



City of
Peterborough

General Employment Policy

Department:	Corporate Services
Division:	Human Resources
Section/Function:	N/A
Approval Level:	Council
Effective Date:	2022-04-25
Revision #:	1

1.0 Purpose

1.1. The Purpose of this Policy is to:

- a) Outline the objectives that govern employment with the City contributing to the health, well-being, productivity, and retention of our employees.
- b) Set broad direction for the development of accountable and transparent employment policies, procedures, and practices that:
 - Reflect evolving business and community needs.
 - Contribute to sustainable and cost-effective and efficient service delivery.
 - Ensure the City's competitiveness in maintaining a skilled and dedicated workforce.
 - Reflect best practices in employee management, development, and retention to ensure the City remains competitive in attracting and maintaining a skilled and dedicated workforce.

2.0 Application

2.1. This Policy applies to all City of Peterborough Employees as defined in this Policy.

3.0 Definitions/Acronyms

City – The Corporation of the City of Peterborough.

City Assets – All property, equipment, software, financial, digital, information, and time resources owned and or leased by the City.

Conflict of Interest – A situation in which an Employee has personal or private interests that may compete with the public interests of the City. A conflict may exist even if no unethical or improper act results from it. A Conflict of Interest can be Real, Potential, or Perceived Conflict.

- **Real Conflict** – A situation in which an employee’s personal or private interests improperly influence the performance of official duties and responsibilities or where a position is used for personal gain or in personal circumstances.
- **Potential Conflict** – A situation where an actual conflict could reasonably exist in the future if mitigation strategies are not followed.
- **Perceived Conflict** – A situation where no actual conflict exists, however, the situation could be perceived by a reasonable observer to be a conflict, whether it is the case.

Employee – Refers to paid staff of the City whether permanent or on contract, and the following groups only as appropriate: volunteers, co-op students, interns, Elected Officials and appointees acting on behalf of the City. This does not include employees with the Peterborough Lakefield Community Police Service and the Greater Peterborough Area Economic Development Corporation.

Employee Development – The formal and informal activities to support the growth and development of employee skills, knowledge, abilities, and professional confidence. Such activities may include but are not limited to attending training seminars and conferences; receiving regular and ongoing feedback on performance; participating in job shadowing, acting assignments, special projects, or on a special task force or committee; employee recognition initiatives.

Employment Accommodation – Adjustments to the workplace (alternative or modified arrangements) to eliminate barriers for an employee.

Flexible Work Arrangement – Any one of a range of work structures that modifies the time and/or place in which work gets done on a regular basis.

Income Protection – Insurance that replaces the income lost through an inability to work due to injury or sickness.

Outside Activities – Any work or endeavour that an Employee commits to or engages in beyond their job with the City. Such endeavours may consist of paid employment, participation in non-profit activities, or volunteer activities.

Personal Benefits – Any real, potential, or perceived personal gain, advantage, or favour.

Regular Attendance – Employees report to work as scheduled, on time, and miss work only due to illness, provide necessary documentation to support times when they cannot report to work, take unscheduled leave only when unavoidable, report absences in keeping with

required procedures, and make every effort to facilitate a return to work from injury/illness by following appropriate treatment/assistance programs.

4.0 Policy Statement(s)

4.1. Employment Policies, Procedures, and Practices

To guide and support the successful conduct of Employees and ensure the success of City operations, the City will:

- a) Establish and maintain employment policies, procedures, and practices, and implement those in a fair and equitable manner in accordance with applicable legislation, collective agreements, the Code of Conduct and City Policies and Procedures.

4.2. Employee Code of Conduct

To ensure a high level of public trust in City operations, programs, and services, the City will maintain and update an Employee Code of Conduct Procedure that:

- a) Establish minimum expectations for the professional and ethical conduct of City employees based on the principles of integrity, honesty, impartiality, accountability, and openness.
- b) Hold employees accountable for the responsibilities entrusted to them.
- c) Require that Employees:
 - Demonstrate the highest standards of professional and ethical behaviour and be beyond reproach in their professional dealings.
 - Be free from undue influence and not act or appear to act in order to gain Personal Benefits or in exchange for special treatment for themselves or for relatives, friends, or organizations.
 - Not participate in situations or Outside Activities where personal interests may conflict with the interests of the City or their employment responsibilities, whether that conflict is a Real, Potential, or Perceived Conflict of Interest.
 - Use City Assets only for City purposes and not for personal gain.
 - Be professional and respectful in all communications and interactions with the public and all persons with whom they work.

