



LAC LA BICHE COUNTY POLICY

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| TITLE: Lac La Biche County's Employee Conduct Policy | POLICY NO: CS-03-015 |
| RESOLUTION: 13.415 | EFFECTIVE DATE: September 24, 2013 |
| LEAD ROLE: Manager, Human Resources | NEXT REVIEW DATE: September 24, 2016 |
| SPECIAL NOTES/CROSS REFERENCE: Procedures: CS-03-015-01 to CS-03-015-17 | AMENDMENT DATE: |

POLICY STATEMENT:

It is the policy of Lac La Biche County to provide guidelines and procedures to promote employee understanding of what is considered acceptable and unacceptable conduct and behaviour, and to encourage consistency throughout the organization. Employees are expected to govern their conduct and behaviour in a manner consistent with the guidelines set out within this policy and related procedure.

General Statements:

a) Communication with Council

Communication between County Council and employees, pertaining to workplace matters, including the direction of municipal programs and services, shall be through the Chief Administrative Officer.

Councillors may approach General Managers for information purposes only.

Council is not permitted to direct employees in any way.

b) Standards of Conduct

It is the policy of the municipality to promote and ensure appropriate conduct among staff and to facilitate the fair and consistent treatment of all employees.

c) Anti-Harassment

Lac La Biche County is committed to building and preserving a safe, productive and healthy working environment for its employees and does not condone nor tolerate acts of harassment against or by any Lac La Biche County employee.

d) Anti-Discrimination

Lac La Biche County fosters an environment that respects peoples' dignity, ideas and beliefs, as defined by human rights legislation, and does not condone nor tolerate acts of discrimination against or by any individual.

e) Conflict of Interest

Lac La Biche County ensures that our business interests are protected and is committed to the development and adherence to guidelines which assist the County and the employee to assess whether a conflict of interest exists, and to provide guidance on how to manage such situations.

f) Employee Advocacy

Lac La Biche County supports an advocacy process for employees to express concerns with workplace matters.

g) Conflict Resolution Process

Lac La Biche County is committed to providing a workplace free of conflict, where employees are treated with fairness, dignity and respect. The municipality will maintain a fair and efficient procedure for the resolution of staff complaints and problems.

h) Performance Evaluation Process

Lac La Biche County is committed to providing employees with accurate, timely and appropriate informal and formal feedback processes regarding their performance and developmental goals.

i) Progressive Discipline Process

It is the commitment of the municipality to promote and ensure appropriate conduct among staff and to facilitate the fair and consistent disciplinary treatment of all employees.

j) County Sponsored Social Events

Lac La Biche County is committed to outlining the expectations regarding the consumption of alcohol, and employee conduct at County sponsored events, both on and off County premises.

k) Whistle Blowing Process

Lac La Biche County provides a whistle blowing process, encouraging good faith reporting by employees and members of the public of alleged dishonest or illegal activities, ensuring that reports are fully and fairly investigated.

l) Internet and Email Acceptable Use

Lac La Biche County recognized that Internet and Email access are necessary tools and resources for employees to conduct County business. The County will maintain procedures outlining appropriate use of these resources.

m) Social Media Personal Use

Lac La Biche County strives to maintain a positive image in the community and will ensure that employees are aware of their responsibility to maintain a positive image as a representative of the County. The County has established procedures outlining expected appropriate use of these resources.

n) County Owned Property Use

Lac La Biche County understands and supports the necessity of employees requiring the use of County owned property in the course of their regular job duties. In order to meet this need, necessary items will be made available for our employees to ensure their ability to complete all

assigned work in a safe manner. Procedures will be established surrounding the use, maintenance and security of County owned property.

o) Telecommunications Use

Lac La Biche County recognizes that telecommunications devices are necessary tools and resources for employees to conduct County business. The County has established procedures outlining the appropriate use of these resources.

p) Dress Code

Lac La Biche County requires all employees to present themselves in a professional manner, with regard to attire and appearance. Employees are expected to dress according to their departmental guidelines and occupational health and safety policies.

q) Alcohol & Drug Use and Testing

Lac La Biche County is committed to providing a safe, drug and alcohol free workplace.

“Original Signed”

Chief Administrative Officer

November 7, 2013

Date

“Original Signed”

Mayor

November 8, 2013

Date



LAC LA BICHE COUNTY PROCEDURE

TITLE: Communication with Council Standard Operating
Procedure

PROCEDURE NO: CS-03-015-01

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 General Guidelines

Lac La Biche County has implemented this SOP to help employees understand the process and procedure for communicating with County Council.

2.0 Procedure

Communication between County Council and employees pertaining to the direction of workplace matters, including municipal programs and services, shall be through the Chief Administrative Officer.

The proper chain of communication is for employees to report issues or concerns to their supervisor who will, in turn, advance the concern to the next level of management as appropriate.

“Original Signed”

Chief Administrative Officer

November 8, 2013

Date

LAC LA BICHE COUNTY PROCEDURE

TITLE: Standards of Conduct Standard Operating Procedure PROCEDURE NO: CS-03-015-02

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 Specific Objectives

Lac La Biche County is committed to providing a safe, healthy workplace that promotes a high level of job satisfaction and a respectful, collegial atmosphere. We believe that it is a shared responsibility of all employees to work towards the constant improvement of our workplace. To assist the organization in maintaining an exemplary work environment, we require that all employees conduct themselves in an ethical and professional manner, at all times.

