



Town of Mahone Bay
Human Resource Policy Manual



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Human Resource Policy – 1.01 Human Resource Management*

Purpose

The purpose of this policy document is to develop and maintain a comprehensive set of Human Resource Management policies and procedures with the intention of providing fair and equitable treatment of all employees, encouraging a positive workplace culture, and promoting clarity and understanding of Town of Mahone Bay workplace practices.

Scope

The policies set forth in this handbook apply to all employees of the Town of Mahone Bay. Those policies in this handbook identified with an asterisk (*) apply to the members of the Mahone Bay and District Fire Department as well as any person acting in volunteer role at the Town of Mahone Bay.

Should an employment letter of offer or documented agreement be in conflict with a Human Resource Policy, the letter of offer or documented agreement shall take precedence over said policy.

Should these policies be in conflict with any Government of Canada or Province of Nova Scotia legislation, the legislation shall prevail.

Roles and Responsibilities

1. The Department Manager shall be responsible for the administration of the Human Resource Management policies within their individual departments.
2. When there is a dispute over the interpretation or implementation of a Human Resource policy, that cannot be resolved within the individual departments, the Department Manager shall seek clarification from the Deputy Chief Administrative Officer. If clarity is still not achieved, the Chief Administrative Officer shall provide final interpretation.
3. All staff shall acquire a working knowledge of the Human Resource Management policies and procedures. Should an employee require confidential assistance in reading and understanding these policies, assistance can be sought from the appropriate Department Manager or the Deputy Chief Administrative Officer.



Authority

The *Municipal Government Act 1998 c. 18* provides:

47 (1) Council shall make decisions in the exercise of its powers and duties by resolution, by policy or by bylaw.

48 48 (3) ...the council may adopt policies on any matter that the council considers conducive to the effective management of the municipality.

Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
[minimum 7 days notice] _____

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Town Clerk

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Human Resource Policy – 1.02 Equity, Diversity, and Inclusion*

Purpose

The Town of Mahone Bay is committed to fostering a workplace where all individuals are treated with respect, fairness, and dignity. A staff with a sense of belonging in their workplace drives innovation, creativity, and success.

It is the goal of the Town of Mahone Bay to enhance workplace equity, diversity, and inclusion by promoting diversity, fostering inclusion, raising awareness, reviewing practices and planning for the future.

Scope

The Town of Mahone Bay is committed to taking the following steps to create a more equitable, diverse, and inclusive workplace and community free from any form of any discrimination in policy, practice, and culture.

1. Creating and Promoting Diversity – striving to create a workforce that reflects a variety of backgrounds, cultures, ethnicities, genders, sexual orientations, ages, abilities, and experiences.
2. Fostering Inclusion – creating an environment where all employees feel valued, heard, and included to give a sense of belonging and empowerment.
3. Raising Awareness – providing training and resources to employees to learn about equity, diversity, and inclusion to raise awareness and help motivate systemic change.
4. Reviewing Practices – examining current Town of Mahone Bay policies and procedures to ensure necessary changes are made to ensure the Town is providing inclusive services to employees and the public.
5. Planning for the Future – creating a strategy to carry the Town of Mahone Bay into the future with up-to-date practices on fostering equity, diversity, and inclusion.



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Human Resource Policy – 2.01 Employment Equity*

Purpose

The purpose of this policy is to acknowledge the under-representation and work discrimination of various groups of people and take steps to review Town of Mahone Bay recruitment and employment practices to ensure fair and equitable employment processes for all while maintaining practices based on merit and qualifications.

Terms

1. The Town of Mahone Bay recognizes the historic under-representation and employment discrimination of the following groups:
 - a. Women
 - b. Indigenous Peoples, including First Nations, Inuit, and Métis People
 - c. People with disabilities
 - d. African Nova Scotians and others historically underrepresented based on race
 - e. Two-Spirited, Lesbian, Gay, Bisexual, Transgender, and Queer (2SLGBTQ+) people.
2. With the goals of ensuring fair and equitable employment practices, some positions will be deemed “designated positions” and , active recruitment and selection of qualified individuals from the groups outlined in Section 1 shall occur.
3. Individual merit and qualifications in relation to the essential requirements of a specific position remain the foremost deciding criteria for recruitment, hiring, and promotion of employees.



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Human Resource Policy – 2.02 Recruitment

Purpose

The purpose of this policy is to establish consistent recruitment practices to ensure that employment vacancies at the Town of Mahone Bay are filled by the best suited candidate with considerations for qualifications and workplace culture.

Terms

1. Individual Department Managers, in consultation with the Chief Administrative Officer, will determine if and when vacant positions will be filled.
2. It is the responsibility of the Department Manager to carry out staff recruitment within their respective departments.

Promotion and Internal Postings

3. The Department Manager may choose to offer a promotion to an existing staff person or post a position internally for competition, in consultation with other Chief Administrative Officer and other Department Managers as applicable. The promotion or internal recruitment must be based on merit, qualification, and employee record.
4. The Department Manager, when considering promotion or internal hiring, may request to review a staff's personnel file. Instances of corrective action may be a deciding factor in awarding promotion.

External Postings

5. The Town shall publicly advertise and accept applications for external job postings for a period of no less than two (2) weeks.
6. The external job posting shall include the following information:
 - a. Position duties, responsibilities, and requirements (essential and preferred)
 - b. Related conditions of employment
 - c. Level of compensation
 - d. Specific education or job-related requirements
 - e. Clear statement in the title of the advertisement if the position is a 'designated position' per *Human Resource Policy 2.01 Employment Equity*.
7. Advertising shall be done through channels that will produce the highest quality of applicants at the discretion of the Department Manager.



8. Each job posting shall have the following statements:
 - a. The Town of Mahone Bay continuously strives to be an inclusive workplace. We encourage applications and self-identification from African Nova Scotians, racially visible individuals, women seeking non-traditional positions, persons with disabilities, Indigenous people, and 2SLGBTQ+ people.
 - b. We thank all applicants for their interest in this position, but only those selected for an interview will be contacted.
 - c. During the recruitment process, applicants have the right and are encouraged to request an accommodation if required.
9. Applications received after the application deadline will not be considered.

Unsolicited Applications

10. Unsolicited applications will be accepted for consideration for a period of six (6) months.

Selection Process

11. The Department Manager or designate shall perform the following duties in consultation with the Deputy Chief Administrative Officer:
 - a. Review all properly completed applications to compile a shortlist of candidates for interview
 - b. Schedule all interviews and associated spaces
 - c. Review and implement any reasonable requests for accommodation
 - d. Develop an interview guide, any necessary assessments, and reference check questions
 - e. Conduct the interviews with a minimum of one other staff member
 - f. Request a minimum of two (2) references and perform associated reference checks (see *Form 2.02: Reference Check Template*)
 - g. Facilitate the preparation of all associated documentation for job offers and refusals (see *Form 2.021: Letter of Offer Template*)
 - h. Perform any feedback or debrief sessions for unsuccessful candidates as appropriate.
12. The Department Manager, on authorization from the Chief Administrative Officer, may negotiate the terms and conditions of the following policies at the time of recruitment:
 - a. 2.04 – Probationary and Trial Period
 - b. 3.03 – Employee Compensation



- i. A salary may only be negotiated within the position's predetermined salary range.
 - c. 4.01 Employee Benefits
 - i. The only negotiable item is the effective date of a benefit.
 - d. 6.01 – Vacations
 - e.
- 13. In situations where candidates have similar qualifications and merit to the point a decision over the successful candidate cannot be made, a second round of interviews shall be conducted. If a decision is still not reached, self-declaration of being part of a designated group per *Human Policy 1.02 Equity, Diversity, and Inclusion* may be considered as a deciding factor.
- 14. If it is deemed that no suitable candidates can be found during the recruitment process, a position may be reposted.

Potential Employee Conflicts

- 15. For the purposes of Human Resource policies, the following definitions shall apply:
 - a. **Immediate Family** – a parent (including legal guardian or person who acted in the capacity of parent), spouse, child (including step-children), brother, sister, parents in-law, grandchild, grandparent, or ward.
- 16. Hiring managers and selection panel members are required to disclose to the Chief Administrative Officer and Deputy Chief Administrative Officer when they feel their objectivity would be compromised, or perceived to be compromised, and/or where a candidate is a member of the employee's immediate family or the employee is in an intimate relationship with the candidate. The hiring manager or selection panel member is not required to divulge the nature of any intimate relationships.



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Human Resource Policy – 2.03 Onboarding

Purpose

The purpose of this policy is to establish consistent onboarding practices to ensure that new employees at the Town of Mahone Bay are welcomed into the organization and provided the necessary tools to excel in their roles.

Terms

1. It is the responsibility of the Department Manager to ensure that proper onboarding and orientation of new staff takes place.
2. Department Managers, in consultation with the Deputy Chief Administrative Officer shall adjust *Form 2.03 Onboarding Checklist* to implement upon the hiring of a new employee.

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Town Clerk

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Human Resource Policy – 2.04 Probationary and Trial Period

Purpose

The purpose of this policy is to provide employees in new roles with a probationary or trial period to allow Department Managers time to assess the new employee's performance and suitability to the role, and to allow the employee time to adjust to their new position.

