cybersecurity, social media, human rights and health & safety matters. The Rules of Employee Conduct are found in Attachment 1.

An Employee Code of Conduct is vital to any organization, regardless of size or industry. It is a guiding document that outlines the expectations for appropriate behaviour and conduct in the workplace, serving as a foundation for acceptable and ethical behaviour by employees.

A Code of Conduct is critical in creating a positive and respectful work environment. It establishes clear expectations for employee behaviour, interactions and professional relationships, promoting mutual respect and professionalism.

A comprehensive Code of Conduct that covers issues such as the Town's values, expected behaviours, professional appearance and other vital Town policies ensures that employees work in a conducive atmosphere. A positive workplace culture can improve employee morale, reduce turnover, and increase productivity, ultimately fostering an ethical organizational culture.

A Code of Conduct can also help to establish trust between employees and the management team, as it creates a sense of accountability and transparency while ensuring compliance with policies and fostering an environment where employees feel supported when issues arise.

Implementing an Employee Code of Conduct and Ethics aligns well with the Town's strategic priority to enhance the service experience of Team Tecumseh.

## **Comments**

We have structured the Employee Code of Conduct and Ethics (the "Code") to align with the Town's values and thus provide expectations regarding acceptable behaviours in the workplace. We have summarized vital organizational policies and provided reference to them should employees want to refer to a specific policy for further information.

The Code applies to all employees of the Town of Tecumseh (the "Town") including all supervisory and managerial employees, student workers, contract workers and volunteers.

The Code is about the values, principles, and standards of behaviour that govern actions as Town employees. Based on the Town's values, the Code sets the standard

for a safe and respectful workplace, protects the collective reputation of the Town, and strengthens the commitment of working together for sustainable community growth and service delivery to support an exceptional quality of life for residents.

The Code guides the actions and conduct of employees as representatives of the Town in order to build trust and confidence within the organization and the community. It speaks to employees' responsibilities to the Town, to each other, and to the public.

The Code guides Employees:

- To live the Town's values and protect the Town's reputation.
- To be honest, ethical, fair, and transparent.
- To think critically, to act objectively and impartially.
- To make well-informed decisions every day.
- To build trust with the public.
- To comply with laws, regulations, standards, policies and procedures.
- To seek resources for assistance.

The Code is organized into themes, to provide a common reference for standards of behaviour. It helps employees understand what to expect and what is expected of employees in the workplace. There are five themes that employees are responsible for: Protect Information and Interests, Foster a Safe and Healthy Workplace, Treat People with Care, Conduct Business with Integrity, and Safeguard Assets.

The Town's values (Accountability, Equity Diversity & Inclusion, Excellence, Integrity, Sustainability, Teamwork) have been defined and incorporated into the Code, which guides employees to live these values in day-to-day work.

The Code defines the behaviours that the Town expects of all employees:

- Tell the Truth
- Make Well Informed Decisions
- Uphold the Law
- Respect Other Professional Codes of Conduct
- Comply with Policies & Procedures

The Code touches on a variety of vital Town Policies such as:

- Professional Appearance Policy (Pol No .96)
- Progressive Discipline Policy (Pol No. 64)
- Confidentiality of Information Policy (Pol No. 57)
- Communications Policy (Pol No. 76)
- Social Media Policy (Pol No. 80)
- Health & Safety Policy (Pol No. 07)
- Workplace Violence Prevention Policy & Program (Pol No. 129)

- Workplace Harassment Prevention Policy & Program (Pol No. 128)
- Integrated Accessibility Standards Regulation (Pol No. 79)
- Hiring of Employees Policy (Pol No. 54)
- Conflict of Interest Policy (Pol No. 132)
- Technology Acceptable Use Policy (Pol No. 9)
- Travel Policy (Pol No. 14)
- Corporate Credit Card Issuance and Use Policy (Pol No. 16)
- Purchasing Policy (Pol No. 17)

The Town will provide the Code to all employees within 30 days of its effective date via electronic distribution. The policy will be included in all new hire onboarding packages as a condition of employment; employees will have to review and sign off that they have read, understood and will comply with the Code. Annually, employees will complete an online acknowledgement certifying that they have read, understood and will continue to comply with the Code.

Developing and implementing an Employee Code of Conduct and Ethics also aligns well with the People Strategy Objective of “Deliver Excellence in HR Core Services,” with a focus on Efficiency and Effectiveness.

## **Consultations**

All Departments

## **Financial Implications**

There are no financial implications associated with this policy.

## Link to Strategic Priorities

Applicable	<a href="#">2023-2026 Strategic Priorities</a>
<input type="checkbox"/>	Sustainable Growth: Achieve prosperity and a livable community through sustainable growth.
<input type="checkbox"/>	Community Health and Inclusion: Integrate community health and inclusion into our places and spaces and everything we do.
<input checked="" type="checkbox"/>	Service Experience: Enhance the experience of Team Tecumseh and our citizens through responsive and respectful service.

## Communications

Not applicable

Website

Social Media

News Release

Local Newspaper

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Amanda Schram, CHRL  
People & Culture Advisor

Reviewed by:

Michelle Drouillard, BA Hons., CHRL  
Director People & Culture

Recommended by:

Margaret Misek-Evans, MCIP, RPP  
Chief Administrative Officer

<b>Attachment Number</b>	<b>Attachment Name</b>
1	Rules of Employee Conduct – July, 2000
2	CAO-PC-2024-09 Employee Code of Conduct and Ethics – August 2024



# The Corporation of the

MAYOR - MAIRE  
ED RENAUD

DEPUTY MAYOR - SOUS MAIRE  
GARY McNAMARA

917 LESPERANCE ROAD  
ECUMSEH, ONTARIO • N8N 1W9

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# Town of Tecumseh

CONCILLORS - CONSEILLERS  
JOE BACHETTI  
MARCEL BLAIS  
GUY DORION  
THOMAS FUERTH  
DOREEN OUELLETTE

CHIEF ADMINISTRATIVE OFFICER  
CHEF D'ADMINISTRATION  
GERALD SYKES

**TO:** All Town Staff  
**FROM:** Gerald Sykes, Chief Administrative Officer  
**DATE:** September 11, 2000  
**RE:** RULES OF EMPLOYEE CONDUCT

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Please find attached a copy of "Rules of Employee Conduct" for the Town of Tecumseh employees.