To preserve the core values and business principles that our organization is founded upon, we have compiled a list of unacceptable behavioural actions that have been classified as either:

1. Hazardous to employee safety;
2. Criminal;
3. A negative influence on workplace morale; or
4. Detrimental to the success of our organization.

2.0 General Guidelines

Lac La Biche County reserves the right to discipline and, in certain cases, terminate the employment of any employee who engages in conduct unbecoming of the County's standards, procedures and policies.

Unacceptable behaviours shall include, but not be limited to the following:

- Causing physical harm to another person;
- Threats or harassing behaviour;
- Wilful damage or destruction to County property, or employee property;
- Possession of a weapon while on County premises, or while conducting business on behalf of the County;
- Disorderly, immoral, or indecent conduct;
- Violation of health and safety practices, policies and procedures;
- Theft, including physical and intellectual properties;
- Insubordination;
- Dishonest, illegal or improper business activities;
- Job abandonment;

- The use, possession, sale, manufacture or dispensation of any illegal drug, alcohol, or paraphernalia associated with either;
- Failure to report to management the use of any prescribed drug which may alter the employee's ability to safely perform his/her duties;
- Arriving to work late without providing advance notice and/or without reasonable cause;
- Failure to properly report an absence;
- Failure to meet stated goals, objectives and/or performance metrics required for a position.

3.0 Procedures

Where an employee is unsure as to the extent to which a situation may cause a violation of this SOP, the employee is required to discuss the matter with the responsible General Manager, with the Manager of Human Resources or with the Chief Administrative Officer, preferably before, but certainly as soon after the event as possible.

3.1 Department

No employee shall behave, when engaged in County business, in a manner which brings discredit to Lac La Biche County, or which adversely affects the County's operations and its ability to function effectively in the community.

Services provided to the public by County employees, or dealings between County employees, shall occur without regard to the race, religious beliefs, color, gender, physical disability, mental disability, marital status, age, ancestry, place of origin, family status, sexual orientation or source of income of those persons involved.

3.2 Outside Activities

A County employee may undertake additional activities including employment, self-employment, business, political or other activity, unless this additional activity:

- Causes an actual or apparent conflict of interest with the Employee's employment at the County;
- Is performed so that it appears to have been performed on behalf of the County;
- Interferes with the performance of the Employee's duties for the County;
- Involves the unauthorized use of County facilities or equipment including telecommunications equipment;
- Involves activities which are carried out during the Employee's regularly-scheduled working hours with the County, in which case, the Employee must use vacation time for these activities. Such vacation time will require approvals.

3.3 Acceptance of Favours

Employees of Lac La Biche County shall not accept gifts, favours or services from persons or organizations, since to do so could imply an imbalance in the impartiality which County Employees must demonstrate in their dealings with others. Exceptions are as follows:

- The normal exchange of courtesies (from the County's perspective) between friends or business associates;

- The normal presentation of gifts to persons participating as speakers, resource persons or volunteers for various functions or activities;
- Courtesies extended to staff, as a group, such as in the case of a supplier providing office staff with a box of candy at Christmas.

3.4 Business Dealings with Relatives

No employee shall enter into business dealings, on behalf of Lac La Biche County, with a member of the employee's family, since to do so may give the appearance of an imbalance in the impartiality which County employees must demonstrate in their dealings with others.

For the purposes this procedure, the term "employee's family" shall be consistent with the definition of Councillor's family in Section 169(b) of the Municipal Government Act, RSA 2000, c. M-26 and amendments thereto, and includes the employee's spouse, children, parents and parents of the employee's spouse.

3.5 Smoking

Smoking in Lac La Biche County workplaces is not permitted according to the Tobacco Reduction Act passed by Provincial government legislation, effective January 1, 2008.

3.6 Fundraising and Solicitation

Employees may engage in occasional fundraising and solicitation activities on County premises. Ongoing fundraising and solicitation activities will not be allowed on County premises (such as an employee selling goods for profit). An employee must seek approval from their manager if using any County owned resources for fundraising or solicitation purposes (i.e. posting fundraising efforts on the County Intranet).

Such activity must not interfere with the conduct of County business.

3.7 Public Statements

Employees shall refrain from making public statements which would breach the confidentiality of information to which they might have access as a result of their employment by the County.

Where an employee is concerned about a possible breach of confidentiality, it is desirable that the employee discuss the matter with the responsible General Manager or with the Chief Administrative Officer before any public statement is made.

3.8 Personal Use of County Vehicles and Equipment

County vehicles and equipment may not be borrowed by, or rented for the personal use of an employee, or for the use of a member of that employee's family.

3.9 Possession of a Valid Vehicle Operator's License and Acceptable Driving Record

Where an employee is required by the County to operate a vehicle or piece of equipment for which a relevant license is necessary, or to use the employee's personal vehicle on County business, the County has the right to request the provision of a current Driver's Abstract for the Employee.