Terms

Probationary Period

1. New employees to the Town of Mahone Bay may be subject to a probationary period, up to six (6) months (see *Form 2.04: Probationary/Performance Review*). During this time, Department Managers may consider the new employees fit to the department based on but not limited to:
 - a. Learning and ability to perform required tasks and gain autonomy
 - b. Organizational and workplace cultural fit
 - c. Overall contribution to the department and organization.
2. If it is deemed that a new employee is not suitable or conducive to functional Town operations, employment may be terminated at any point without cause. The decision to terminate must be done in consultation with the Chief Administrative Officer.
3. If a new employee does not successfully complete a probationary period, the Department Manager may:
 - a. Extend the probationary period for another period not exceeding six (6) months
 - b. Terminate employment.
4. If a new employee does not successfully complete two successive probationary periods, employment shall be terminated.
5. Upon successful completion of a probationary period, the Department Manager shall notify the Chief Administrative Officer, Deputy Chief Administrative Officer, and staff responsible for payroll, benefits, and personnel files (see *Form 2.041: Probationary Review Letter*).



Trial Period

6. Any employee who has been promoted or transferred to a new position is subject to a trial period, up to three (3) months.
7. Employees who do not successfully complete a trial period are returned to their former position, provided it is still available. If the position is not available, the Town shall consider the potential for alternative employment arrangements when other vacancies exist.
8. If no comparable employment arrangements can be made, the employee is considered redundant and is entitled to severance provisions outlines in the *Nova Scotia Labour Standards Code* or as outlined in their Letter of Offer.
9. The employee may request to return to their former position during a trial period. There is no guarantee the request will be approved. All requests must be submitted in writing to the Department Manager.
10. Employees retain entitlement to their permanent position when they take a temporary promotion, transfer, acting position, approved secondment or any job protected leave per *Nova Scotia Labour Standards Code*. Upon return to their regular permanent position, there shall be no trial period.

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Human Resource Policy – 2.05 Terminations of Employment

Purpose

The purpose of this policy is to create termination of employment standards to ensure consistent procedures and processes are followed.

Terms

Resignations and Retirements

1. Employees shall give, at minimum, the following notice of resignation or retirement:
 - a. One week's notice for employment between three months and two years
 - b. Two week's notice for employment more than two years.
2. Notice of resignation or retirement must be submitted in writing and delivered to the Department Manager.

Terminations of Employment by Town of Mahone Bay

3. Termination of employment may take the following forms:
 - a. Expiration or completion of a contract
 - b. Dismissal
4. Dismissal from employment may occur for, but not limited to the following reasons:
 - a. Elimination of position due to organizational need, financial conditions, or departmental restructuring.
 - b. All attempts to create an Accommodations Plan (see *Human Resource Policy 3.08: Workplace Accommodation*) have been exhausted and no agreement has meet made causing undue hardship on the Town of Mahone Bay
 - c. The final stage of a corrective action process.
5. Depending on the severity of an incident, dismissal may be immediate.
6. The Department Manager must submit the following documentation to the Chief Administrative Officer and Deputy Chief Administrative Officer prior to the decision of dismissal:
 - a. The actions/behaviours of the employee that have caused a recommendation to terminate employment
 - b. Documentation from any and all corrective action measures taken
 - c. Relevant information from the employee's personnel file
 - d. Alternatives to dismissal that have been considered/attempted.



7. The final decision to dismiss an employee shall be made in conjunction with the Department Manager, Chief Administrative Officer, and Deputy Chief Administrative Officer.
8. Dismissals should be conducted by the Department Manager and the Deputy Chief Administrative Officer and be delivered verbally and in writing (see *Form 2.05: Termination Letter Template*).
9. Any escorting of dismissed staff and removing of personal effects from office space and returning said personal effects to the dismissed staff shall be conducted by the Department Manager and Deputy Chief Administrative Officer.

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Human Resource Policy – 2.06 Offboarding

Purpose

The purpose of this policy is to establish consistent offboarding practices to ensure a clear end of the employment relationship between the employee and the Town of Mahone Bay.

Terms

1. It is the responsibility of the Department Manager to ensure that proper offboarding takes place.
2. Department Managers, in consultation with the Deputy Chief Administrative Officer shall adjust *Form 2.06 Offboarding Checklist* to implement upon the notice of departure of an employee.

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Date of notice to Council Members of Intent to Consider [minimum 7 days notice]	_____
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Human Resource Policy – 3.01 Job Descriptions

Purpose

The purpose of this policy is to provide employees with the Town of Mahone Bay with clarity in their roles through the effective use of job descriptions.

Terms

1. Every employee shall be provided with a copy of their job description on or before the commencement of employment.
2. Job descriptions shall be reviewed by the Department Manager with the employee at least every three (3) years.
3. The Department Manager shall make recommendations for changes to a job description, in writing, to the Chief Administrative Officer and Deputy Chief Administrative Officer:
 - a. Prior to a job vacancy being advertised
 - b. By the end of the calendar year.
4. The Chief Administrative Officer will consider the changes to the job description and at their discretion recommend any changes to Council for approval.
5. Any changes to job descriptions must be communicated to the staff person by the Department Manager.

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Human Resource Policy – 3.02 Hours of Work

Purpose

The purpose of this policy is to establish hours of work protocols for employees at the Town of Mahone Bay for various Town departments based on the nature of their work and industry standards related to work hours.

Terms

Hours of Work

1. Hours of work may be adjusted by the Department Manager with the authorization of the Chief Administrative Officer depending on organizational need. These changes must be documented and communicated to the Deputy Chief Administrative Officer.
2. The normal working hours for all full-time employees in the Administration and Finance Departments shall be from 8:30 am to 4:30 pm Monday to Friday with two, fifteen (15)-minute breaks and a sixty (60) minute lunch break.
3. The normal working hours for all full-time employees in the Public Works and Transportation Department, Water/Wastewater Department, and Mahone Bay Electric Utility shall be from 8:00 am to 4:30 pm with two, fifteen-minute breaks and a thirty (30) minute lunch break.
4. Working hours for part-time or casual employees shall be established by the Department Manager within the parameters set out in the *Nova Scotia Labour Standards Code* and documented in the letter of offer.

Overtime

5. For the purposes of Human Resource policies, the following definition shall apply:
 - a. **Time in Lieu** – time off from work which an employee is granted for having worked outside of normal working hours.
6. All other staff, excluding the Chief Administrative Officer, Deputy Chief Administrative Officer, Manager of Finance, Manager of Public Works and Transportation, and Water/Wastewater System Manager overtime protocols are as follows:
 - a. Overtime is considered as time worked over 40 hours in a regular work week



- b. Overtime may be paid out during the pay period it is taken or banked as time off in lieu. Banked time shall not exceed eighty (80) hours. Staff shall not take a time in lieu pay out exceeding 20 hours in one pay period.
- c. Time is compensated at 1.5 times regular rate for time worked beyond regular hours from Monday to Saturday.
- d. Time is compensated at 2 times regular rate for time worked beyond regular hours on Sundays and holidays.
- e. The Chief Administrative Officer, Deputy Chief Administrative Officer, Manager of Finance, Manager of Public Works, and Water/Wastewater System Manager may take time off in lieu as agreed upon with the Chief Administrative Officer or Deputy Chief Administrative Officer.
- f. When possible, all overtime hours must be pre-approved by the Department Manager or Lead.

Call-ins

- 7. For the purposes of Human Resource policies, the following definitions shall apply:
 - a. **Call-ins:** any situation when an employee is called from the employee's place of residence to work and subsequently return to such place of residence, outside of the employee's regular work hours. To be considered a call-in, the call-in must occur at least 30 minutes after regular hours of work.
 - b. Evening Council and Committee Meetings will be considered a call-in within this policy.
- 8. Call-ins for all departments shall be paid a minimum of four (4) hours at the regular rate of pay.
- 9. When possible, call-ins are only assigned to staff who are on-call.
- 10. For more than one call-in occurring within the same four (4) hour period, the staff will be compensated for one call-in. The second and subsequent call-ins within that period qualify for a mileage reimbursement.
- 11. Call-ins are not considered overtime and unworked call-in hours will not be compensated at overtime rates. Worked call-in hours are subject to overtime compensation.
- 12. Notwithstanding Section 7, in instances where staff are called in and regular work hours begin within four (4) hours of the call-in, the employees will only be compensated for the hours worked and the four (4) hour minimum call out requirement will not apply. For example, if a call occurs at 6:00 am, the employee would be paid for two (2) call-in hours and not receive extra compensation for the



call out from 8:00 am to 10:00 am. In these instances, the overtime rates per Section 5 would apply to the call-in hours worked outside of regular hours of work.

On-call

13. For the purposes of Human Resource policies, the following definition shall apply:
 - a. **On-call:** A staff person is put on-call by the manager to be available to respond to workplace demands at any time during a set period.
14. On-call time is compensated at a rate of one (1) hour per weekday and two (2) hours per weekend day and three (3) hours per holiday for the period the staff is on-call.
15. The on-call schedule shall be completed weekly.
16. On-call hours are not considered overtime and will not be compensated at overtime rates.

Standby

17. For the purposes of Human Resource policies, the following definition shall apply:
 - a. Standby: A staff member is put on standby by the manager to be able to react to a potential situation, for example a forecasted weather event. Standby is a predetermined amount of time set by the manager, usually in 24-hour increments.
18. If a staff is on standby, they shall receive the regular on-call rate for the period they are on standby.
19. Standby hours are not considered overtime and will not be compensated at overtime rates.



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Town Clerk

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Human Resource Policy – 3.03 Employee Compensation

Purpose

The purpose of this policy is to provide employees with salary levels broadly comparable to those of other employees performing similar functions within the Town and in other Nova Scotian municipalities and similar sectors.