These rules were approved by the Personnel Committee at their meeting of July 20, 2000 and adopted by Council at their meeting of July 25, 2000.

Please review in order to familiarize yourselves with same.

GS:dm  
Attach.

  
Gerald Sykes,  
Chief Administrative Officer

Date Posted: September 13, 2000

rulesofconductmemo-personnel2-090700

**TOWN OF TECUMSEH**  
**RULES OF EMPLOYEE CONDUCT**

The following Rules of Employee Conduct are not meant to be exhaustive but provide employees with general guidelines on appropriate and expected conduct.

1. Employees are expected to attend work as scheduled and shall perform their work as directed by management. If unable to attend work for any reason, an employee must contact his/her supervisor or other member of management in a timely manner prior to the commencement of the shift and give the reason for the absence and the expected date of their return to work.
2. Employees are expected to report for work on time and be prepared to start work at the commencement of their shift. No employee shall leave work prior to the end of their shift without authorization.
3. Employees shall show courtesy and respect in dealing with members of the public. At all times employees must respect the confidentiality of information received in the course of their duties. No employee shall supply any information regarding the Town operations to any member of the public unless specifically authorized to do so, in writing, by management. Employees shall deal courteously with members of the public expressing a complaint with any aspect of Town operations.
4. No employee shall use profane, immoral or indecent language or conduct him/herself in a manner which might be prejudicial to the good reputation, order or discipline of Town operations.
5. Employees shall show courtesy and respect in their dealings with co-workers and members of management including Council members. Assaultive or abusive behaviour of any type will not be tolerated. Harassment (including sexual harassment) of any person is absolutely prohibited.
6. No employee shall engage in any conduct which is insubordinative.
7. No employee shall engage in horseplay, scuffling, running or throwing things while on Town property.
8. No employee shall post or remove or deface posted notices, signs or writings in any form on bulletin boards or on Town property without the specific approval, in writing, of a member of management.
9. Employees shall not engage in matters of a personal or private nature during working hours which adversely affect the performance of the employee's duties.

10. No employee shall smoke in any Town vehicle or in any area of Town property except those areas which are designated smoking areas.
11. No employee shall possess, consume, sell or offer for sale any intoxicant, alcohol or non-prescription drugs while on Town property or in a Town vehicle or while on duty. No employee shall report for duty while he/she is under the influence of an intoxicant, alcohol or non-prescription drug. Employees shall advise their supervisor if they are consuming prescription drugs which might adversely affect their ability to perform their work or operate any equipment or machinery.
12. No employee shall make false or misleading statements on personnel documentation or on any other record or report required during the course of their duties.
13. No employee shall, without the permission of management, sell tickets or solicit advertising, subscriptions, gifts or other contributions for any purpose during working hours or while on Town property.
14. No employee shall directly or indirectly solicit or accept from anyone gifts, money or other articles in the expectation of receiving favourable treatment for the employee in the performance of their duties.
15. No employee shall commit any act of theft or deliberately destroy any Town property.
16. Employees must always conduct themselves in a safe manner with regard not only to their personal safety but also that of their co-workers and members of the public. Employees shall not carelessly use, misuse or misplace any tools, equipment, materials or other Town property or property of any co-worker or member of the public entrusted to their care. Employees must properly use all safety equipment provided for their use by the Town.





## The Corporation of the Town of Tecumseh

### Policy Manual

<b>Policy Number:</b>	<b>133</b>
<b>Effective Date:</b>	<b>September 10, 2024</b>
<b>Supersedes:</b>	N/A
<b>Approval:</b>	Click or tap here to enter text.
<b>Subject:</b>	<b>Employee Code of Conduct and Ethics</b>

## 1. Introduction

### 1.1 The Code

- 1.1.1 The Employee Code of Conduct and Ethics (the “**Code**”) is about the values, principles, and standards of behaviour that govern actions as Town of Tecumseh (the “**Town**”) Employees. Based on values, the Code sets the standard for a safe and respectful Workplace, protects the collective reputation of the Town, and strengthens the commitment of working together for sustainable community growth and service delivery to support an exceptional quality of life for residents.
- 1.1.2 The Code guides the actions and conduct of Employees as representatives of the Town in order to build trust and confidence within the organization and the community. It speaks to Employees’ responsibilities to the Town, to each other, and to the public.
- 1.1.3 The Code guides Employees:
  - a. To live the Town’s values and protect the Town’s reputation.
  - b. To be honest, ethical, fair, and transparent.
  - c. To think critically, to act objectively and impartially.

- d. To make well-informed decisions every day.
- e. To build trust with the public.
- f. To comply with laws, regulations, standards, policies, and procedures.
- g. To seek resources for assistance.

1.1.4 The Code of Conduct and Ethics is organized into themes, to provide a common reference for standards of behaviour. It helps Employees understand what to expect and what is expected of Employees in the Workplace. There are five themes that Employees are responsible for: Protect Information and Interests, Foster a Safe and Healthy Workplace, Treat People with Care, Conduct Business with Integrity, and Safeguard Assets.

## 2. Scope

This Policy applies to all Employees of the Town of Tecumseh including all supervisory and managerial Employees, student workers, contract workers and volunteers.