Any expense incurred in obtaining this Driver's Abstract should be paid by the employee, and, with appropriate receipts, may be submitted to the County for reimbursement.

3.10 Development of Personal Relationships between Employees

Employees involved in a dating relationship in the same work unit of the County can cause serious conflicts and problems with favoritism and employee morale. Personal conflicts from outside the work environment can be carried over into day-to-day working relationships. This is especially true between an employee and their supervisor.

Should a relationship develop, both partners of the personal relationship are to immediately report such circumstances to their supervisor or to the Manager of Human Resources.

Given the potential for conflicts within such a relationship, these are highly discouraged and the County reserves the right to take measures to deal with the potential conflict of interest which may result, including but not limited to:

- Implement change in reporting relationships including reporting to a different supervisor;
- Reallocation of employee to another department;
- As determined by the severity of the involved relationship, termination of employment to one person involved.

All instances of personal relationships developing between employees will be dealt with on a case-by-case basis.

4.0 Supervisory Code of Conduct

In addition to the guidelines outlined in Section 2 and 3, supervisors in our organization are expected to adhere to the following expectations:

- i. Supervisors must not misuse their authority for personal gain, nor for the benefit of their friends or family members.
- ii. Supervisors must not misuse their authority to inflict unwarranted punitive measures or to show personal favour to subordinate employees, other employees of the County, members of County Council nor any other person.
- iii. Supervisors must exercise the authority given to them for its intended purpose and in a fair and equitable manner.
- iv. Supervisors must treat subordinate and other employees with dignity and respect, including when imposing discipline for performance related concerns.

- v. Supervisors must not favour the interests of particular employees over others, including, but not limited to:
 - Authorizing absences;
 - Providing or requiring personal favours;
 - Providing any gifts or consideration;
 - Advancing promotions or reducing probation periods without critical analysis and rationale documentation.
- vi. Supervisors shall use discretion in disciplining employees and shall abide by the Human Resources Policies and Procedures with respect to discipline and termination.
- vii. Supervisors must consider any concerns raised by subordinate employees and must exercise fair judgement when addressing those concerns.
- viii. Supervisors shall refrain from personal relationships with other employees which could affect, or be perceived to affect, the proper and unbiased execution of the Supervisor's employment duties.
- ix. Supervisors must not disclose confidential business or personnel information to employees, County Council members, or members of the public, except where permitted by law. Supervisors must familiarize themselves with, and abide by, the Freedom of Information and Protection of Privacy Act.
- x. Supervisors must utilize staff meetings, electronic mail, memoranda and other forms of communication as deemed appropriate, to notify all affected staff about important matters or changes in the work unit.
- xi. Supervisors shall accurately and adequately communicate the attitudes and decisions of County Council, even if they disagree with the decision, such that respect for the decision making process is fostered.
- xii. Supervisors are prohibited from delegating those duties which require the judgement and expertise of the supervisor.
- xiii. Having regard for the fact that supervisory employees are often seen by the public as ambassadors for an organization, supervisors are encouraged to:
 - a. Conduct themselves in a manner which reflects their position as a supervisor in a municipality;
 - b. Conduct themselves in a professional manner in public, including refraining from using profanity, uttering insults or using offensive, sexist or racist language; and
 - c. Refrain from making public statements which reflect negatively on the County, County employees or County Council.

- xiv. Supervisors shall not openly support or display materials in support of an individual or political party seeking election at any level of government in the workplace. Any non-workplace political activities must be done in the supervisor's personal capacity and not as an employee of the County.
- xv. Supervisors shall:
 - a) Understand the importance of the separation of the roles of County Council and County Administration, including the statutory basis for such separation in the Municipal Government Act, (Part 6, sections 201, 202, 203, 207 and 208); and
 - b) Understand the unique role played by the Chief Administrative Officer as the sole employee of County Council and as a statutory officer.

5.0 Violations

5.1 Any person who believes that a violation of this policy has occurred shall:

- Raise the issue with his or her supervisor or with the Manager of Human Resources;
- Follow the procedures set out in the Employee Advocacy Policy and Procedures; or
- File a complaint pursuant to the Whistle-Blowing Policy and Procedures.

5.2 Employees who violate this procedure may be subject to disciplinary action.

“Original Signed”

Chief Administrative Officer

November 8, 2013

Date



LAC LA BICHE COUNTY PROCEDURE

TITLE: Anti-Harassment Standard Operating Procedure

PROCEDURE NO: CS-03-015-03

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 Definitions

Harassment: Any behaviour that demeans, humiliates, threatens or embarrasses a person, and that a reasonable person should have known would be unwelcome. It includes actions (e.g. touching, pushing), comments (e.g. jokes, name-calling), or displays (e.g. posters, cartoons). The conduct may occur on a one-time basis or in a continuing series of incidents, by word or act, including a communication, gesture, display, behaviour or touch.

Harassment can also occur when an individual is in a vulnerable position because he or she is in the minority - the only woman, member of a visible minority, aboriginal person or person with a disability - and is, for example, ostracized by colleagues.

Disrespectful Behaviour: Involves unwelcome behaviour that demeans or embarrasses an employee.