Terms

Position Evaluation

1. Every job description shall be reviewed by the Deputy Chief Administrative Officer or their designate at minimum every three (3) years.
2. When a new position is established, or a position is reclassified, the Department Manager, in consultation with the Chief Administrative Officer shall determine the appropriate salary range for a position based on a number of parameters including:
 - a. Knowledge and Skill
 - i. Education
 - ii. Experience
 - iii. Complexity
 - b. Responsibility
 - i. Accountability
 - ii. Communications
 - iii. Supervisory Responsibilities
 - c. Effort
 - i. Independence of action
 - ii. Physical demands and working environment
3. The Town of Mahone Bay shall create and maintain an up-to-date salary schedule. The salary schedule shall represent the minimum and maximum salaries for a position in a particular salary range.
4. The salary schedule shall be reviewed by the Chief Administrative Officer at minimum every five (5) years.
5. The Chief Administrative Officer shall recommend any amendments to the salary schedule and benefits to Council as required.



Salary Increases Procedure

6. A Department Manager may recommend a salary increase within the predetermined salary range for the position to the Chief Administrative Officer for an employee under certain conditions:
 - a. A merit increase following a performance review.
 - b. A reclassification of a position from redistribution of tasks

Employee Overtime

7. Please see *Human Resource Policy 3.02 Hours of Work*.

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Human Resource Policy – 3.04 Personnel Files

Purpose

The purpose of this policy is to provide regulations on the use and maintenance of personnel files on each employee while ensuring appropriate confidentiality and safety.

Terms

1. Personnel files must be contained in a locked cabinet and/or electronically in a restricted folder.
2. All information contained in the personnel files for all employees, past and present, is strictly confidential.

Access to Files

3. Access to personnel files shall be restricted to the following:
 - a. Chief Administrative Officer
 - b. Deputy Chief Administrative Officer
 - c. Department Managers
 - d. The staff person responsible for payroll and benefits.
4. The people outlined in Section 3 shall only access personnel records when required as part of job duties.
5. Employees may request access to their own personnel files
 - a. Requests shall be made to the Department Manager at minimum of 24 hours in advance.
 - b. Files shall be viewed in a private area with the Department Manager present.
 - c. No employee may alter, remove, copy, or photograph any document in their Personnel File unless authorized by the Chief Administrative Officer or Deputy Chief Administrative Officer.
 - d. Files shall be immediately returned to secure storage once the viewing is complete.
6. Should a situation arise where a Department Manager is unavailable to request access or view a personnel file with an employee, the request and viewing shall be done through the Deputy Chief Administrative Officer.



External Requests to Access/Share Employee Information

7. Personal information may only be released in compliance with the *Nova Scotia Freedom of Information and Protection of Privacy Act* or court order with the exception of:
- Verification of employment
 - On the written permission of the employee or former employee.

Personnel File Contents

8. The following information shall be kept in an employee's personnel file when possible:
- Original application letter, resume, and any other application documents
 - Evidence of bona fide occupational requirements (eg. Licenses, registrations, medical records, etc.)
 - Necessary evidence of educational/professional qualifications
 - Copy of letter of offer
 - Copy of acceptance of offer
 - All applicable benefit related information
 - Documentation relating to any performance issues
 - Any and all corrective action taken and related documentation
 - Any and all accommodations made and related documentation
 - All performance review documentation
 - Correspondences/records of any leaves of absence including vacations and sick time
 - Letter or documentation related to termination of employment
 - Lay off notices
 - Any requests made for professional development at the cost of the Town.



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Human Resource Policy – 3.05 Performance Review and Feedback

Purpose

The purpose of this policy is to ensure staff are provided with timely and effective feedback on their performance through the use of formal and informal performance reviews and feedback channels.

Terms

Responsibilities

1. Individual Department Managers are responsible for the following:
 - a. Administering and coordinating performance reviews within their respective departments
 - b. Recommending any changes to this policy and procedures to the Deputy Chief Administrative Officer
 - c. Providing any necessary reporting to the Chief Administrative Officer and Deputy Chief Administrative Officer on the results of formal performance reviews
 - d. Completing *Form 3.05 – Performance Review and Feedback* and providing all original, completed, and signed copies of performance review documents to the staff designated to oversee personnel files
 - e. Setting and clearly communicating reasonable performance goals, standards, and deadlines with employees in a timely manner.
2. Employees are responsible for seeking any clarification on roles, performance goals, standards, and deadlines with the Department Manager.

Informal Performance Review and Feedback

3. Department Managers and Leads should provide regular feedback to staff on performance using informal means, such as:
 - a. Verbal or email feedback on a regular basis
 - b. Informal check-in meetings
 - c. Informal coaching and mentoring
 - d. Regular staff meetings.
4. Informal feedback should be frequent, action-focused, specific, and timely.
5. Informal performance review and feedback should be documented by the Department Manager.



Formal Performance Review and Feedback

6. During the first year of employment, new employees shall have at minimum two (2) formal performance reviews; one at the end of the probationary period and one in March. These may be combined if probation ends in January, February, or March.
7. Formal performance reviews shall occur annually thereafter by March 31st.
8. All performance reviews shall be done in confidence and in an objective manner.
9. Prior to the completion of the annual performance review, the Department Manager should review the employee's personnel file and other records for the following considerations:
 - a. Adherence to bona fide occupational requirements, such as licenses, training, certification, etc.
 - b. Review of informal performance review and feedback as a consideration in the formal review process
 - c. Accuracy of position description
 - d. Previous performance reviews
 - e. Work history including, quality of work, organizational fit, colleague relations and interaction, etc.
10. Points for Department Managers to consider during performance reviews and feedback:
 - a. The formal performance review should be part of ongoing, informal feedback. Nothing in the formal performance review should be a surprise to the employee.
 - b. Negative feedback on performance shall be done in a constructive, impartial way with a focus on changes in future action and not condemnation for past behaviours.
 - c. Be open to discussion, as some underperformance issues may be attributed to external factors.
 - d. Balance any negative feedback with positive feedback.



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Human Resource Policy – 3.06 – Corrective Action

Purpose

The purpose of this policy is to ensure the Town of Mahone Bay is a workplace that works with employees to resolve performance issues through collaboration and cooperation while holding employees to a high standard of performance and conduct.

Terms

Definition

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

Application

2. The Town of Mahone Bay believes in staff development and room for error and improvement. In cases where actions are deemed to be beyond error or lack of knowledge, corrective action processes will be initiated.
3. Corrective Action addresses performance issues on the following:
 - a. Staff Attendance
 - b. Staff Conduct
 - c. Health and Safety
 - d. Performance.
4. Corrective Action processes should follow these steps:
 - a. Coaching (corrective action without discipline)
 - b. Verbal warning
 - c. First written warning
 - d. Final written warning with possible suspension or leave pending investigation
 - e. Termination of employment.

See *Form 3.061 Correction Action Levels* for a list of potential, but not all possible performance issues and concerns.

5. Each of the four areas set out in section 3 shall be treated jointly in the corrective action process. For example, if an employee receives a formal verbal warning for an



attendance issue, they will receive a written warning for a conduct issue, not a verbal one.

Informal Coaching

6. Informal coaching is a documented process that offers the employee an opportunity to correct an issue before starting the formal corrective action process. Before entering into formal corrective action, Department Managers must offer the employee informal coaching when appropriate, which may include training and professional development.
7. It is the responsibility of the Department Manager to deliver the coaching with the support of the Deputy Chief Administrative Officer as required. See *Form 3.062 Employee Coaching*.

Formal Corrective Action

8. Depending on the severity of the offence, the Town of Mahone Bay reserves the right to skip any and all of the five-step corrective action process outlined in section 4 depending on the severity of the offence. The decision to skip any step in the corrective action process shall be made in conversation with the Deputy Chief Administrative Officer.
9. It is the responsibility of the Department Manager in cooperation (as necessary) with the Deputy Chief Administrative Officer to complete any necessary documentation and deliver any warnings or corrective action. See *Form 3.063 Verbal Warning Documentation*; *Form 3.064 Written Warning Letter*; and *Form 3.065 Final Written Warning and Suspension*.

Investigation and Documentation

10. All reports of violations to the categories outlined in section 3 shall be investigated and documented by the Department Manager and Deputy Chief Administrative Officer. All formal measures taken within the corrective action process shall be documented and forwarded to the staff designated for upkeep of personnel files for storage.
11. During the investigation process, parties involved or named witness shall make themselves available for interview with 24 hours notice. Employees have the right to refuse to participate in an investigation with the knowledge that a decision will be made based on the information made available during the investigation process.



Administrative Leave Pending Investigation

12. Employees will be notified of administrative leave pending investigation both verbally and in writing. The written notice shall include information on the allegations and allow the employee an opportunity to respond.
13. During the leave period, the employee must ensure they are available for recall to work with 24 hours notice. If the employee fails to make themselves available, they will not be compensated for time between the intended resumption of work and the actual return.
14. During the administrative leave, the employee shall be compensated at their regular rate.
15. An employee has the right to legal representation (at their expense) or a municipal representative present at any interview and will be given a minimum of 24 hours notice prior to any interview. Any costs incurred by an employee placed on administrative leave pending investigation shall be borne fully by the employee and not the Town.
16. Any employee placed on administrative leave pending investigation must temporarily turn over any municipal property in their possession including keys, identification, phones, vehicles, and credit cards. Any and all Town information shall remain at or be returned to Town Hall for the duration of the leave. Employees placed on administrative leave pending investigation shall not access their Town of Mahone Bay email.
17. Employees placed on administrative leave pending investigation shall not have any work-related contact with other municipal staff other than their designated municipal point of contact or representative.

Resources Available to Employees

18. The employee shall have access to the following:
 - a. A municipal staff contact/representative
 - b. Employee Assistance Program
 - c. Any terms of an accommodation agreement made between the employee and the Town.