## 3. Definitions

- 3.1 **“Town”** for the purpose of this policy means the Town of Tecumseh, either in the same sense of the geographic area of the municipality or in the sense of the identity of the municipal corporation, as the context requires.
- 3.2 **“Employee or Employees”** for the purpose of this policy means direct Employees of the Corporation of the Town of Tecumseh, whether workers, supervisors, full time, part time, contract or volunteers but does not include members of town council, appointed committees and boards, independent contractors, or their Employees.
- 3.3 **“Supervisor”** as defined by the Occupational Health & Safety Act means a person who has charge of a Workplace or authority over a Worker.
- 3.4 **“Workplace”** as defined by the Occupational Health & Safety Act means any place means any land, premises, location, or thing at, upon, in or near which a Worker works.

## 4. The Town's Culture

- 4.1 The Town of Tecumseh's Values are Accountability, Equity, Diversity and Inclusion, Excellence, Integrity, Sustainability and Teamwork—they are what Town Employees embody.
- 4.2 The respect Employees have for each other, customers, and the public, is rooted in the Town's values. Employees demonstrate them in the way they build relationships and how they make decisions. The Code incorporates the Town's values and guides Employees to live them in day- to-day work.
- 4.3 'Living the Town's Values' means that Employees act without malice, judgment, or to seek benefit. It means having the courage for difficult conversations, putting trust in laws, legislation, policies, and procedures, having integrity, and standing up for what one believes in, and about showing compassion in times of need.
- 4.4 Living the Town's values can be challenging at times. It requires strength, knowledge, resilience, and perseverance. It is more than just being aware of the values or following the Code – Employees need to weave them into operations and behaviours to ensure respect, lawfulness, and compliance. These foundational pieces will build and sustain trust – the core of the relationships with each other and the community we serve.

## 5. Definitions of Values

### 5.1 Accountability

Acceptance of responsibility to the public; commitment to public engagement and issues resolution; fair and thoughtful decision-making; transparent and open communication.

### 5.2 Equity, Diversity, and Inclusion

Recognizing the dignity and worth of all people and the unique status and cultural diversity of Indigenous communities; removing barriers of discrimination and disadvantage faced by human rights protected groups; and creating a harmonious environment free from discrimination, harassment, and hate.

### 5.3 Excellence

Forward-thinking, innovative, and effective organizational and individual leadership that preserves public trust in government.

#### **5.4 Integrity**

Straightforward and ethical conduct that is open, honest, and fair.

#### **5.5 Sustainability**

Courage to persevere and achieve fiscal responsibility, environmental stewardship, cultural sensitivity, and social harmony.

#### **5.6 Teamwork**

Respectful relationships are characterized by valuing the views and contributions of others, with a demonstrated commitment to collaboration, mutual support, knowledge transfer and public service.

## **6. Expected Behaviours**

### **6.1 Tell the Truth**

Work and relationships require trust. The Town, the community and colleagues rely on Employees to be honest and responsible. Employees will honour commitments – do what they say they will do – to build trust and sustain it.

### **6.2 Make Well Informed Decisions**

Employees must conduct themselves with integrity and compassion. Employees will place careful thought into actions and decisions, applying critical thinking, knowledge, and skill. Employees will apply best efforts to carry out civic responsibility and preserve the Town's collective reputation.

### **6.3 Uphold the Law**

The Town's operations are subject to laws and regulations. The Town's policies and procedures comply with legal and regulatory obligations, with the intent and in the spirit of the laws that apply. This helps the Town preserve its reputation for acting responsibly and with integrity. Breaking the law could result in civil, criminal, and regulatory penalties, including fines for the Town and the individual involved.

### **6.4 Respect Other Professional Codes of Conduct**

Some Employees may be accountable for upholding the principles of other professional codes of conduct (e.g., accountants, lawyers, engineers, planners, building officials, human resources professionals). Anyone in such a position is encouraged and supported to do so. If a situation arises



that may cause conflict or confusion, speak to a Supervisor or People & Culture.

## **6.5 Comply With Policies and Procedures**

All Employees are responsible for knowing, understanding, and following the Town's policies, directives, standard operating procedures, and guidelines that apply. Employees will comply with a Supervisor's directive unless it is contrary to the Town's values, policies, against the law or may result in health & safety risks. A refusal to obey a Supervisor's order or a lack of respect directed toward that Supervisor will subject that Employee to the Town's Progressive Disciplinary Policy. Employees must always be aware of the policies and procedures specific to their business and work within the boundaries of which they have authority.

## **6.6 Professional Appearance**

6.6.1 It is the Town of Tecumseh's expectation that Employees will observe a standard of attire and footwear appropriate to the duties, responsibilities, and requirements of their position, inclusive of all gender identities and expressions, abilities, ethnicities, and/or religious affiliations. Clothing with inappropriate, obscene, offensive, and/or discriminatory logos, statements/messages and/or images are prohibited.

6.6.2 Employees are expected to maintain a neat and professional appearance always, whether in-office, in a remote workspace or virtual, dressing in a manner appropriate for the work being performed and consistent with the Town's health and safety policies, procedures, protocols and considerations. Employees not required to wear a uniform must adhere to the guidelines outlined in the Town's Professional Appearance Policy No. 96.

6.6.3 Supervisors are responsible for ensuring that all Employees abide by the dress code. Employees who are in violation of this policy may be sent home, with no compensation, and required to return to work attired in an appropriate manner within a reasonable period of time in order to avoid formal discipline. Should repeated offences of this Policy occur, the individual may be subject to formal discipline in accordance with the Progressive Discipline Policy No. 64.

6.6.4 For more information consult:

- a. Policy No. 96 – Professional Appearance Policy

## **6.7 Supporting the Community**

Employees support the communities where they live, work, and do business. The Town's values and the Code serve as the foundation for behaviour when Employees represent the Town at work or in communities. Employee behaviour should be beyond reproach in all dealings and particularly for the community served. The Town takes pride in all contributions and encourages Employees to volunteer and participate in the Town where possible.

## **6.8 A Shared Commitment**

The Code of Conduct applies to all Town Employees, and everyone has the responsibility to follow it. Understanding and complying with the Code is a condition of employment. Employees abide by the Code for the well-being of the Town, its operations, and its Employees.