Sexual Harassment: Includes offensive or humiliating behaviour that is related to a person's sex, as well as behaviour of a sexual nature that creates an intimidating, unwelcome, hostile, or offensive work environment, or that could reasonably be thought to put sexual conditions on a person's job or employment opportunities. Sexual harassment includes, but is not limited to: crude language and "dirty jokes"; gender-based insults; sexual innuendo and suggestive remarks with sexual overtones; nudity or sexual exposure; propositioning or unwelcome invitations - either direct or indirect; taunting or threatening; non-verbal gesturing or leering; touching, unwanted physical contact or derogatory images; comments about an individual's looks, dress, appearance or sexual habits; persistent and unwelcome flirting; and the requirement to wear sexist, revealing or suggestive clothing. Sexual harassment is frequently more about power than about sex. It occurs in situations where there is unequal power between the parties involved, and is an attempt by one person to assert power over the other.

Abuse of Authority: Occurs when a person uses authority unreasonably to interfere with an employee or the Employee's job. It includes humiliation, intimidation, threats, and coercion. It does not include normal managerial activities such as counseling, performance appraisals and discipline, as long as these are not done in a discriminatory manner.

Appropriate Authority: Any delegated employee who has the authority to make final decisions regarding employees, discrimination claims, and resulting actions. At Lac La Biche County, the Appropriate Authority is defined in the "Authorities for Personnel Management Actions" table.

2.0 General Guidelines

Every employee has a right to:

1. Freedom from harassment in the workplace by the Employer or agent of the County or by another employee;
2. Freedom from harassment in the workplace because of sex by his or her employer or agent of the Employer or by another employee;
3. Claim and enforce his or her rights under this SOP to report and participate in investigations under this SOP and to refuse to infringe a right of another person under this SOP, without reprisal or threat of reprisal for so doing.

It is not the intention of Lac La Biche County's Anti-Harassment Policy or SOP to interfere, prevent or stop free speech with everyday interactions.

Harassment is offensive, insulting, intimidating, and hurtful and is unacceptable behaviour related to violence or bullying. It creates an uncomfortable work environment and has no place in, or outside of, the workplace.

3.0 Procedures

3.1 Responsibilities

We trust that all of our employees will help us eliminate harassment from our workplace, and as such, employees of Lac La Biche County are required to comply with the following responsibilities:

Co-worker

If a co-worker has witnessed harassment in the workplace:

- Inform the harassed person that you have witnessed what you believe to be harassment and that you find it unacceptable. Support is often welcome. If that person does not feel that they have been harassed, then normally the incident should be considered closed.
- Inform the harasser(s) that you have witnessed the act(s) and find it unacceptable.
- Encourage the harassed person to report the incident to their supervisor.

Management

Management has the responsibility for creating and maintaining a harassment-free workplace.

Managers must be sensitive to the climate in the workplace and address potential problems before those problems become serious.

Any supervisor or manager who is subjected to, witnesses, or is given written or oral complaints of harassment acts or retaliation shall immediately report them to the Appropriate Authority. Delays in reporting may be unavoidable in some circumstances (to be determined on a case-by-case basis).

When an Employee has asked their manager to deal with a harassment incident, the manager shall:

- Support the Employee without prejudice;
- Work with the Employee and document the offensive action(s) and have the Employee sign a complaint.

3.2 Investigation

Lac La Biche County seeks to resolve harassment claims as expeditiously as possible. Investigations shall be conducted and the appropriate actions taken no longer than six (6) working days following the filing of a complaint.

The Appropriate Authority is responsible for determining and administering the methods and means for addressing harassment complaints. The Appropriate Authority is also responsible for:

- Determining the veracity of allegations of harassment or retaliation.
- Determining whether or not a reported act is indeed harassment.
- Resolving the dispute, with the agreement of both parties, where necessary.
- Administering punitive or corrective actions if allegations are true.
- Administering punitive actions if allegations were knowingly falsely made.

Wherever and whenever investigations are conducted, this SOP asserts that Complainants and Respondents have certain rights. These rights include, but are not limited to:

- Receiving written notice of the allegations (where permitted by law).
- Presenting relevant information to the Appropriate Authority.
- Receiving a copy of the report at the conclusion of the investigation (where permitted by law).

At the conclusion of an investigation, the Investigator shall prepare a written report which shall include a statement of factual findings and a determination of whether this SOP and associated policy has been violated. The report shall be presented for review to law enforcement officials or legal counsel, as necessary.

3.3 Report Handling Procedures

The Appropriate Authority shall advise the Complainant and the Respondent of the resolution of any investigation conducted. A copy of the investigative findings shall be provided in writing the Complainant and the Respondent.

In all cases, Lac La Biche County's Human Resources department shall retain the findings report for a minimum of three (3) years or for as long as any administrative or legal action arising out of the complaint is pending.

3.4 Disciplinary Measures

If it is determined by the County that any employee has been involved in the harassment of another employee, immediate disciplinary action will be taken, up to and including termination of employment.

4.0 Fraudulent or Malicious Complaints

Unfounded, frivolous or fraudulent allegations of personal harassment cause both the accused person and the County significant damage.

If it is determined by the County that any employee has knowingly made false statements regarding an allegation of personal harassment, immediate disciplinary action will be taken and may include immediate dismissal without further notice.