Termination of Employment

19. The final stage of corrective action is termination of employment. Termination of employment with the Town may occur following an employee committing multiple violations of municipal policy and practices, after the steps for corrective action have been taken, or immediately following a severe violation. Final decision on



termination of employment shall be made by the Chief Administrative Officer on the recommendation of the Department Manager with appropriate documentation supporting the recommendation.

Repeal

20. On the effective date of this policy, *Chapter 02 Town of Mahone Bay Employee Discipline Policy*, February 26, 2006 is repealed.

Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
[minimum 7 days notice] _____

Date of Passage of Policy _____

Town Clerk

Date



Human Resource Policy – 3.07 – Employee Professional Development

Purpose

The purpose of this policy is to support employees in their professional development endeavours while ensuring these pursuits align with Town of Mahone Bay needs and priorities.

Terms

1. This policy applies to the following:
 - a. Full Time Employees – an employee who is filling any regular full-time position year round
 - b. Part Time Employees – an employee who is filling any regular part-time position year round
2. This policy applies to training and development outside of the requirements of one's employment with the Town of Mahone Bay.
3. All employees who are requesting training and development are required to complete *Form 3.07 Professional Development Request* and submit it to their Department Manager for review.
4. Applications for professional development will be approved or denied based on Town and individual needs for occupational requirements or possible promotion, assuming candidates meet program standards and requirements.
5. Approval for participation in training and development must be obtained prior to enrollment in the program. Approvals and authorization for assistance will be granted in accordance with the following criteria:
 - a. Short-Term Training – Professional Development that can be completed over several days that has minimal cost and interruption to work flows.
 - i. A thorough and realistic assessment of the requirements for training
 - ii. An analysis of expected benefits to the Town
 - iii. A comprehensive cost summary of the training, including wages
 - b. Long-Term Training – When considering training and development that involves a long-term course of study that will result in an employee obtaining a degree, certificate, license, or credential, the following will be considered:
 - i. The gap, if any, between the employee's education and training and the minimum requirements of the position



- ii. An assessment of the need and the eventual benefit to the Town of upgrading the employee through the proposed professional development.
6. The Town will not provide financial support for a course or training that a staff person has previously attempted and failed to complete and/or obtain a passing grade.
7. Funding approval is subject to budgetary constraints.
8. If an employee requests financial support above \$1,500 in one fiscal year requested, the amount will be determined by the Department Manager and the Chief Administrative Officer.
9. The employee and Department Manager shall take all possible measures to minimize disruptions to employee work performance during training and development. This includes taking measures to minimize educational leave, and measures to minimize course work being done during working hours.
10. Granting educational leave for long-term training is at the discretion of the Chief Administrative Officer.
11. Employees requesting professional development financial support in excess of \$3,500 in a single training program a *Return of Service Agreement* with the Town will be required.

Repeal

12. On the effective date of this policy, *Employee Professional Development Policy*, dated April 30, 2020 is repealed.

Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
[minimum 7 days notice] _____

Date of Passage of Policy _____

Town Clerk

Date



Human Resource Policy – 3.08 Workplace Accommodation*

Purpose

The purpose of this policy is to provide workplace accommodation to the point of undue hardship to ensure that individuals who are able to work are not discriminated against and excluded from doing so because of a disability or other protected characteristics.

Terms

Definitions

1. For the purposes of Human Resource policies, the following definitions shall apply:
 - a. **Accommodation** – a temporary, one-off, or ongoing modification to an employee's regular duties, working environment, and/or workload to reduce or eliminate barriers to their ability to perform their job duties and participate in the workforce due to a protected characteristic per the *Human Rights Act*. R.S., c. 214.
 - b. **Barrier** – a policy, practice, or structure that disproportionately excludes certain groups based on factors unrelated to the nature of work, merit, or safety.
 - c. **Undue Hardship** – the extent to which an employer must attempt to accommodate the needs of an employee on grounds protected under the *Nova Scotia Human Rights Act*. The point of undue hardship is not clearly defined and depends on several things, including the size of the organization and the role of the employee within the organization.

Guiding Principles

2. Employees are encouraged to seek an accommodation when they believe they are experiencing a barrier in their work environment, which may be reduced or eliminated through reasonable accommodation.
3. Accommodation requests will be considered with the principles of dignity, individualization, inclusion, and full participation.
4. Employees with an accommodation plan will be notified in advance of any changes that could affect the terms of their plan.



5. Workplace accommodations shall be done, when possible, while maintaining confidentiality and will only disclose personal information when necessary to provide the accommodation or otherwise permitted by law.
6. Employees and Management share responsibility for planning, implementing, and monitoring accommodations.
7. In more complex requests for workplace accommodation, others may be involved, such as medical practitioners, other management, consultants, etc.
8. The Town of Mahone Bay has a duty to accommodate to a point of undue hardship. Undue hardship will be assessed on a case-by-case basis.

Request for Accommodation

9. To ensure that accommodation needs are effectively met, employees are responsible for communicating their need for an Accommodation at the earliest possible opportunity and to participate fully in the process.
10. A request for accommodation must be made by completing *Form 3.08 Request for Workplace Accommodation* and submitting to the Department Manager.
11. The Town of Mahone Bay recognizes that in situations where Town representatives are aware, or reasonably ought to be aware, that there may be a relationship between a protected characteristic and an employee's job performance, there may be a duty on the part of the Town to inquire into that possible relationship before making a decision that would affect the person adversely. This includes providing a meaningful opportunity to the employee to request an accommodation.

Assessment and Implementation

12. Request for accommodation will be considered and assessed by the Department Manager and the Chief Administrative Officer and Deputy Chief Administrative Officer who will decide on what, if any, accommodation will be provided and the implementation.
13. The Department Manager, Chief Administrative Officer and Deputy Chief Administrative Officer will create an Accommodation Plan which will include:
 - a. The accommodation being made available
 - b. The duration
 - c. Review schedule.
14. The Department Manager, Chief Administrative Officer and Deputy Chief Administrative Officer will review this plan with the employee to discuss any final details.



15. Employees are entitled to a reasonable accommodation although it may not be their preferred accommodation.
16. If the employee's circumstances change in any way that may impact any aspect of the accommodation, they will promptly notify the appropriate Manager.
17. The employee will also respond to all inquiries for information from the Department Manager, Chief Administrative Officer, and Deputy Chief Administrative Officer within five (5) business days when possible.

Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
[minimum 7 days notice] _____

Date of Passage of Policy _____

Town Clerk

Date



Human Resource Policy – 3.09 Altered Work Arrangements

Purpose

The purpose of this policy is to allow for altered work arrangement to support employees to accommodate their diverse needs while maintaining a high standard of service delivery and productivity.

Terms

1. The Town of Mahone Bay recognizes the need for flexibility for employees in individual situations. This policy is to allow employees to change their working arrangements on a longer-term, consistent basis.

Types of Altered Work Arrangements

2. Telecommuting/Remote Work: Employees may request to work remotely from a location other than the workplace.
3. Altered Hours: Employees may request adjustments to their daily work hours to start and end their workdays at times best suited to their needs.
4. Compressed Workweek: Employees may request to work their standard weekly hours over fewer days.

Requesting Altered Work Arrangements

5. Employees interested in an altered work arrangement must submit *Form 3.09 Altered Work Arrangements Request* to their Department Manager.
6. Not all types of work at the Town are conducive to an altered work arrangement. Employees who are considering requesting an altered work arrangement are encouraged to discuss this with their Department Manager to determine eligibility.

Evaluation and Implementation

7. The appropriate Department Manager and Chief Administrative Officer and Deputy Chief Administrative Officer will assess each request based on organizational needs. Approval of altered work arrangements will be at discretion of the Department Manager, Chief Administrative Officer and Deputy Chief Administrative Officer and is subject to periodic review for the following:
 - a. The nature of the employee's role

- b. Organizational requirements
 - c. Employee performance and work history
 - d. Impact on productivity and team dynamics
 - e. Any legal, regulatory, or compliance considerations
8. The Department Manager shall document the details of the altered work arrangement and store this in the employee's Personnel File.

Alterations and Termination

9. The Town reserves the right to refuse, terminate, modify, or suspend altered work arrangements.
10. Employees may also request changes to the arrangement, in writing to the Department Manager, which will be evaluated within ten (10) working days.
11. There may be specific times of year when altered work arrangements are not feasible. At these times, altered work arrangements may be temporarily suspended for an agreed upon duration between the employee and Department Manager.

Responsibilities

12. During a telecommuting/remote workplace arrangement, the following responsibilities shall apply:
- a. Employee
 - i. Become familiar with the *Nova Scotia Labour Standards Code* and Worker's Compensation regulations on working remotely.
 - ii. Become familiar with Canada Revenue Agency Regulations regarding home offices and income taxes and the Town reserves the right to terminate flexible work arrangements.
 - iii. Assume responsibility for the replacement of lost or damaged municipal equipment if the loss or damage is done intentionally or in a neglectful way.
 - iv. Assume the cost of travelling to the regular workplace when attendance is required or upon being recalled to the workplace.
 - v. Maintain any workspaces to meet municipal requirements including any costs associated with any renovations, furniture, installations, and upgrades.
 - vi. Adhere to any safety and security regulations in place by the Town.
 - b. Town



- i. Maintain good management practices to ensure employee productivity and performance.
- ii. Provide employee with the necessary equipment to perform job duties
- iii. Inform employee of any safety and security regulations, which may include in person assessment of remote workspaces.

Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
[minimum 7 days notice] _____

Date of Passage of Policy _____

Town Clerk

Date



Human Resource Policy – 3.10 Inclement Weather and Emergency Closures

Purpose

The purpose of this policy is to create protocol around Town of Mahone Bay Town Hall and work site closures resulting from inclement weather or other emergencies.

Terms

1. The decision to close, delay start, or close early Municipal workplaces due to inclement weather shall be made by the Chief Administrative Officer.
2. The Chief Administrative Officer's decision will be based on a variety of information sources, including, but not limited to:
 - a. Weather reports from Environment Canada
 - b. Accessibility to Municipal facilities and workplaces
 - c. Reports on road and highway conditions
 - d. Closures of schools and businesses
 - e. Consultation with Management
3. Every effort shall be taken to make a decision regarding closures or delayed starts by 6:45 a.m.
4. Decisions to close may be communicated via:
 - a. Email or text message
 - b. Change in voicemail message at 902-624-8327
 - c. CodeRED or other notification system
 - d. Post on Town of Mahone Bay social media and website
 - e. The Chief Administrative Officer will email Council to notify of any closures or delayed starts.
5. In the event of a midday closure, employees will be notified of the closure via email, text, or from their Department Manager.
6. Employees, when possible, will report to work remotely during municipal closures.
7. In the event an employee is unable to arrive or is delayed arriving to work as a result of weather conditions, the employee must make every reasonable effort to notify their Department Manager within a half (1/2) hour of their start time. In these situations, employees may work remotely, use vacation time, take unpaid leave, or use lieu time if the delay is more than two (2) hours.



8. In the event there is an inclement weather event forecasted, the employee should discuss their potential absence the day prior and make necessary arrangements to work remotely.

Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
[minimum 7 days notice] _____

Date of Passage of Policy _____

Town Clerk

Date



Human Resource Policy – 4.01 Employee Benefits

Purpose

The purpose of this policy is to provide employees a comprehensive set of employee and pension benefits.

Terms

1. The Town of Mahone Bay offers permanent full-time employees benefits that include the following coverage:
 - a. Health
 - i. Mandatory coverage with opt out if covered by a spouse or other insurance
 - ii. Employer pays 50% of premium
 - b. Dental
 - i. Mandatory coverage with opt out if covered by a spouse or other insurance
 - ii. Employer pays 50% of premium
 - c. Pension Plan
 - i. Optional coverage
 - d. Group Life Insurance
 - i. Mandatory coverage
 - ii. Employer pays 50% of premium
 - e. Accidental Death and Dismemberment
 - i. Mandatory coverage
 - ii. Employer pays 50% of premium
 - f. Long Term Disability
 - i. Mandatory coverage
 - ii. Employer pays 50% of premium
2. If an employee has coverage, and that coverage is discontinued, it is the responsibility of the employee to notify the appropriate staff to request to opt into the Town benefits. A Health Certificate may be required to enroll in Town benefits at that time if coverage has lapsed more than 30 days per insurance provider policy. Please note that insurance provider policies are subject to change, so staff are strongly encouraged to notify the appropriate staff of any benefits changes immediately.



3. The Town of Mahone Bay reserves the right to amend any employee benefit at any time. When possible, the Town will consult with staff prior to making amendments; however, amendments made by the provider are beyond the control of the Town and shall be implemented.
4. Other staff may be offered benefits at the discretion of the Chief Administrative Officer.
5. Eligibility for employee benefits and the extent of those benefits are outlined in the employee's letter of employment offer or other written communication.

Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
[minimum 7 days notice] _____

Date of Passage of Policy _____

Town Clerk

Date



Human Resource Policy – 4.02 Supportive Workplace

Purpose

The purpose of this policy is to recognize the importance of employee physical, mental, and emotional wellness through the establishment of supportive workplace programs.

Terms

1. The terms of this policy are subject to the Council determined budget allocation for employee wellness through the Town's annual budget process.

Supportive Workplace Committee

2. The Committee shall consist of three (3) employees, one full-time from Finance/Administration, one employee from Public Works, and one Department Manager.
3. Appropriate Department Managers will nominate a staff person to be on the committee and the management team will decide amongst themselves who will be the management representative.
4. Appointments for the Committee are for one year, April 1st – March 31st of each year with the intention of no staff member serving consecutive terms to allow for all staff to participate.
5. The committee is responsible for reviewing and making recommendations to the Deputy Chief Administrative Officer for changes and updates to this policy.
6. The committee will receive and review workplace safety data from the Safety Representative on an annual basis unless the Town creates a Joint Occupational Health and Safety Committee.
7. The committee will develop health and wellness programs and initiatives and staff social events.
8. The committee will organize the decorating of Town property for holidays and special events.
9. The committee is responsible for promoting initiatives developed by the committee.
10. The committee will make recommendations during the annual budget process for financing of the committee and the programs outlined in this policy.
11. The committee will meet monthly during regular working hours at a date and time determined by the staff on the committee. As an internal staff committee, these meetings will not be open to the public.



12. Participation on the committee is voluntary.

Years of Service Recognition

13. Years of Service Awards shall be given to individual staff members of the Town of Mahone Bay who have completed, or will complete in that particular calendar year, one of the following categories of service: five years, ten years, fifteen years, twenty years, twenty-five years, and thirty years.

14. The following shall be the guidelines used by Council when providing Years of Service Awards:

- | | |
|-------------|----------------|
| a. 5 years | Certificate |
| b. 10 years | \$100.00 value |
| c. 15 years | \$200.00 value |
| d. 20 years | \$300.00 value |
| e. 25 years | \$400.00 value |
| f. 30 years | \$500.00 value |

15. Years of Service awards shall be announced annually by Council, at a time determined by Council, for all staff members achieving a Years of Service award during that calendar year.

16. The actual years of service shall be determined by the staff member's present cumulative years with the Town. Town approved leaves do not interrupt the years of service accrual.

Employee Wellness Purchase Program

17. Employees are eligible to receive a financial incentive of up to \$250.00 per fiscal year (April 1st to March 31st) toward a membership or item intended to improve or contribute to the employees wellness. Eligible expenses include, but are not limited to:

- a. Fitness centre membership
- b. Exercise classes
- c. Healthy eating programs
- d. Sports registrations
- e. Fitness Equipment
- f. Smoking cessation aids
- g. Any other expenses that are not listed which will be taken to the Supportive Workplace Committee for review.

18. Receipt of payment and completion of expense application for is required for reimbursement.



Employee Donation and Volunteerism Program

19. Donations can be made by employees to the United Way through regular payroll deductions.
20. Forms to participate in this program may be obtained from the Finance Department.
21. The Town will provide the equivalent of two (2) days per year to each full-time employee and the equivalent of one (1) day per year to each part-time employee to use to volunteer for a non-profit charity or organization of their choice. This donated time will be considered paid time off. The time is refreshed at the beginning of each fiscal year and does not accrue from year to year. Usage of this time or lack thereof does not affect vacation accrual or sick leave usage.
22. Employees must request volunteer time at least one (1) week in advance and provide the name, address, phone number, website, and tax ID (if available) of the organization as well as dates and number of hours requested.

Repeal

23. On the effective date of this policy, the following policies are repealed:
 - a. *Supportive Workplace Committee Policy*, dated March 9, 2021
 - b. *Employee Wellness Policy*, dated April 30, 2020
 - c. *Employee Donation and Volunteerism Policy*, dated June 25, 2020

Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
[minimum 7 days notice] _____

Date of Passage of Policy _____

Town Clerk

Date



Human Resource Policy – 5.01 Employee Code of Conduct*

Purpose

The purpose of this policy is to establish a standard of expected conduct for all Town of Mahone Bay staff with the purpose of avoiding situations where conflict of interest or other unethical situations may be claimed.

Town staff have the primary objective to address the needs of Town residents. Staff are entrusted with upholding and adhering to Town bylaws and policies. As Town staff, they must observe a high standard of ethical morality and conduct to fulfill the roles and responsibilities as public servants regardless of personal interest.

The following Code of Conduct is not an exhaustive list of potential ethical issues that may arise, but it services to promote ethical decision making of staff. Should a situation arise where a staff person is unsure on how to act during a situation as a municipal representative, they should speak with their Department Manager.

Terms

Personal Conduct

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

Professional Conduct

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

Municipal Time and Assets

3. Town time and assets are used only for the performance of Town duties and as approved by management. Employees are required to care for Town assets, which includes all property, equipment, software, information, materials, and time.

Gifts and Gratuities

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



for special treatment. If staff are unsure if they should accept a gift, they should ask their Department Manager.

Personal Gain, Benefit, of Favouritism

5. Employees must remove themselves from any decision-making process that may result in an actual or perceived personal gain, favouritism, or benefit. Awarding of tenders, job opportunities, sales and disposals of assets will be carried out impartially.

Use, Collection, and Disclosure of Information

6. Town staff will use, collect, and disclose information only in accordance with Part XX of the *Municipal Government Act: Freedom of Information and Protection of Privacy*, and for the purposes of carrying out Town duties. Staff shall only use personal, business, or financial information for the intended purposes with expressed consent of parties involved.

Political Activity

7. Town staff shall not engage in any political activity or electioneering that are outside of regular work duties during normal work hours or at a Town of Mahone Bay property. This includes canvassing, campaigning, or fundraising that aims to advance an individual's or group's political interests. All staff have the right to take part in political activity and electioneering on their own time.
8. Should a Town employee decide to run for elected office in government, the employee must first seek and unpaid leave of absence for the time period between the day they are nominated to voting day. Should the employee win their seat, it will be understood that the employee has resigned from employment with the Town immediately before taking their elected seat.