## **6.9 Consequences of Non-Compliance**

6.9.1 Any Employee who breaches the Code of Conduct or fails to report an actual or perceived breach of the Code of Conduct is subject to corrective action. Corrective action is the Town's response to unacceptable behaviour and can include the use of disciplinary or non-disciplinary methods. Discipline can result in action up to and including termination of employment. Some violations or behaviours may also result in a legal response including civil litigation, or the involvement of the police. Examples include, but are not limited to, theft, fraud, and violence.

6.9.2 For more information consult:

- a. Policy No. 64 - Progressive Discipline Policy

## **6.10 Responsibilities for Supervisors**

While all Employees are required to act in accordance with the Town's values, Supervisors have additional responsibilities under the Code of Conduct. The Town expects those who lead or supervise others, to demonstrate ethical leadership and set the right tone by:

6.10.1 Modeling appropriate behaviours that are consistent with the Code and Town values.

6.10.2 Fostering a positive work environment in which only legal, ethical, responsible, and appropriate behaviours are acceptable.

- 6.10.3 Promoting team awareness and understanding of the Town's Code, values, policies, and procedures to ensure ongoing compliance.
- 6.10.4 Identifying and mitigating ethics and compliance risks.
- 6.10.5 Responding appropriately and in a timely way to colleagues who seek advice, raise concerns and/or report misconduct in a manner that offers security and ease to do so.
- 6.10.6 Managing conflict of interest situations to achieve fair and appropriate outcomes.
- 6.10.7 Promptly escalating concerns and reports of actual or potential misconduct and following up to ensure they are addressed.
- 6.10.8 Consult with People & Culture as needed for interpretation and application of the Code.

## **7. Speak Up, Raise Concerns and Report Misconduct**

### **7.1 Speaking Up and Raising Concerns**

- 7.1.1 The Code and Town policies explain the ethical behaviours that the Town expects of Employees however, they cannot anticipate every situation that Employees may encounter. The Town takes violations of the Code very seriously so speak up and raise concerns to ensure that Employees, the community, and the Town's reputation are protected. The Town will address all questions and concerns.
- 7.1.2 Sometimes, individuals know when something is wrong—it just feels wrong. Other times, it is hard to tell if an action does, or will break the Code, a Town policy, procedure, or law. Use the Town's values and the Code to inform best judgment, and when in doubt, seek clarification from a Supervisor, or People & Culture in times of uncertainty.
- 7.1.3 If there are doubts, ask these questions:
  - a. Is it legal?
  - b. Does it comply with Town policies and procedures?
  - c. Is it in line with the Town's corporate values?

- d. Would I be comfortable if my actions were made public?

If the answer is “no” to any of these questions, stop what is happening.

If the answer is “yes” to all of these questions, carry on and move forward.

If the answer is “I don’t know” to any of these questions, ask a Supervisor or People & Culture for help.

## **7.2 Reporting Misconduct**

7.2.1 Every Employee has a duty to report actual or suspected misconduct, including one’s own. Employees must immediately notify a Supervisor and/or People & Culture of misconduct that includes violations of the Code, policies, and the law.

- a. If an Employee is asked to commit (or believe that they have been witness to) a potentially illegal or unethical act, they must report it immediately.
- b. If an Employee becomes aware of a breach of the Code or any other situation that could place the Town at risk of loss or harm, they must report it immediately.

7.2.2 The Town will investigate these reports promptly, and keep the details confidential, including, where appropriate, the identity of the person making the report. The Town will only disclose information to the extent necessary to investigate and address the situation, or as legally required.

7.2.3 Anyone who knowingly makes a false accusation about non-compliance will be subject to disciplinary action.

## **7.3 Investigations**

Reports of concerns, violations or misconduct may be investigated to determine if there was a breach of the Code, policy or law governing conduct. Investigations will be thorough, fair and in accordance with legal obligations. All Employees have a duty to cooperate with internal or external investigations concerning alleged misconduct, and provide honest, accurate, complete, and timely information. The Town will make every effort to protect the confidentiality of the investigation.

## **7.4 Commitment to Non-Retaliation**

- 7.4.1 There will be no tolerance for retaliation for an Employee speaking up and making a truthful report of actual or potential misconduct, for participating in an investigation or for exercising legal rights. Retaliation can include behaviour or actions that punish or deter someone from speaking up such as: negative performance evaluations, creating a hostile work environment, harassment, dismissal, or assigning tasks with the intent to isolate or discourage someone.
- 7.4.2 If an Employee encounters any form of retaliation, report it to a Supervisor or People & Culture immediately. The Town commits to investigate every claim of retaliation and to take disciplinary action if necessary.

## **8. Protect Information and Interests**

### **8.1 Protecting Confidential Information**

The Town trusts Employees to protect the organization's information resources so they can be used effectively to deliver public services. The public trusts Employees to protect privacy, ensuring personal information is collected, used, and disclosed with caution and care. Employees must manage all information within their care ethically and responsibly.

- 8.1.1 Confidential information (which includes personal information) is information that is not public property, is not in the public domain, and/or would cause harm to individuals, or to the Town if improperly disclosed. This includes information communicated in confidence.
- 8.1.2 Personal information means any information that would identify a specific individual. The Town uses the detailed definition provided in the Municipal Freedom of Information and Protection of Privacy Act.
- 8.1.3 The inappropriate disclosure of confidential information may result in financial and/or reputational harms and may constitute a privacy breach.
- 8.1.4 Confidential information including personal information, should only be accessed, and used by authorized Employees, when required for legitimate business purposes, and only for the period required to achieve those business purposes.