5.0 Special Circumstances

All records of harassment, and subsequent investigations, are considered confidential and are strictly prohibited from being disclosed to anyone except to the extent required by law.

In cases where criminal proceedings are forthcoming, Lac La Biche County will assist police agencies, lawyers, insurance companies, and courts to the fullest extent.

6.0 Confidentiality

Lac La Biche County will do everything it can to protect the privacy of the individuals involved and to ensure that complainants and respondents are treated fairly and respectfully. Lac La Biche County will protect this privacy so long as doing so remains consistent with the enforcement of this policy and SOP and adherence to the law.

Neither the name of the person reporting the facts nor the circumstances surrounding them will be disclosed to anyone whatsoever, unless such disclosure is necessary for an investigation or disciplinary action.

All records of harassment reports and subsequent investigations are considered confidential and will not be disclosed to anyone except to the extent required by law.

7.0 Assurance against Retaliation

This SOP encourages employees to freely express – in a responsible and orderly fashion – their thoughts, opinions, and feelings regarding harassment complaints. Retaliation by the Respondent or anyone acting on behalf of the Respondent, against the Complainant is strictly prohibited and will result in appropriate disciplinary action. Retaliation by the Respondent, or anyone acting on behalf of the Respondent, against any witness providing information about a harassment report, is also strictly prohibited. Acts of retaliation include (but are not limited to) interference, coercion, threats, and restraint.

“Original Signed”
Chief Administrative Officer

November 8, 2013
Date



LAC LA BICHE COUNTY PROCEDURE

TITLE: Anti-Discrimination Standard Operating Procedure PROCEDURE NO: CS-03-015-04

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 Definitions

For purposes of this SOP, the following definitions apply.

Discrimination - the denial of equal treatment in employment, in the provision of goods, services and facilities to the public and in the administration of contracts based on the prohibited grounds as defined by human rights legislation.

Systemic Discrimination - the use or application of a neutral requirement that has a negative impact on a group protected under human rights legislation. Systemic discrimination occurs when policies and practices exclude, limit or restrict members of designated groups from employment or opportunities within employment. (e.g., opportunities to apply for other jobs, participate in training, attend conferences, obtain promotions, and receive special assignments).

Harassment - any behaviour or practice that is deemed inappropriate by its adverse effects on an individual's employment, job performance and/or personal dignity. The five types of harassment are:

- Discriminatory,
- Personal,
- Bullying,
- Poisoned Work Environment, and
- Abuse of Authority.

Designated Groups - for the purposes of its overall equity and diversity initiatives, Lac La Biche County has identified: women, Aboriginal persons, persons with disabilities, and members of visible minority groups and gay, lesbian, bi-sexual and transgendered (GLTB) individuals. The selection of these four groups does not preclude the possibility of addressing systemic discrimination for other identifiable groups.

Aboriginal Persons - are North American Indians or members of a First Nation, Métis or Inuit. Members of a First Nation include status, treaty or registered Indians. North American Indians include non-status and non-registered Indians.

Persons with Disabilities - are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:

- consider themselves disadvantaged in employment by reason of that impairment, or who;

- believe that an employer or potential employer likely would consider them disadvantaged in employment by reason of that impairment.

These would include persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace. For the purpose of all corporate policies, persons with disabilities shall meet all of the following criteria:

- the condition is permanent, ongoing or of some persistence;
- the condition is not commonplace or widely shared, and;
- the condition is a substantial or material limit on the individual in carrying out some of life's important functions.

Visible Minorities - are persons other than Aboriginal persons who are non-Caucasian in race or non-white in colour.

Bona Fide Occupational Requirements - are those requirements that:

- the employer has adopted for a purpose or goal that is rationally connected to the functions of the position;
- the employer has adopted in good faith in the belief that they are necessary to fulfill the purpose or goal, and;
- are reasonably necessary to accomplish the purpose or goal in the sense that the employer cannot accommodate persons with the characteristics of a particular group without incurring undue hardship.

Accommodation - the facilitation and integration of individuals into the workplace by recognizing and accommodating special needs through the identification and removal, if necessary, of non-essential job elements, workplace adjustments, technical devices, flexible scheduling, adaptive devices for equipment, etc. unless undue hardship by the Lac La Biche County would be incurred in such accommodation.

Appropriate Authority – Any delegated employee who has the authority to make final decisions regarding employees, discrimination claims, and resulting actions. At Lac La Biche County, the Appropriate Authority is defined in the “Authorities for Personnel Management Actions” table.

Complainant – A person who is or has been subjected to the alleged discrimination.

Respondent – Someone who is alleged to have exhibited conduct that is the subject of a complaint.

2.0 General Guidelines

Lac La Biche County is committed to the ideals of Canadian Multiculturalism and celebrates the diversity of our employees. As an ethnically and culturally diverse workplace, we encourage our employees to practice their cultural beliefs and practices in a work environment free from discrimination, harassment or prejudice. At Lac La Biche County, we intend to foster a culture of inclusion; free of all forms of discrimination and violence, where people are treated with respect and committed to deepening appreciation of diversity and transforming all forms of exclusion.