Outside Activities

9. Employees take part in a wide range of activities outside their employment with the Town including volunteer activities, self-employment, outside employment and services, boards, councils, committees, etc. Employees may not engage in outside activity if it:
 - a. Impairs the employee's mental or physical capacity to perform Town duties
 - b. Is likely to cause criticism or embarrassment to the Town
 - c. Requires the employee's attention during official working hours or requires the use of Town time or supplies.



- d. Promotes the use of their title or position with the Town or implies an official Town endorsement of their outside employers business, service, product, etc.
- e. Involves working for an employer who is doing business with the Town or is likely to require inspection, permitting, or other regulation or action by the employee's work unit, unless authorized by the Deputy Chief Administrative Officer beforehand and under such terms and conditions as the Deputy Chief Administrative Officer shall establish from time to time.
- f. Creates a perceived or real conflict of interest.

Penalty

10. Should it be determined by the Department Manager and Deputy Chief Administrative Officer that an employee has breached any part of this policy, that employee shall be subject to corrective action.

Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
[minimum 7 days notice] _____

Date of Passage of Policy _____

Town Clerk

Date



Human Resource Policy – 5.02 Harassment and Violence Free Workplace*

Purpose

The purpose of this policy is to create and maintain a workplace that protects individual human rights and ensures a harassment and violence free workplace by setting clear guidelines and definitions on what constitutes harassment and violence in the workplace at the Town of Mahone Bay.

Terms

Scope

1. Application of this policy shall extend to each town workplace and to work-related events, including harassment and violence of Town employees that happens away from the workplace after regular working hours, where such behaviour has a negative impact on the workplace.
2. Where harassment is not related to a Prohibited Ground under the *Nova Scotia Human Rights Act*, all complaints will be dealt with by this policy.
3. Violence and threats in the workplace or related to the workplace will be treated using this policy unless police involvement is necessary.

Harassment

4. For the purposes of Human Resource policies, the following definition shall apply:
 - a. **Harassment** – any behaviour that a reasonable person would find unwelcome, has a negative impact on the workplace, and/or is related to any of the characteristics which are listed as prohibited grounds of discrimination in the *Nova Scotia Human Rights Act*, denoted as “Prohibited Grounds”, specifically:
 - i. age
 - ii. race
 - iii. colour
 - iv. religion
 - v. creed
 - vi. sex
 - vii. sexual orientation
 - viii. gender identity
 - ix. gender expression

- x. physical disability or mental disability
 - xi. an irrational fear of contracting an illness or disease
 - xii. ethnic, national, or aboriginal origin
 - xiii. family status
 - xiv. marital status
 - xv. source of income
 - xvi. political belief, affiliation, or activity
 - xvii. association with another individual or class of individuals having characteristics referred to above.
5. Harassment can, depending on the seriousness of the behaviour, involve a single incident or a number of incidents, and can be directed at one employee or it can involve a number of individuals. Harassment need not be intentional to be considered harassment. Intentional harassment should be considered more severe.
6. Examples of harassment include, but are not limited to:
- a. Unwelcome physical contact such as touching, patting, or pinching
 - b. Unwelcome offensive comments that are sexual in nature
 - c. Unwelcome offensive remarks such as jokes, slurs, or innuendo related to any of the Prohibited Grounds
 - d. Displaying or distributing derogatory or offensive pictures, graffiti, or other materials related to any Prohibited Grounds including racist, sexist, or anti-2SLGBTQ+ materials
 - e. Unwelcome and offensive behaviour related to a Prohibited Ground that creates an intimidated, hostile, offensive or toxic work environment
 - f. Unwelcome and offensive behaviour related to a Prohibited Ground where tolerance of the behaviour is explicitly or implicitly made a term of employment or consideration in job-related decisions
 - g. Refusing to interact or communicate with persons because of any of the Prohibited Grounds
 - h. Unwelcome and offensive communications related to a Prohibited Ground sent by any means, including email or electronic means.
7. For greater clarity, the following are not considered harassing behaviours under this policy, but are not limited to:
- a. Mutually consensual relations and social interactions without offensive or inappropriate behaviours, intimidation, implicit or explicit threats of retaliation, or misuse of power
 - b. Words or actions that a reasonable person would find welcome or neutral in meaning

- c. Actions of the Town to direct its workforce, including managing and supervising employees and giving feedback through reasonable performance feedback, managing absenteeism, mentoring and discipline.
- d. Bona fide qualifications or occupational requirements established by the Town as noted in Section 6(f) of the *Nova Scotia Human Rights Act*.

Violence

- 8. For the purposes of this policy, the following definition shall apply:
 - a. **Violence in the workplace** – any act in which a person is abused, threatened, intimidated, or assaulted in their employment or in relation to their employment. Violence can be physical, psychological, and emotional.
- 9. Examples of violence in the workplace include:
 - a. Assault and/or battery
 - b. Targeted destructive behaviour (vandalism, arson, sabotage, etc.)
 - c. Display of any kind of weapon in a threatening way
 - d. Verbal and written threats whether direct, conditionally implied, or veiled
 - e. Bullying
 - f. Threatening messages transmitted through third parties
- 10. There are many types of violence and harassment, and the lists above are not exhaustive.

Accountability

- 11. Each employee is responsible for their own behaviour at all time and for ensuring the workplace is free from harassment. This is done by always acting in a professional and courteous manner, taking responsibility for their own actions and words, which maintaining positive and constructive working relationships through cooperation and actively listening to others.

Reporting

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

Repeal

- 13. On the effective date of this policy, Chapter 14 – Town of Mahone Bay Policy on Violence and Abuse dated February 25, 2015 is repealed.



Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
[minimum 7 days notice] _____

Date of Passage of Policy _____

Town Clerk

Date



Human Resource Policy – 5.03 Inclusive and Respectful Workplace*

Purpose

The purpose of this policy is to prioritize having inclusive and respectful workplaces at the Town of Mahone Bay by setting clear guidelines and definitions on what constitutes disrespectful behaviour in the workplace to ensure employees are treated with dignity and fairness in a welcoming and accepting environment.

Terms

Scope

1. Application of this policy shall extend to each municipal workplace and to work-related events, including disrespectful behaviour of Town of Mahone Bay employees that happens away from the workplace, after regular working hours, or online where such behaviour has a negative effect on the workplace.

Definitions

2. For the purposes of this policy, the following definitions shall apply:
 - a. **Bullying or Intimidating Behaviours** – involve using words or actions, actual or perceived, that could psychologically or mentally hurt or isolate a person in the workplace and usually involves repeated incidents
 - b. **Disrespectful Behaviour** – any behaviour that:
 - i. should be known to a reasonable person that their words or actions are offensive, humiliating, or intimidating
 - ii. had a clear and obvious negative impact on the recipient
 - iii. involves words or actions that can be limited to one incident or involve multiple times or incidents
 - c. **Inclusive and Respectful Workplace** – a work environment where each employee treats each other with respect at all times and includes:
 - i. Providing for the inclusion of all employees to create a sense of belonging, connection, and community in the workplace
 - ii. Accepting and valuing individual contributions to the workplace and encouraging diverse perspectives and opinions in a collaborative environment
 - iii. Ensuring the safety of all employees from disrespectful, bullying, or intimidating behaviour

- iv. Requiring accountability by each individual to contribute to their effective workplace relationships through meaningful and positive resolution of differences.
- 3. Examples of disrespectful behaviour include, but are not limited to:
 - a. Verbal or written threats or abuse
 - b. Derogatory or degrading words, comments, gestures, jokes, or insults
 - c. Using profanity or swearing, or using violent language, at another individual
 - d. Interference with another person's work or attempting to sabotage another person's work
 - e. Vandalizing or interfering with another person's personal property of office space
 - f. Bullying through offensive, malicious, insulting, humiliating, ostracizing, or intimidating actions or words
 - g. And form of racism, anti-2SLGBTQ+ action, sexism, ableism, or discrimination.
- 4. For greater clarity, the following are not considered disrespectful workplace behaviour under this policy, but are not limited to:
 - a. Mutually consensual relations and social interactions without offensive or inappropriate behaviours, intimidation, implicit or explicit threats of retaliation, or misuse of power
 - b. Words or actions that a reasonable person would find welcome or neutral in meaning
 - c. Actions of the Town to direct its workforce, including managing and supervising employees and giving feedback through reasonable performance feedback, managing absenteeism, mentoring and discipline
 - d. Disagreements or misunderstandings

Accountability

- 5. Each employee is responsible for their own behaviour at all time and for ensuring the workplace is free from harassment. This is done by always acting in a professional and courteous manner, taking responsibility for their own actions and words, which maintaining positive and constructive working relationships through cooperation and actively listening to others.

Reporting

- 6. Should any employee feel they have been the target of disrespectful or exclusive behaviour as outlined in this policy, complaints/reporting can be submitted in



accordance with *Human Resource Policy 5.04 – Employee Complaints Process* or to the Royal Canadian Mounted Policy as required.

Repeal

7. On the effective date of this policy, Town of Mahone Bay Policy #20 Respectful Workplace Policy, dated March 13, 2018 is repealed.

Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
[minimum 7 days notice] _____

Date of Passage of Policy _____

Town Clerk

Date



Human Resource Policy – 5.04 Employee Complaints Process

Purpose

1. The purpose of this policy is to provide a standardized and comprehensive process for employees to file Human Resource related complaints. Complaints related to Human Resource policies and their application can be made through formal or informal processes to ensure a range of options are available to employees seeking a fair and timely resolution to allegations.

