



Staff Report

Administration – Chief Administrative Officer

Report To: COW_Finance_Admin_Fire_Community_Services
Meeting Date: August 26, 2024
Report Number: FAF.24.094
Title: Revisions to Corporate Policies
Prepared by: Shawn Everitt, Chief Administrative Officer

A. Recommendations

THAT Council receive Staff Report FAF.24.0.94, entitled “Revisions to Corporate Policies”;

AND THAT Council approve the revisions to the Vacation Policy POL.COR.17.05 and the Lieu and Overtime Policy POL.COR.17.06 as outlined in this report;

AND THAT Council repeal Corporate Policy “Personal Emergency and Sick Leave Policy POL.COR.13.25” and replace it with Corporate Policy “Health, Wellness and Personal Emergency Leave Policy POL.COR.24.XX.

B. Overview

The purpose of this report is for Council to consider proposed revisions to the following Corporate Policies:

- Vacation Policy
- Lieu and Overtime Policy
- Personal Emergency and Sick Leave Policy

C. Background

In 2022, the Town conducted an Employee Engagement Survey with the objective of identifying levels of satisfaction related to areas such as job and organizational satisfaction, leadership, and workplace culture. The results of the survey were reviewed with the Senior Management Team and provided to staff.

On November 30, 2022, the Town held a facilitated, in-person workshop with the Service Area Managers to receive additional feedback regarding the survey results. As a result of the survey and follow up workshop, the Senior Management Team established a staff Engagement Committee and tasked them with recommending options to engage staff in further exploring the areas of improvement identified. The Engagement Committee scheduled facilitated, in-person departmental workshops with staff that took place during the summer of 2023. Based

on the results of the departmental workshops, the Engagement Committee recommended establishing the following staff working groups:

- Vacation Working Group
- Employee Related Bonuses and Perks Working Group
- Employee Personal Benefits Working Group
- Recognition Working Group
- Recruitment, Onboarding, Orientation, and Offboarding Working Group
- Communications and Consultation Working Group

The Vacation Working Group reviewed the three Corporate Policies identified in this report and proposed potential revisions to the Senior Management Team. The Senior Management Team reviewed the recommendations with Human Resources staff and incorporated many of the proposed revisions into the draft policies included in this report.

The Employee Related Bonuses and Perks Working Group and the Employee Personal Benefits Working Group are currently underway and will be providing their recommendations to the Senior Management Team in the fall.

D. Analysis

Vacation Policy Revisions

The revisions proposed to the Town's existing [Vacation Policy POL.COR.17.05](#) are contained within Attachment 1 and outlined below:

1. Formatting

The existing policy was formatted and restructured to make it easier to read and better organize the information. Some of the information included in the policy was also updated and expanded upon for clarity purposes.

2. Definitions

A definitions section was added to the policy and includes definitions taken from the Town's Hiring Policy.

3. Vacation Starting Allocation

Staff are recommending that the starting vacation time allotment for all full-time staff be increased from two (2) weeks to three (3) weeks in order to be more comparable with other municipalities and improve staff recruitment efforts. Staff are also recommending that existing full-time staff, who currently have two (2) weeks of vacation time would have their vacation allotment increased to three (3) weeks effective January 1, 2025.

4. Vacation Rate of Accumulation Schedule

Staff are recommending that the vacation time rate of accumulation schedule for full-time staff be revised so staff begin accumulating additional vacation days during their second year of employment with the Town instead of their fifth. The rate of accumulation schedule would also be modified to reflect the starting vacation time allocation of three (3) weeks. Staff are also recommending that one (1) additional bonus, non-accumulative week of vacation be provided to staff when they reach their 20th, 25th, 30th and 35th year of employment with the Town. For clarity, staff would receive seven (7) weeks + 1 additional week after serving twenty-five (25) full years of service and return to seven (7) weeks + 1 day after twenty-six (26) full years of service. Employees who receive two (2) weeks of lieu time annually in accordance with the Town's Lieu and Overtime Policy, will top out at a maximum of nine (9) weeks of vacation (including lieu time) and will not be eligible for the non-accumulative vacation time received after serving twenty (20) full years of service. If approved by Council, existing staff would begin receiving the revised vacation time allocation as of January 1, 2025.

5. Vacation Allocation Negotiations

Staff are recommending that the policy be revised to stipulate that "any new or current employee, hired by the Town may negotiate for increased vacation entitlements as recommended by the Director of the hiring department in consultation with the Manager of Human Resources and approved by the CAO". The Town's current policy references that new hires for "senior or professional roles" may have their vacation entitlements increased. Staff believe that this reference should be expanded to all roles within the organization.