- 8.1.5 Every Employee has a responsibility to secure confidential information from the risk of theft, loss, misuse, or inappropriate disclosure.
- 8.1.6 In the event of a privacy breach or improper disclosure, Employees must comply with the Town's privacy policies and directives.
- 8.1.7 Employees must report a potential or actual breach to the Information Coordinator (Director Legislative Services & Clerk) and refrain from sharing details of the breach with anyone who does not have a business need to know.

## **8.2 Protecting Customer Information**

- 8.2.1 The Town's customers are its citizens, business partners and anyone that interacts with the Town. Customers share personal information with the Town and expect the Town to protect their privacy. Employees will only share information about customers with their consent, and only for a legitimate business purpose.
- 8.2.2 Every privacy breach results in a loss of public trust. Employees must always take the proper precautions when collecting, using, and sharing information about the Town's customers.
- 8.2.3 Employees must always be mindful and take care not to be overheard, leave information visible, behind, or unsecure when working in public spaces.

## **8.3 Protecting the Town's Information**

- 8.3.1 The Town's business information is a critical asset, and every Employee has an obligation to safeguard it. Employees must always use proper records management processes when creating, using and maintaining, and disposing of records.
- 8.3.2 For more information consult:
  - a. Municipal Freedom of Information and Protection of Privacy Act;
  - b. Policy No. 57 – Confidentiality of Information

## **8.4 Responding to the Media**

- 8.4.1 The media is an effective way to enhance communication with the community but, Employees must also manage media inquiries to

ensure consistency and protect the Town's reputation. The Town's Communications Department is responsible for the coordination of all communications with the media on behalf of the Town. Only designated spokespersons may communicate with the media on the Town's behalf. Refer all media inquiries to the Communications Officer.

8.4.2 For more information consult:

- a. Policy No. 76 – Communications Policy

## **8.5 Using Social Media Responsibly**

8.5.1 Social media facilitates collaboration, sharing of information, and dynamic discussions. It provides opportunities to enhance outreach and inclusion to engage people. Bear in mind, comments made on social media are permanent and for public consumption.

- a. The Town expects Employees to realize that social media is not an appropriate avenue to express personal concerns about the Town, colleagues, or Town business.
- b. Refrain from sharing information on social media platforms that is not already available to the public, or content that reflects poorly on colleagues or the Town.
- c. Consult with a Supervisor or People & Culture if you are uncertain about appropriate social media content.

8.5.2 Official Use

To ensure that the Town's corporate social media use is appropriate and consistent with the Town's communication strategy, only the Communications Department has the authority to manage or participate in the Town's social media outreach activities.

8.5.3 Personal Use

- a. Share, comment, and repost Town news in ways that honour the Code and reflect the Town's values. Always consider the potential impact of personal posts to the Town, colleagues, and the community.
- b. For more information consult:
  - i. Policy No. 80 – Social Media

## **8.6 Acting Responsibly**

The Town's reputation and business depends largely upon the behaviour of its Employees. Whether an Employee is "on duty" or "off duty," their behaviour and actions may reflect on the Town. If Employees fail to exercise sound judgment and engage in unethical or immoral conduct, it may reflect negatively on the Town. Be mindful and responsible and act in a way that reflects positively on the Town and fosters public confidence.

## **9. Foster a Safe and Healthy Workplace**

### **9.1 Valuing Everyone's Health and Safety at Work**

9.1.1 The Town is committed to providing a physically and mentally safe work environment through a culture of responsibility and accountability at all levels- Employees, Supervisors, and senior leadership. All Employees share the responsibility of making health and safety a daily priority.

9.1.2 Each Employee must adhere to health and safety policies and practices that apply to their jobs, and take the necessary precautions to protect colleagues, visitors, and themselves. Employees foster an active health and safety culture by:

- a. Making responsible choices—not accepting or directing unnecessary or unsafe acts.
- b. Knowing and complying with applicable occupational health and safety laws and Town policies.
- c. Watching out for each other and helping others avoid unsafe conditions.
- d. Promptly reporting any unhealthy or unsafe conditions or behaviours.

9.1.3 For more information consult:

- a. Policy No. 07 - Health & Safety Policy

### **9.2 Be Fit for Work**

9.2.1 To ensure a safe Workplace and prevent potentially dangerous situations from occurring in the Workplace. Employees must perform work safely, and at an acceptable standard, without limitations due to injury, illness, fatigue, or the use of (or



aftereffects of) a substance, or other condition (physical or mental) that may impair performance. Employees must report to their jobs, fit to work (and remain as such) while conducting Town of Tecumseh business.

- a. Employees will attend to job responsibilities free of any influence from alcohol, cannabis, illegal drugs. Employees taking prescription drugs (including medical cannabis) or over-the-counter drugs with strong side effects should inform their Supervisor that a medical accommodation may be necessary.
- b. Illegal drugs or other controlled substances are not permitted and cannot be brought onto Town property or work sites.

9.2.2 Immediately report any abuse (or suspicion of abuse) of alcohol, cannabis, drugs, or an illegal substance to a Supervisor and/or People & Culture.

9.2.3 FSEAP can help:

- a. Any Employee who may be experiencing addiction or dependency or has significant interactions with someone who is experiencing addiction or dependency is encouraged to seek help. The Town has resources to support health-related concerns through the Employee and Family Assistance Program (FSEAP).
- b. For more information consult:
  - i. [www.myfseap.com](http://www.myfseap.com) or 1-844-720-1212

### **9.3 Preventing Workplace Violence**

9.3.1 The Town has a proactive approach to violence prevention in the Workplace that clearly outlines the expectations of Employees (at all levels) when reporting and responding to violent incidents.

9.3.2 Employees are all responsible for maintaining a Workplace free from violence and commit to supporting Employees who are victims of violence.

9.3.3 The Town has zero tolerance for violence in the Workplace and expects everyone to act appropriately in all dealings with others.