Terms

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

Informal Complaint Process

3. If reasonable and safe to do so, employees should attempt to resolve issues informally through discussion before launching a formal complaint.
4. If it is not possible to carry out actions in section 3, the employee should seek assistance from their Department Manager or Deputy Chief Administrative Officer.
5. If the informal complaint process is not suitable, or the complainant does not receive a suitable result after attempting an informal process, the employee can proceed to the formal process.

Formal Process

6. Formal complaints may be filed using the associated *Form 5.04 Human Resource Formal Complaint*.
7. Complaints can be submitted to the Deputy Chief Administrative Officer. If the complaint involves the Deputy Chief Administrative Officer, the complaint can be submitted to the Chief Administrative Officer.
8. Complaints may be made on behalf of a staff member by another staff member where that staff member has witnessed the behaviour in question.



Investigations

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

Corrective Action

11. Should the investigation determine that the alleged behaviour involves discrimination under the *Nova Scotia Human Rights Act*, the complaint will be transferred to a formal application of *Human Resource Policy 3.06 Corrective Action*.
12. Employees who are determined to be in breach of this policy will be subject to corrective action up to an including termination of employment per *Human Resource Policy 3.06 Corrective Action*. Multiple or repeated instances of the same, similar or different occurrences of disrespectful behaviour shall be considered as one of the determining factors in the level of corrective action implemented.
13. Employees are strongly encouraged to bring forth any complaints as soon as possible to ensure any inappropriate behaviour is dealt with immediately.

False of Malicious Complaints

14. Any informal or formal complaint found to be false, misleading, or brought forth with malice, may result in the complainant being subject to corrective action per *Human Resource Policy 3.06 Corrective Action*.

Retaliation

15. Any employee who uses retaliation or discrimination against a co-worker or another employee because the person brought forward a complaint, or because the employee acted as a witness, gave a statement, or participated in a complaint resolution process will be considered in breach of this policy. Such breach may result in corrective action per *Human Resource Policy 3.06 Corrective Action*.



Records Management

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

Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
[minimum 7 days notice] _____

Date of Passage of Policy _____

Town Clerk

Date



Human Resource Policy – 6.01 Vacations

Purpose

1. The purpose of this policy is to ensure employees receive vacation allotments and approvals on a fair and consistent basis.

Terms

2. The vacation year is the fiscal year.
3. Employees are encouraged to submit vacation requests of five (5) business days or greater for the next year by March 15th for the following vacation year when possible.
4. Should an employee wish to cancel or adjust their scheduled vacation, they may do on approval from their Department Manager
5. Should more than one staff request the same time for vacation, and it is not feasible for both staff to be on vacation, the manager shall consider previous years' vacations to determine who will receive which vacation allotment to ensure equal treatment of staff. The preference shall be limited to the selection of the first ten (10) business days of vacation only. After all employees have been approved for ten (10) days of vacation, employees will be granted their additional leave, in preference, in one week increments on a first come first served basis. This applies to requests per section 2. All requests for vacation made after March 15th are approved on a first come first served basis.
6. Notwithstanding section 5, discretion to allot vacation entitlements is that of the Department Manager.
7. For other vacation requests, employees are encouraged to submit the request at least one (1) week prior to the intended vacation time if possible.
8. For all vacation requests, the appropriate approver shall approve or deny vacation requests within one week of the request. If a request is denied, the approver should be prepared to explain the decision to the employee.
9. All full-time, temporary/contract full-time employees are entitled to receive vacation with pay.
10. All regular part-time, temporary/contract part-time, casual, and seasonal employees are entitled to vacation pay at a rate of four percent (4%) unless otherwise specified in their employment letter of offer.
11. The vacation entitlement schedule for full-time employees are as follows:
 - a. 0-5 years 1.25 days per month (15 days per year)
 - b. 6-10 years 1.67 days per month (20 days per year)
 - c. 10+ years 2.083 days per month (25 days per year)



12. Years of service regarding vacations begins at the anniversary date of the actual start date of full-time employment and increases in vacation entitlement shall occur in the fiscal year following the completion of the years of service. For clarity, if an employee completes five years of service in August, their vacation entitlement would increase the following April.
13. All vacation must be taken in a year except under unusual circumstances. The Chief Administrative Officer may grant a carry over or unused vacations of not more than one's yearly entitlement per section 10.
14. Carry over requests must be made in writing to the Department Manager by March 1st. The Department Manager will make recommendation to the Chief Administrative Officer regarding carry over.
15. Vacation entitlement may be adjusted at the discretion of the Chief Administrative Officer at time of hire.
16. The Department Manager reserves the right to limit the number of employees on vacation during one period of time.
17. The Chief Administrative Officer may recall a staff person from vacation under extenuating circumstances. Any associated costs related to recalling the staff person (flights, accommodation, transportation, etc.) shall be borne by the Town.
18. If a paid statutory holiday(s) falls during the employees scheduled vacation period, that day(s) will not be considered as vacation during the period the employee is off.
19. Employees receive their vacation each year based on one full year of service. An employee who submits their resignation shall receive a pro-rated portion of their regular vacation or vacation pay. If the employee has taken more vacation time than has been earned, they will be required to repay the unearned vacation days.
20. No vacation entitlement accrues during extended leaves from work.



Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
[minimum 7 days notice] _____

Date of Passage of Policy _____

Town Clerk

Date



Human Resource Policy – 6.02 Holidays

Purpose

1. The purpose of this policy is to provide time off, at the regular rate of pay, for holidays.

Terms

2. This policy applies to all staff at the Town of Mahone Bay, however *Human Resource Policy - 3.02 Hours of Work* makes reference to specific exemptions related to holiday pay for certain employees. In those cases, *Human Resource Policy – 3.02 Hours of Work* shall be the guiding document.
3. The following days shall be considered holidays for employees at the Town of Mahone Bay:
 - a. New Year's Day*
 - b. Nova Scotia Heritage Day*
 - c. Good Friday*
 - d. Easter Monday
 - e. Victoria Day
 - f. Canada Day*
 - g. Natal Day
 - h. Employee Appreciation Day – Date determined by the Chief Administrative Officer
 - i. Labour Day*
 - j. National Day for Truth and Reconciliation
 - k. Thanksgiving Day
 - l. Remembrance Day
 - m. Christmas Eve Day
 - n. Christmas Day*
 - o. Boxing Day

* indicates statutory holidays per the *Nova Scotia Labour Standards Code*

4. If a part-time, temporary/contract part-time, or casual employee is scheduled to work the day prior to a holiday and the day following the holiday, as defined in section 3, the employee shall have the holiday off at their regular rate of pay provided the employee has worked at least fifteen (15) days prior to the holiday and has been employed for at least thirty (30) calendar days. This section shall follow the most up to date regulations in the *Nova Scotia Labour Standards Code*.



5. If a paid holiday(s), as outlined in section 3, falls during the employees scheduled vacation period, that day will not be considered vacation.
6. Any employee required to work on a holiday under this policy, who is not indicated in *Human Resource Policy 3.02 – Hours of Work*, shall be entitled to a day off in lieu.
7. With the permission of the Department Manager, employees may opt to work a non-statutory holiday(s) in exchange for a paid vacation day.
8. Request for a holiday swap must be made in writing to the Department Manager by January 30th to allow for any staff planning to take place. The request shall include:
 - a. The holiday the employee is choosing to work
 - b. The holiday and dates the employee is intending to be off.
9. Employees may swap a statutory holiday(s) for another day per sections 37 and 39 of the *Nova Scotia Labour Standards Code*. If employees wish to make this request, they can discuss with their Department Manager and Deputy Chief Administrative Officer to begin the process.

Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
[minimum 7 days notice] _____

Date of Passage of Policy _____

Town Clerk

Date



Human Resource Policy – 6.03 Compassionate/Bereavement Leave

Purpose

1. The purpose of this policy is to offer employees time off due to the death or serious illness of a relative and/or colleague and compassionate-care leave.

Terms

Definitions

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

Bereavement

3. All full-time, part-time, and temporary/contract full-time employees shall be covered by this policy beginning on their first day of active employment.
4. When a death occurs within an employee's immediate family or immediate chosen family, they may be granted up to five (5) consecutive working days following the death of the family member at their regular rate of pay.
5. Employees may be granted up to three (3) consecutive working days following the death of the family member at their regular rate of pay for the death of an extended family member or extended chosen family member.
6. On the death of a colleague or close friend, employees may be granted time off work to attend any celebration of life services up to one (1) day at their regular rate of pay at the discretion of the Department Manager.
7. In special circumstances, bereavement leave may be delayed to accommodate services at the request of the employee and approval of the Department Manager in consultation with the Deputy Chief Administrative Officer.
8. The length of bereavement time granted and when the time is taken is at the discretion of the Department Manager in consultation with the Deputy Chief Administrative Officer.