Lac La Biche County demonstrates its commitment to equity and diversity by providing a supportive work environment and corporate culture that welcomes members of designated groups.

This procedure prohibits discrimination in the workplace in the provision of goods, services, and facilities to the public, and the administration of contracts as defined by human rights legislation.

The Alberta Human Rights Act prohibits discrimination on the basis of race, religious belief, colour, gender, physical disability, mental disability, marital status, ancestry, age, place of origin, family status, source of income and sexual orientation.

Lac La Biche County does not condone any form of discrimination. It endorses and embraces the Alberta Human Rights Act, which prohibits discriminatory practices.

3.0 General Provisions

Lac La Biche County is wholly committed to the principles of workplace diversity. Lac La Biche County has and will continue to develop and implement workplace diversity principles and strategies across all of its structures, policies, procedures, and decision making processes.

Lac La Biche County rejects and entirely disapproves of all biased distinctions based on the grounds of:

- Race
- Ancestry
- Place of origin
- Colour
- Ethnic origin
- Citizenship
- Creed
- Sex
- Sexual orientation
- Age
- Record of offences
- Marital status
- Same-sex partnership status
- Family status
- Gender history
- Religious beliefs
- Political convictions
- Source of Income
- Mental disability
- Physical disability or medical condition (that does not affect work performance)
- Pregnancy

Efforts to eliminate all forms of discrimination – whether they are direct or indirect – are fully endorsed by Lac La Biche County. Any harassment or intimidation against the profiles listed above is prohibited in all aspects of Lac La Biche County.

Men and women are considered by Lac La Biche County to be equally eligible for employment. Decisions will be based on job qualifications only. No religious, racial or political test shall be imposed upon any person as a condition of employment.

The main objective of the Lac La Biche County Anti-Discrimination Policy and SOP is to ensure that its practices are free from direct and indirect discrimination. This SOP covers all aspects of employment, including candidate selection, appointment, promotion, compensation, benefits, training, layoffs, transfers, and any other terms and conditions of employment.

4.0 Confidentiality

All records of direct/indirect discrimination reports and subsequent investigations are considered confidential and will not be disclosed to anyone except to the extent required by law.

Lac La Biche County will do everything it can to protect the privacy of the individuals involved and to ensure that the Complainant and the Respondent are treated fairly and respectfully. Lac La Biche County will protect this privacy so long as doing so remains consistent with the enforcement of this SOP and adherence to the law.

5.0 Assurance against Retaliation

This SOP encourages employees to freely express – in a responsible and orderly fashion – their thoughts, opinions, and feelings regarding direct/indirect discrimination complaints. Retaliation by the Respondent or anyone acting on behalf of the Respondent, against the Complainant is strictly prohibited and will result in appropriate disciplinary action. Retaliation by the Respondent, or anyone acting on behalf of the Respondent, against any witness providing information about a direct/indirect discrimination report, is also strictly prohibited. Acts of retaliation include (but are not limited to) interference, coercion, threats, and restraint.

This direct/indirect anti-discrimination SOP will not be used to bring fraudulent or malicious complaints against employees. Any complaint made in bad faith, if demonstrated as being such through convincing evidence, will result in disciplinary action being taken against the individual lodging the fraudulent or malicious complaint.

6.0 Disciplinary Actions

Upon concluding that an instance of direct/indirect discrimination has indeed occurred, the Respondent will be subject to disciplinary action which may result in suspension of duties, or outright termination of employment. Disciplinary actions imposed by the Appropriate Authority will be determined on the basis of the facts of each case.

7.0 Complaints and Report Procedures

Individuals who believe they have been victimized by an act or acts of direct or indirect discrimination should report the incident(s) immediately to the Appropriate Authority. Any delays in reporting acts of direct/indirect discrimination can make the case against the Respondent more difficult to establish, and may even result in retaliatory acts by the Respondent.

7.1 Report Obligations – Employees

Employees who believe they are victims of direct/indirect discrimination in their working environment are advised to first respond to the alleged harasser directly, by objecting and by

requesting that the unwelcome behaviour stop immediately. If this approach is unsuccessful or unreasonable, Lac La Biche County must be made aware of all acts of direct/indirect discrimination or retaliation in order to take the appropriate action. Thus, individuals who believe they have been subject to or have witnessed acts of direct/indirect discrimination or retaliation should report to the Appropriate Authority, or to their supervisor/manager. Delays in reporting may be unavoidable in some circumstances (to be determined on a case-by-case basis).

7.2 Report Obligations – Supervisors

Supervisors are directed to take all appropriate steps to prevent and stop direct/indirect discrimination in their areas of responsibility. Any supervisor who is subjected to, witnesses, or is given written or oral complaints of direct/indirect discrimination acts or retaliation shall immediately report them to the Appropriate Authority. Delays in reporting may be unavoidable in some circumstances (to be determined on a case-by-case basis).

Supervisory personnel who are contacted by an individual seeking to file a complaint about direct/indirect discrimination in their unit shall assist the complainant in contacting the Appropriate Authority.

8.0 Investigation

Lac La Biche County seeks to resolve direct/indirect discrimination claims as expeditiously as possible. Investigations shall be conducted and the appropriate actions taken no longer than six (6) working days following the filing of a complaint.