- Recognize that every work decision and action provide the opportunity to earn public trust through honesty, integrity, personal accountability, and professionalism.
 - Support the policies, programs and objectives of the City and their respective Department and present the City in a positive light as ambassadors of the City.
- d) Ensures employees are aware that:
- It is their responsibility to familiarize themselves with, understand, and comply with the Employee Code of Conduct Procedure, and all other relevant City Policies and Procedures.
 - It is their responsibility to immediately disclose any Potential, Real, or Perceived instances of a Conflict of Interest or non-compliance with the Code of Conduct or any other City Policy or Procedure.
 - Incidents of non-compliance with the Code of Conduct and/or any other City Policy or Procedure will not be tolerated and could result in disciplinary action up to and including termination.

4.3. Recruitment, Retention, and Employee Development

To recruit, retain, and develop a highly skilled and dedicated workforce capable of meeting the service delivery needs of Peterborough residents, the City will:

- a) Endeavour to hire the best possible candidate for each job vacancy while ensuring equal opportunity, internal mobility, and compliance with relevant legislation and collective agreements.
- b) Provide opportunities for employee development to enrich their work experience, foster retention, and prepare them to meet future organizational needs, where possible and subject to available funding.
- c) Allow flexible work arrangements that support work-life balance, optimize employee performance, and are responsive to evolving operational needs and progressive business practices.

4.4 Safe and Positive Work Environment

To create a safe and positive work environment that contributes to the motivation, productivity, and retention of employees, the City will:

- a) Provide a respectful, inclusive, and harassment-free workplace and safe and proper working conditions.
- b) Address employee issues and concerns in a fair, objective, and proactive manner and provide mechanisms to prevent and resolve such issues.

- c) Promote and maintain channels for open communication.
- d) Provide programs and procedures to ensure employee safety awareness and education.
- e) Support initiatives that contribute to employee engagement and wellness and enable employees to make a meaningful contribution in the workplace.
- f) Protect and ensure the confidentiality of employee records and processes, to the extent possible

4.5 Salary and Benefits

To ensure a competitive provision of salary and benefits, the City will:

- a) Implement salary and benefits administration procedures in a consistent, fair and equitable manner in accordance with collective agreements or as authorized by Council or the Chief Administrative Officer, and applicable legislation.
- b) Conduct market research from time-to-time to factor potential economic increases into budget considerations.

4.6 Attendance Management

To effectively support and manage employee attendance, the City will:

- a) Set clear expectations for regular attendance and hold employees accountable to such standards/expectations.
- b) Manage absenteeism through consistent and effective intervention strategies.
- c) Provide fair and equitable access to income protection for illness.
- d) Provide fair and equitable consideration for leave of absence requests.
- e) Provide necessary employment accommodation and supportive work arrangements, where appropriate, that aid regular employee attendance.
- f) Facilitate a return to work as early as possible following necessary absence and provide employment accommodation as required.

4.7 Performance Management

To support successful employee performance and compliance with City policies, procedures, expectations, and standards, the City will:

- a) Establish and communicate reasonable standards of performance and hold employees accountable to those standards in a fair and consistent manner.
- b) Provide the tools, resources, training, and feedback for employees to be successful in their work.
- c) Provide ongoing feedback to ensure employees are aware of where they stand against performance expectations.

- d) Establish, maintain, and communicate employment policies, procedures, and practices, and implement those in a fair and equitable manner in accordance with applicable legislation, collective agreements, and City Policies and Procedures.
- e) Promptly address employee conduct and performance issues following a supportive, progressive, and fair approach enabling employees time to correct their performance or experience fair and reasonable consequences.

5.0 Appendix, Related Documents & Links

Note: All references refer to the current version, as may be amended from time to time.

5.1. Related Procedures:

- Procedure 0014-P23, Code of Conduct Procedure
- Procedure 0014-P22, Remote Work Arrangement Procedure

6.0 Amendments/Reviews

Date (yyyy-mm-dd)	Section # Amended	Comments
2013-12-02	N/A	Committee of the Whole Report CPHR13-006 at a meeting of December 2, 2013 recommending that: <ul style="list-style-type: none"> - The General Employment Policy in Report CPHR13-006 be approved; and - That the following policies that were approved by Council in June 1994 be rescinded: <ul style="list-style-type: none"> • General Employment Policy 2.1; • Employee Relations Policy 4.1.1; • Separation and Termination Policy 3.1; • Training and Development Policy 4.3.1; • Salary and Wage Administration Policy 5.1; • Rules, Regulations and Discipline Policy 6.1; and - That the Employee Benefits Policy 4.7 that was approved by Council in October 1997 be rescinded
2013-12-09	N/A	City Council approved item 5 of Committee of the Whole Report No 21 of a meeting of December 2, 2013 (refer to the recommendations immediately above).
2022-04-25		Revision # 1 – Council approved revisions under Report CLSHR22-003 on April 25, 2022; revisions include updating the existing language in the General Employment Policy, introduction of policy language for the Employee Code of Conduct Procedure and language to support a Remote Work Arrangement (RWA) Procedure

Next Review Date:	2025-01-01
--------------------------	------------