9.3.4 Immediately report instances of violence or attempted violence to a Supervisor and/or People & Culture.

9.3.5 For more information consult:

- a. Policy No. 129 – Workplace Violence Prevention Policy and Program

## **10. Treat People with Care**

### **10.1 Maintaining a Respectful Workplace**

- 10.1.1 All Employees have the right to work in an environment that is respectful and professional, and everyone is responsible for behaving in a way that contributes to a healthy and productive Workplace.
- 10.1.2 Employees will foster an atmosphere of congeniality and support. Employees will be honest, polite and courteous when dealing with people, including the public, members of Town Council, and colleagues.
- 10.1.3 The Town expects everyone to treat each other with mutual respect and dignity and to be conscientious of how others may perceive or misunderstand actions and comments.
- 10.1.4 Employees (and the Town) have zero tolerance for harassment, sexual harassment, bullying, discrimination, disrespect, and inappropriate behaviour under any circumstance.
- 10.1.5 Immediately report any instances of harassment or discrimination to a Supervisor and/or People & Culture.
- 10.1.6 For more information consult:
  - a. Policy No. 128 – Workplace Harassment Prevention Policy & Program

### **10.2 Strengthening Diversity, Equity, Inclusion & Accessibility**

- 10.2.1 The Town wants Employees to bring their whole selves to work, every day. Employees will conduct themselves at work with fairness and equity while fostering an inclusive culture that provides an accessible, safe, and respectful work environment that is free from harassment, discrimination, violence, or unacceptable behaviour.

- 10.2.2 Employees accept, respect and value individual differences within the Workplace and commit to equitable opportunity for advancement and growth.
- 10.2.3 Employees will combat unconscious biases to increase innovation, productivity, and creativity. By recognizing and mitigating biases, Employees will enhance relationships, build community, and garner a greater appreciation for equity, diversity, and inclusivity.
- 10.2.4 For more information consult:
  - a. Policy No.79 – Integrated Accessibility Standards Regulations

## **11. Conduct Business with Integrity**

### **11.1 Preventing Fraud**

- 11.1.1 The Town takes fraud—and the threat of fraud—very seriously and commits to deter, detect, report, and correct fraud. The Town expects Employees to be honest, without bias, without favour, and without outside/personal interests conflicting with work decisions. Employees must immediately report any suspected fraud activity to a Supervisor or People & Culture. Reprisal against Employees who have made a good faith report of suspected fraud activity or participated in an investigation will not be tolerated.
- 11.1.2 Fraud Definition: Activities undertaken by an individual or organization that are done in a dishonest or illegal manner and are designed to give an advantage to the perpetrating individual or the Town. Consequently, fraud includes any intentional or deliberate act to deprive another of property or money by guile, deception, or other unfair means. Fraud against an organization can happen through misappropriation of corporate assets by an organization's Employees.
- 11.1.3 Some examples of fraud include:
  - a. Providing a benefit or service to someone who does not qualify.
  - b. Failure to disclose an actual or potential conflict of interest.
  - c. Accepting bribes or kickbacks.

- d. Carrying on personal business during Town of Tecumseh work hours using Town resources.
- e. Forgery or alteration of a cheque, document, or account belonging to the Town.
- f. Unauthorized reductions in fees or fines.

## **11.2 Avoiding Conflicts of Interest**

11.2.1 A 'Conflict' or 'Conflict of Interest' is anything that interferes (or might be perceived to interfere) with an individual's or the Town's ability to act impartially or in the best interests of the public.

11.2.2 Employees have a duty to set aside personal views and focus on what is best for the Town and the public. For that reason, Employees have an obligation to disclose any actual or perceived conflicts of interests. A conflict of interest occurs when Employee conduct involves, or appears to involve, a conflict between public duties and personal interests. The Town expects Employees to immediately disclose conflicts and manage them appropriately.

- a. The Town expects Employees to act objectively and discern obligations for their personal business, family, and social relationships, from their roles at work for the Town.
- b. Employees will think critically and perform transactions at an 'arm's length' and independent of personal relationships, outside interests, and affiliations.
- c. Employees will declare a conflict of interest or a perceived conflict of interest when it exists and appropriately remove themselves from those situations.

## **11.3 Outside Interests**

Employees may have interests outside of the Town (e.g., additional work, volunteer activities, etc.) Employees' interests must remain separate and distinct from job obligations and employees must never use their positions with the Town to influence or further their private interests or those of friends, family, or anyone with whom they have a close personal relationship or business association. Employees will disclose any outside activities that present a conflict or potential conflict of interest.

## **11.4 Personal Relationships**

Employees must excuse themselves from work situations and decision-making that may involve friends, relatives, or anyone with whom they have a close personal relationship or business association. Employees will never use their positions with the Town to seek personal benefit or further the interests of those with whom they have personal relationships or business associations. Employees will disclose any relationships that present a conflict or potential conflict of interest.

## **11.5 Political Activity and Support**

11.5.1 The Town recognizes the right of all Employees to participate in a personal capacity in political, trade union or professional association activity. At the same time, Employees must be and appear to be politically neutral in their official employment duties in order to sustain public trust in local government.

11.5.2 Employees are not to:

- a. Publicly disparage or harm the reputation of the Town, Town Council, or other Town Employees
- b. Claim to speak on behalf of the Town unless specifically authorized to do so
- c. Make personal comments using Town letterhead, a Town email address or anything that implies a connection between the Employee's personal commentary or opinions and the Town.

## **11.6 Personal Political Activity**

11.6.1 Employees who wish to be elected to a position on Council are governed by the relevant provincial legislation (See: Section 30 of the Municipal Elections Act which requires that Employees take an unpaid leave upon being nominated and resign their employment if elected).

11.6.2 Similarly, Employees who wish to seek election to a position as a member of the provincial legislature or Parliament of Canada are governed by the relevant provincial or federal legislation and are entitled to obtain a leave of absence without pay from the date of nomination as a candidate until such time as it is clear that the Employee has been successful or unsuccessful at the election.