The Appropriate Authority is responsible for determining and administering the methods and means for addressing direct/indirect discrimination complaints. The Appropriate Authority is also responsible for:

- Determining the veracity of allegations of direct/indirect discrimination or retaliation.
- Determining whether or not a reported act is indeed direct/indirect discrimination.
- Resolving the dispute, with the agreement of both parties, where necessary.
- Administering punitive or corrective actions if allegations are true.
- Administering punitive actions if allegations were knowingly falsely made.

Wherever and whenever investigations are conducted, this SOP asserts that Complainants and Respondents certain rights. These rights include, but are not limited to:

- Receiving written notice of the allegations (where permitted by law).
- Presenting relevant information to the Appropriate Authority.
- Receiving a copy of the report at the conclusion of the investigation (where permitted by law).

At the conclusion of an investigation, the investigator shall prepare a written report which shall include a statement of factual findings and a determination of whether this Policy has been violated. The report shall be presented for review to law enforcement officials or legal counsel, as necessary.

9.0 Report Handling Procedures

The Appropriate Authority shall advise the Complainant and the Respondent of the resolution of any investigation conducted under this Policy. A copy of the investigative findings shall be provided in writing the Complainant and the Respondent.

In all cases, Lac La Biche County's Human Resources department shall retain the findings report for a minimum of six (6) years or for as long as any administrative or legal action arising out of the complaint is pending.

10.0 Procedures for Handling Complaints of Direct/Indirect Discrimination

Once the Complainant lodges a complaint with their supervisor or the Appropriate Authority, a discussion will take place that shall be kept confidential, to the extent allowed by the law. If desired by the Complainant, no written record will be kept of this initial discussion. During this discussion, the recipient of the complaint will explain all options available to the Complainant. If the Complainant wished to proceed further with his or her complaint, the Complainant must then provide a written statement regarding the alleged direct/indirect discrimination.

10.1 Informal Procedures

- If desired, the Complainant may attempt to resolve the matter directly with the Respondent. The Complainant must report the resolution, or lack thereof, to the Appropriate Authority.
- The Appropriate Authority may notify the Respondent of the complaint, keeping all such communication confidential. The Appropriate Authority may then implement whatever steps necessary to create an informal resolution that is acceptable to both the Complainant and Respondent.
- If an informal resolution of the complaint is achieved, no record of the complaint will be entered in the Respondent's personnel records. However, the Appropriate Authority will record the occurrence of the complaint and the informal resolution achieved. Again, this record will remain confidential.

10.2 Formal Procedures

- In the case of formal complaints, the Respondent shall have six (6) working days to respond, in writing, to the allegation. The Respondent's statement, written on County letterhead, must answer – with specific responses – to each complaint, either admitting, denying, or explaining the allegations against them. The Respondent must sign his or her statement, which will then be attached to the original complaint.
- If a formal hearing is warranted, the Appropriate Authority will conduct a hearing within (10) ten working days after receiving the request.

11.0 Timelines

Complainants are always encouraged to file a complaint immediately after an alleged incident of direct/indirect discrimination. Nevertheless, Lac La Biche County is aware that such a timely response may not always be possible, due to feelings of humiliation or fear on the Complainant's part. Individuals who believe that they have experienced direct/indirect discrimination should lodge a complaint within thirty (30) days following an alleged incident. Under extreme circumstances, this timeline may be extended to sixty (60) days at the request of the Complainant; however, it is the responsibility of the Complainant to show good reasons for this extension.

12.0 Records

Records of all formal and informal resolutions, hearings, and reviews will be kept by the Human Resources department, except where otherwise stated in this SOP. The records will be available to managerial members only in the following circumstances:

- a) When determining an appropriate disciplinary action for subsequent direct/indirect discrimination complaints;
- b) When a Respondent is a candidate for a promotion to a supervisory position;
- c) When a complaint against retaliatory action is made;
- d) When a decision or resolution is reviewed.

Any records concerning employees will be maintained in accordance with all applicable laws and regulations. Both the Complainant and the Respondent are eligible to obtain copies of hearings or of their own statements made throughout the course of the direct/indirect discrimination remediation process.

“Original Signed”
Chief Administrative Officer

November 8, 2013
Date



LAC LA BICHE COUNTY PROCEDURE

TITLE: Conflict of Interest/Moonlighting
Standard Operating Procedure

PROCEDURE NO: CS-03-015-05

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 General Statement

As an employer, we generally allow outside employment where: the secondary employment causes no adverse effects to the Employee's performance of job duties at the County; the secondary work is performed after the Employee's regularly scheduled working hours at Lac La Biche County; and, there is no conflict of interest.

2.0 Procedures

2.1 Reporting Guidelines for Moonlighting Employees:

Any employee who wishes to work part-time, or for any amount of time before or after their regularly scheduled work hours should discuss the matter with their manager / supervisor / HR prior to their acceptance of the secondary employment.

The Employee may be required to disclose information pertaining to the proposed secondary employment to allow a Lac La Biche County review. The review will simply ensure that there is no conflict of interest.