6. Vacation Time Carry Over and Banking

Staff are recommending that staff be permitted to carry over two (2) weeks' vacation time from year to year instead of one (1) week. Staff are further recommending that, if approved by Management, staff be permitted to carry over more than two (2) weeks' vacation time. This revision is being recommended to provide staff with more flexibility when managing their vacation time. Staff are also recommending that, at the discretion of Management, employees with twenty-five (25) years of service or greater be permitted to bank any unused vacation time up to a maximum of eight (8) weeks to be accessed upon their retirement from the Town.

7. Years of Service Recognition

Staff are recommending that employees who have held seasonal contract positions with the Town have their years of service recognized through their vacation time entitlement if they are hired into a full-time position with the Town. Currently, only part-time and full-time contract positions with continuous years of service (breaks of no more than 30 days) with the Town are eligible to have their previous years of service recognized through vacation time entitlement. This change would allow for long-serving seasonal

contract employees to be better recognized for their commitment to the Town. If approved by Council, affected staff will have their vacation allotments adjusted starting January 1, 2025.

Overtime and Lieu Policy Revisions

The revisions proposed to the Town's existing [Lieu and Overtime Policy POL.COR.17.06](#) are contained within Attachment 2 and outlined below:

1. Definitions

Definitions for "Overtime" and "Lieu Time" have been provided in the revised policy.

2. Overtime Tracking

Staff are recommending the inclusion of the following wording to the policy: "Managers and Directors are required to track the overtime being worked within their respective divisions/departments and provide bi-annual reports and recommendations to the Senior Management Team in (January and July). Based on a review of the overtime reporting, the Senior Management Team will propose any necessary resourcing or service level changes to Council for consideration during the annual budgeting process".

3. On-Call Overtime

Staff are recommending that the reference to specific Divisions related to on-call overtime be removed to provide flexibility for other Divisions to consider on-call services in the future.

Personal Emergency and Sick Leave Policy Revisions

The revisions proposed to the Town's existing [Personal Emergency and Sick Leave Policy POL.COR.13.25](#) are contained within Attachment 3 and outlined below:

1. Renaming the Policy

Staff are recommending that the policy be renamed "Health, Wellness and Personal Emergency Leave Policy" to be more inclusive of mental health and wellness.

2. Definitions and Formatting

Additional definitions and supporting information were added to update the policy for clarity purposes.

3. Criteria List

Staff are recommending that the purposes for using a paid health and wellness (sick) day be revised to include the following:

- Personal health and wellness, non-occupational illness and/or injury, medical appointments or emergencies;
- Wellness, illness, injury, medical appointments or emergencies related to a family member;
- An urgent issue or event that is unplanned or out of the employee's control;
- Quarantine due to a contagious disease.

4. Seasonal/Part-Time/Contract Entitlements

Staff are recommending that Seasonal, Part-Time and/or Contract staff have their paid health and wellness (sick) entitlements prorated to align with their term of employment. This change is being recommended to be more equitable to all types of staff.

E. Strategic Priorities

1. Communication and Engagement

We will enhance communications and engagement between Town Staff, Town residents and stakeholders.

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

F. Environmental Impacts

None.

G. Financial Impacts

The potential impacts of providing staff with additional vacation time are expected to be outweighed by the benefits associated with being competitive in recruitment efforts and retention of existing staff.

H. In Consultation With

Senior Management Team

Staff Engagement Committee Members

Staff Vacation Working Group Members

Human Resources Staff

I. Public Engagement

The topic of this Staff Report has not been the subject of a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Shawn Everitt, Chief Administrative Officer cao@thebluemountains.ca.

J. Attached

1. Draft Revised Vacation Policy POL.COR.17.05
2. Draft Revised Lieu and Overtime Policy POL.COR.17.06
3. Draft Health, Wellness, and Personal Emergency Leave Policy POL.COR.24.XX

Respectfully submitted,

Shawn Everitt
Chief Administrative Officer

For more information, please contact:
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Report Approval Details

Document Title:	FAF.24.094 Revisions to Corporate Policies.docx
Attachments:	- Attachment-1-Draft-Revised-Vacation-Policy-POL-COR-17-05.pdf - Attachment-2-Draft-Revised-Lieu-and-Overtime-Policy-POL-COR-17-06.pdf - Attachment-3-Draft-Health-Wellness-and-Personal-Emergency-Leave-Policy-POL-COR-24-XX.pdf
Final Approval Date:	Aug 16, 2024

This report and all of its attachments were approved and signed as outlined below:

Shawn Everitt - Aug 16, 2024 - 10:34 AM