11.6.3 Employees involved in someone's political campaign (Municipal, Provincial or Federal candidates) are to disassociate themselves from being an Employee of the Town of Tecumseh. They are not to conduct their campaign initiatives in such a way as to interfere with other Employees conducting their Town of Tecumseh work responsibilities. Inherent in this policy is that Town facilities and/or equipment are not to be used in the course of one's activities during the election process.

11.6.4 For more information consult:

- a. Policy No. 54 – Hiring of Employees
- b. Policy No. 132 - Conflict of Interest Policy
- c. Municipal Elections Act

## **11.7 Gifts & Hospitality**

11.7.1 Employees are not precluded from accepting:

- a. personal gifts, normal hospitality among persons doing business, benefits, rewards, commissions or advantages from any person or organization not connected directly or indirectly Town;
- b. food, beverages, and/or admission fees provided by banquets, receptions, or similar events if attendance is the result of protocol or social obligation consistent with employment at the Town, and the person extending the invitation has done so infrequently and that person or a representative of the donor is in attendance;
- c. services provided without compensation by Employees volunteering their time;
- d. food, lodging, transportation, and entertainment provided by other levels of governments or by other local governments, boards, or commissions;
- e. reimbursement of reasonable expenses incurred, and honorariums received in the performance of duties connected with municipal associations;
- f. token gifts such as souvenirs, mementos and commemorative gifts that are given in recognition of service

- on a committee, for speaking at an event or representing the Corporation at an event; or
  - g. gifts that are received as an incident of protocol or social obligation that normally and reasonably accompany the position of the Employee at the Town.
- 11.7.2 Employees shall return any gifts or benefits which exceed these limits, along with an explanation of why the gifts or benefits cannot be accepted.
- 11.7.3 Gifts and entertainment must not create a sense of obligation for either party. Employees may not accept, offer, or give—directly or indirectly for themselves or anyone else—gifts, entertainment or other benefits of value that are not reasonable and appropriate under the circumstances.
- 11.7.4 If unsure, consult with your Supervisor or People & Culture before accepting an invitation.

## **12. Safeguard our Assets**

### **12.1 Using Town Property Responsibly**

- 12.1.1 The things used at the Town, or created for the Town, belong to the Town. Employees must ensure that the Town's property—physical, intellectual, and technological—are used properly and reflect a balance between the obligations to the Town and to Employees.
- a. Employees are responsible to protect and secure any Town property from theft, fraud, harm, loss, misuse, especially those that are in an Employee's custody or control and are their responsibility.
  - b. In general, Employees should not use Town property, technology, Employees, or other resources for activities other than the business of the Town.
  - c. The Technology & Client Services Department (TCS) will provide cyber security awareness training to all new users and on a regular basis for all users. TCS may periodically conduct simulated email phishing campaigns as part of the training. Employees that are unsuccessful identifying the

campaign will be provided with follow-up training and mitigation up to and including disciplinary action.

- d. Employees must never use Town property for illegal activity or for any purpose that might be considered offensive.

## **12.2 Definitions of Town Property:**

12.2.1 Physical property – means buildings, facilities, vehicles, furniture, tools, and equipment, etc.

12.2.2 Intellectual property – is a creation of the mind (literary works, design, plans, etc.) of which the ownership or right to use may be owned by the Town—it may be legally protected by a copyright, patent, trademark, etc. (e.g., logos, presentations, audios / videos, etc.).

12.2.3 Technological property – means computers, printers, mobile devices, software, network resources, etc.

12.2.4 For more information consult:

- a. Policy No. 9 – Technology Acceptable Use Policy

## **12.3 Managing Expenses Responsibly**

12.3.1 As stewards of Town resources, Employees manage the assets in their care responsibly and ethically to earn and maintain the public's trust. Employees are accountable to the public to ensure that the use of public money, property and resources is done with high regard for efficiency and effectiveness.

- a. Employees are required to comply with the requirements set out in the Town's expense policies, including claiming only reasonable expenses actually incurred for Town business.
- b. Employees are accountable to follow authorization limits when authorizing expense commitments, transactions, or Employee claims for reimbursement.
- c. Employees must not use a corporate purchasing card for any purpose other than for Town business expenses and must manage the card in accordance with applicable policies and procedures.
- d. The Town is committed to purchasing goods, services and construction from responsible suppliers that provide quality



goods, services, and construction at competitive prices and who abide by ethical standards and norms. Employees engaged in procurement must adhere to the Town's Purchasing Policy.

12.3.2 For more information consult:

- a. Policy No. 14 – Travel Policy
- b. Policy No. 16 – Corporate Credit Card Issuance and Use
- c. Policy No. 17 – Purchasing Policy

## **13. Administration of the Code**

### **13.1 Acknowledgement and Renewals**

As a condition of employment, and at the time of hiring, Employees will sign an acknowledgment certifying that they have read, understood, and will comply with the Code. Annually, Employees will complete an online acknowledgment certifying that they have read, understood, and will continue to comply with the Code.

### **13.2 Code Interpretation**

Final interpretations of the Code of Conduct are the responsibility of the Director of People & Culture in consultation with the Chief Administrative Officer as appropriate.

### **13.3 Review and Approval**

Council delegates authority to the Director of People & Culture and Chief Administrative Officer to regularly review and, if applicable, revise the Code. Any significant amendments to the Code will be reported to Council for information.



## The Corporation of the Town of Tecumseh

Legislative & Clerk Services

**To:** Personnel Committee  
**From:** Robert Auger, Director Legislative Services & Clerk  
**Date to Council:** August 13, 2024  
**Report Number:** LCS-2024-14  
**Subject:** Records Management Specialist

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### Recommendations

It is recommended:

**That** Report LCS-2024-14 entitled “Records Management Specialist” **be received;**

**And that** the recommended revised associated pay for the Records Management Specialist position, as outlined in the Report, **be approved.**

### Background

In 2022, the Clerks Service Delivery Review (SDR) was approved and supported by Council which included recommendations relating to the improvement of the Town’s records management system.