Compassionate Care Leave

9. Subject to the presentation of appropriate medical certification from a qualified medical practitioner, an employee with at least three (3) months of continuous service with Town of Mahone Bay is entitled to compassionate care leave without pay up to a maximum of 28 weeks for the purposes of providing care or support to a family member who has a serious medical condition with a significant risk of death within twenty-six (26) weeks.
10. The leave can be broken up into several periods of at least one week in duration during a 52-week timeframe. The 52-week timeframe begins on the first day of the week in which the leave begins.
11. Employees who take a compassionate care leave may qualify for a compassionate care benefit under the Government of Canada's Employment Insurance Program.
12. On expiry of a compassionate care leave, an employee shall be reinstated in the position occupied by that employee at the commencement of the leave, or if that position is not available, in a comparable position.
13. The returning employee shall receive a rate of pay equal to the rate of pay at the commencement of the compassionate care leave.
14. If an employee wishes to return to work prior to the expiry of the leave, the employee must give the Department Manager and the Deputy Chief Administrative Officer two (2) weeks written notice.
15. Should the person die for whom the compassionate care leave is taken, the employee will automatically be granted the appropriate bereavement time to commence immediately following the death. Upon completion of the bereavement time, the employee is expected to return to work.
16. Compassionate care leave is not included in any calculation of an employee's length of employment or seniority. The period of the leave is not included when determining whether the employee has completed any probationary or trial periods.
17. Employees on a compassionate care leave are eligible to participate in Town of Mahone Bay health and workplace benefits unless the employee elects to opt out of these benefits in writing to their Department Manager and Deputy Chief Administrative Officer.
18. An employee wishing to continue benefits during the leave will be required to provide post-dated cheques or other suitable arrangements to pay the employee's portion of the premiums for benefit coverage.
19. Benefits do not accrue during the leave if required employee contributions are not paid and may be cancelled.



20. Should an employee opt out of employee benefits during a compassionate care leave, they may opt in upon expiration of the compassionate care leave with no Town required waiting period. Service provider waiting periods and medical examinations may apply.

Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
[minimum 7 days notice] _____

Date of Passage of Policy _____

Town Clerk

Date



Human Resource Policy – 6.04 Pregnancy, Parental, and Guardianship Leave

Purpose

1. The purpose of this policy is to provide employees with fair pregnancy, parental, and guardianship leave subject to the requirements under the *Nova Scotia Labour Standards Code* as amended from time to time.

Terms

Pregnancy Leave

2. Pregnancy Leave is available to employees who are pregnant or have recently given birth.
3. Employees may take up to sixteen (16) weeks of unpaid pregnancy leave.

Parental Leave

4. Parental Leave is available to employees who become a parent through the birth of their child or adoption:
 - a. Up to seventy-seven (77) weeks of Parental Leave if an employee does not take Pregnancy Leave
 - b. Up to sixty-one (61) weeks if an employee also takes Pregnancy Leave for a maximum total of seventy-seven (77) weeks of leave. The leaves must be taken consecutively.
5. Employees must submit their request for pregnancy and/or parental leave at minimum four (4) weeks prior to the start of the planned leave to their Department Manager and Deputy Chief Administrative Officer.
6. If a medical situation arises that does not allow for four (4) weeks' notice of leave, the employee shall provide as much notice as possible to their Department Manager and Deputy Chief Administrative Officer.
7. The Town of Mahone Bay may require an employee to take an unpaid pregnancy leave if the pregnancy significantly interferes with the employee's work.
8. The leave may start up to sixteen (16) weeks prior to the expected delivery date.
9. Prior to returning to work after a pregnancy leave, the employee shall provide their Department Manager and Deputy Chief Administrative Officer with at least four (4) weeks' notice of return in writing.



10. In addition to any applicable Parental Leave, the spouse of a person giving birth will be granted paid leave on the day of the birth of the child, if it falls on their scheduled workday.

Guardianship Leave

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

Pregnancy, Parental, and Guardianship Leave

12. To take pregnancy, parental, or guardianship leave, the employee must provide the Town with proof of pregnancy, adoption, or guardianship from a medical doctor or adoption/guardianship social worker.
13. If an employee intends to take both pregnancy leave and parental leave, they must be taken consecutively unless the child is hospitalized for more than one week in which case the employee can return to work and use the remainder of the parental leave after the child is released.
14. Employees on pregnancy, parental, or guardianship leave are eligible to participate in any Town of Mahone Bay extended health plans and other workplace benefits unless the employee elects to opt out of these benefits in writing to their Department Manager and Deputy Chief Administrative Officer.
15. An employee wishing to continue benefits during the leave will be required to provide post-dated cheques or other suitable arrangements to pay the employee's portion of premiums for benefit coverage.
16. Benefits do not accrue during the leave if require employee contributions are not paid and may be cancelled.
17. Should an employee opt out of employee benefits during a pregnancy, parental, or guardianship leave, they may opt in upon expiration of the leave with no Town required waiting period. Service provider waiting periods may apply.
18. Employees who take a pregnancy, parental, or guardianship leave may qualify for benefits under the Government of Canada's Employment Insurance program.
19. Vacation entitlement does not accrue during pregnancy, parental, and guardianship leave.



Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
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Town Clerk

Date



Human Resource Policy – 6.05 Sick Leave

Purpose

1. The purpose of this policy is to provide sick time opportunities to employees as to prevent loss of earnings during short term illnesses.

Terms

2. Sick leave benefits apply when the employee is unable to work due to illness.
3. Sick leave shall be granted with pay in any year as follows:
 - a. Part-time employees shall be granted up to six (6) paid sick days per year after completing six (6) months of employment with at least five (5) days worked per month.
 - b. All full-time employees shall earn one and one-half (1.5) days of sick leave per month of completed service to a maximum of sixteen (16) weeks.
4. Should an employee take more sick time than earned and terminate employment, the employee shall repay the sick time beyond what was earned on their final pay.
5. No employee shall be entitled to or granted more than sixteen (16) weeks of paid sick leave for the same illness in a twelve (12) month period.
6. Time off for medical appointment for the employee shall be counted as sick time and scheduled in advance when possible.
7. For long-term illness, the Chief Administrative Officer may require and employee to apply for long-term disability benefits.
8. Sick leave benefits will only be paid for excused absences and for times the employee would normally be scheduled to work.
9. For a planned sick leave, employees shall submit a request to their Department Manager at least two (2) business days prior to the planned absence.
10. For unplanned sick leave, employees shall call or text their Department Manager prior to the start of the planned workday when possible. Upon return to work, the employee shall submit a sick leave request.
11. In some instances, the Department Manager may require medical certification or a functional abilities assessment to prove the employee's ability to safely return to work.
12. Should use of paid sick time become a performance issue, the Department Manager shall consult with the Deputy Chief Administrative Officer on possible solutions, including workplace accommodation, corrective action, or other types of leave.



Clerk's Annotation for Official Policy Book

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Town Clerk

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Human Resource Policy – 6.06 Other Leaves of Absence

Purpose

1. The purpose of this policy is to establish a procedure to allow for other leaves of absence not covered in the *Nova Scotia Labour Standards Code* to be requested with or, in exceptional circumstances, without pay.

Terms

2. It shall be the responsibility of the employee to submit a request for a leave of absence in writing to their Department Manager and the Deputy Chief Administrative Officer at least four (4) months in advance of the planned start date of leave.
3. Each request shall be considered on its individual merits. Considerations may include, but are not limited to:
 - a. Impact on the Town of Mahone Bay
 - b. Need for and availability of a temporary replacement
 - c. Length of leave
 - d. Potential of the employee returning to employment upon expiration of the leave.
4. The Department Manager and Deputy Chief Administrative Officer shall discuss the application and recommend approval or denial of the request to the Chief Administrative Officer.
5. When an employee returns to work, they resume work in the same position as held previously. If the position is no longer available, the employee will be placed in a comparable position at the same rate of pay as the time the leave started.
6. Employees on an unpaid leave may be eligible to participate in any Town of Mahone Bay health plans and other workplace benefits at the discretion of the Chief Administrative Officer.
7. An employee wishing to continue benefits during the leave will be required to provide post-dated cheques or other suitable arrangements to pay the employee's portion of premiums for benefit coverage. Benefits do not accrue during the leave if required employee contributions are not paid. Should an employee opt out of employee benefits during a leave, they may opt in upon expiration of the leave with no Town required waiting period. Service provider waiting periods and medical examinations may apply.



Clerk's Annotation for Official Policy Book

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Town Clerk

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Human Resource Policy – 7.01 Employee Receipt

Purpose

1. The purpose of this policy is to have staff acknowledge their understanding of the Town of Mahone Bay Human Resource Policies.

Terms

2. Employees of Town of Mahone Bay shall read, seek clarification, and understand the Human Resource Policies as written.
3. Employees shall sign an acknowledgement of understanding and receipt of these policies within three (3) months of receiving or being notified of the Human Resource Policies.
4. Employees Shall return the signed *Form 7.01 Employee Receipt* to the Deputy Chief Administrative Officer.
5. Should an employee require confidential assistance in reading and understanding these policies, assistance can be sought from their Department Manager or Deputy Chief Administrative Officer.



Clerk's Annotation for Official Policy Book

Date of notice to Council Members of Intent to Consider
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Town Clerk

Date

2026-27 TOWN OF MAHONE BAY SALARY SCALES

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
CAO	127,321.62	130,150.99	132,980.36	135,809.73	138,639.10	141,468.47	146,419.86	149,602.90	152,785.94	155,968.98	159,152.02
Management	104,587.51	106,911.68	109,235.85	111,560.01	113,884.18	116,208.35	120,275.64	122,890.33	125,505.02	128,119.70	130,734.39
Power Line Tech	91,362.42	93,646.49	95,987.65	98,387.34	100,847.02	103,368.20	105,952.40	108,601.21	111,316.24	114,099.15	116,951.63
Specialist	65,933.83	67,582.18	69,230.52	70,878.87	72,527.21	74,175.56	75,823.90	77,472.25	79,120.60	80,768.94	82,417.29
Lead	62,306.90	63,864.58	65,422.25	66,979.92	68,537.59	70,095.27	71,652.94	73,210.61	74,768.28	76,325.96	77,883.63
Individual Contributor	49,263.54	50,495.13	51,726.72	52,958.31	54,189.90	55,421.48	56,653.07	57,884.66	59,116.25	60,347.84	61,579.43