Subsequently, the Town, supported by funding under the Municipal Modernization Program (MMP), engaged the services of a third party in September 2022 to undertake an independent comprehensive assessment of the Town’s physical and electronic records and provide a framework for improving service delivery and cost efficiencies.

The consultant, Imerge Consulting (Imerge) presented their findings and recommendations in a Final Report and Presentation at the February 28, 2023 Regular Council Meeting (RCM), under [Report LCS-2023-03](#).

The presentation highlighted the Town's current state assessment, including a strengths, weakness, opportunities and threat analysis and provided an overview of the recommended priorities for improved information management with estimated costs of implementation.

Following the presentation, Council passed resolution RCM – 39/23:

**That** Report LCS-2023-03 entitled “Corporate Records and Information Management Review” together with the presentation by Paula Lederman of Imerge Consulting **be received**;

**And that** the independent third party review final report entitled, “Corporate Records and Information Management Review - Information Management Strategy, February 2023”, as prepared by Imerge Consulting **be endorsed** in principle;

**And further that** Administration report back to Council with its recommendations and implementation framework arising from the Corporate Records and Information Management Review;

**And furthermore that** the independent third party review final report entitled “Corporate Records and Information Management Review - Information Management Strategy, February 2023”, as prepared by Imerge Consulting **be posted** to the Town of Tecumseh website in accordance with the requirements of the funding received from the Municipal Modernization Program – Intake 3.

At the March 19, 2024 RCM, [Report LCS-2024-05](#) provided Council with a framework for the implementation of recommendations from Imerge's Corporate Records and Information Management Review (Review). Recognizing this will be a significant undertaking for the municipality, the Review provides an implementation roadmap of the recommended tasks over a three-year period including a recommended staff enhancement for a full-time Records Management Specialist.

## Comments

During the 2024 Budget deliberations, Council approved the staff enhancement for a Records Management Specialist with a Q2 hire date, at the hourly rate of pay of \$33.60 (2024), in accordance with the Collective Agreement Local 702.2.

Administration proceeded with drafting the job description and job posting for the position, based on area comparator job descriptions for similar positions at an administrative level.

The posting was advertised in keeping with the Town's hiring process and in the usual employment locations, including:

- University of Windsor

- St Clair College
- Indeed
- LinkedIn
- Municipal Information Network
- ZipRecruiter

Despite receiving a number of resume submissions and proceeding to interview a selection of applicants, it became apparent that applicants responding to an administrative-level role lacked the necessary records management technical specialist skills and qualifications required for the work. The interview process confirmed this assessment.

As a result, Administration undertook another review of the job description and revised same to better reflect the records management technical specialist skills required, and the level of experience being sought for this position.

Additionally, Administration conducted a comparative survey of local municipalities with a similar technical specialist position and their respective wage rate. With the requisite upgrade in technical specialist skills and experience, the Town's starting salary for this position was revised upward as a result of job evaluation taking into account the change in qualifications and increase in independence of action by the incumbent. The salary adjustment now aligns with similar records management specialist positions at area municipalities.

Taking into consideration the now elevated job description brings the position to the equivalent grade of a technical specialist, it is recommended the associated pay be revised from the approved 2024 Budget of \$33.60 to \$40.38 per hour (2024) in accordance with the Collective Agreement Local 702.2 band classification for other technical positions.

Notwithstanding the field of records management is relatively new to academia, Administration is confident the enhancement to the job description and associated pay will facilitate a greater response from applicants possessing the necessary experience and technical skills needed for this position. The revised associated pay will also help to ensure the Town is competitive within the local market for similar positions.

Hiring a qualified and experienced applicant is paramount to helping the Town ensure the successful implementation and ongoing maintenance of the Records and Information Management Program, together with participation and leadership from all departments.

## Consultations

Chief Administrative Officer and People & Culture  
Financial Services

## Financial Implications

The recommended staff enhancement of a full-time Records Management Specialist was approved during the 2024 Budget deliberations. Assuming an early Q2 start, the estimated cost for adding the position was \$48,500 (\$33.60 per hour), including wages and benefits. Annualized, the estimated cost is \$80,194 inclusive of salary and benefits.

In elevating the job description and associated pay (\$40.38 per hour), the estimated cost for adding the position, annually, is \$99,570. An annualized difference of approximately \$19,375.

This budgetary revision is being brought forward before the 2025 Budget deliberations so that, if approved, Administration may proceed with re-posting and successfully filling the position. The goal is to move forward with implementing the records management roadmap in the fall of this year.

Based on the approved 2024 Budget for this position, there is sufficient budget allocation to fill the position in the early fall of 2024 at the revised wage rate. Accordingly, there would be no budget impact for 2024.

## Link to Strategic Priorities

Applicable	<a href="#">2023-2026 Strategic Priorities</a>
<input type="checkbox"/>	Sustainable Growth: Achieve prosperity and a livable community through sustainable growth.
<input type="checkbox"/>	Community Health and Inclusion: Integrate community health and inclusion into our places and spaces and everything we do.
<input checked="" type="checkbox"/>	Service Experience: Enhance the experience of Team Tecumseh and our citizens through responsive and respectful service.

## Communications

Not applicable

Website

Social Media

News Release

Local Newspaper

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Christina Hebert, BA (Hons), MA, Dipl. M.A.  
Deputy Clerk – Clerks Services & Policy Advisor

Reviewed by:

Michelle Drouillard, BA Hons., CHRL  
Director People & Culture

Reviewed by:

Tom Kitsos, CPA, CMA, BComm  
Director Financial Services & Chief Financial Officer

Reviewed by:

Robert Auger, LL.B.  
Director Legislative Services & Clerk

Recommended by:

Margaret Misek-Evans, MCIP, RPP  
Chief Administrative Officer

<b>Attachment Number</b>	<b>Attachment Name</b>
None	None