2.2 Limitations

Employees must have eight (8) consecutive hours of time for rest/sleep prior to reporting for regularly scheduled work at Lac La Biche County. For example, an employee may not work a 12am-8am shift at a secondary workplace prior to reporting to Lac La Biche County at 9am, etc. This is to ensure adherence with workplace compliance legislation intended to provide worker safety and productivity.

2.3 Non-Compete / Confidential Information

To ensure the safe-keeping of our organizational confidential information, employees are strictly prohibited from seeking secondary employment with any organization that competes either directly or indirectly with the organization, or that conducts business that is similar to Lac La Biche County.

Employees may be required to sign a Confidentiality and Non-Compete agreement prior to, or during their employment with the organization.

2.4 Secondary Employment with Clients and/or Vendors

Advance written permission to hold any outside employment or business interests with any organization that conducts business with Lac La Biche County, its suppliers, or dealers must be obtained from the Chief Administrative Officer. Failure to obtain advance written permission may result in disciplinary action, up to and including termination of employment.

3.0 Conflict of Interest in Hiring Practices

A conflict of interest can sometimes arise during the hiring process, such as with the hiring of family members. For more information on conflict of interest situations with regards to hiring practices, please refer to the Hiring Policy and associated SOP.

4.0 Conflict of Interest in the Transaction of Business

If any employee has reason to believe that a conflict of interest has occurred or is possible, it is his/her duty to report it to his/her immediate Supervisor, Manager, General Manager or the Manager of Human Resources. Lac La Biche County policies strictly prohibit any retaliation for fulfilling this obligation.

Employees should avoid any interest, investment or association that creates a conflict of interest or that interferes with their ability to perform their job duties.

Employees should avoid the creation of any personal direct or indirect interest or relationship with any organization that competes with, or provides products and/or services to Lac La Biche County, including any third party contractors.

If a situation arises where an employee is required to conduct business or provide services to a family member, or associate, while on duty for Lac La Biche County, this may create a real or perceived conflict of interest for both the employer and the employee in question.

If any employees believe that they may have a conflict of interest, they must promptly disclose this fact to their immediate supervisor, General Manager, Manager of Human Resources, or the Chief Administrative Officer.

5.0 Use of Personnel and/or Equipment for Non-Business Purposes

Lac La Biche County strictly prohibits the use of personnel (including volunteer staff) and/or equipment for non-related business, as their use may be improper, illegal or create a conflict of interest.

Where County resources (including property, equipment and personnel) are used for unapproved purposes, they may create a negative impact on our organization and the community perception of the organization.

6.0 Assurance against Retaliation

This SOP encourages employees to report any conflict of interest encountered during their employment at Lac La Biche County. Retaliation against the Complainant is strictly prohibited and will result in appropriate disciplinary action. Retaliation by the Respondent (that is, the person subject to the complaint), or anyone acting on behalf of the Respondent, against any witness providing information about a conflict of interest report, is also strictly prohibited. Acts of retaliation include (but are not limited to) interference, coercion, threats, and restraint.

This Conflict of Interest SOP will not be used to bring fraudulent or malicious complaints against employees. Any complaint made in bad faith, if demonstrated as being such through convincing evidence, will result in disciplinary action being taken against the individual lodging the fraudulent or malicious complaint.

7.0 Reporting a Conflict of Interest

7.1 Employees

Employees who believe they have witnessed a conflict of interest, or where they reasonably believe that they may be engaged in any activity which could present a conflict of interest are obligated to promptly report any conflict of interest to their immediate Supervisor, Manager, General Manager or the Manager of Human Resources. Lac La Biche County must be made aware of all conflicts of interest in order to take the appropriate action.

7.2 Supervisors

Supervisors are directed to take all appropriate steps to prevent and stop conflicts of interest in their areas of responsibility. Any supervisor who is subject to, witnesses, or is given written or verbal complaints of a conflict of interest shall work to minimize or eliminate the issue at hand. Supervisors are required to report the conflict of interest to the Manager of Human Resources.

8.0 Investigations

Lac La Biche County seeks to resolve claims of conflicts of interest as expediently as possible. Investigations shall be initiated and the appropriate actions taken no longer than (10) ten days following the filing of a complaint.

The Employee's direct Supervisor, Manager, General Manager or the Manager of Human Resources shall work together and shall be responsible for determining and administering the methods and means for addressing complaints. This shall be accomplished through the following methods:

- Determining the credibility of allegations of a conflict of interest;
- Determining whether or not a reported act is indeed a conflict of interest;
- Resolving the conflict of interest;
- Administering punitive or corrective actions as appropriate;
- Administering punitive actions if false allegations were knowingly made.

At the conclusion of an investigation, the investigator shall prepare a written report which shall include a statement of factual findings and a determination of whether this SOP has been violated. The report may be presented for review to law enforcement officials or legal counsel, as necessary.

In all cases, the Human Resources department shall retain the findings report for a minimum of three (3) years or for as long as any administrative or legal action arising out of the complaint is pending.

“Original Signed”

Chief Administrative Officer

November 8, 2013

Date



LAC LA BICHE COUNTY PROCEDURE

TITLE: Employee Advocacy Standard Operating Procedure PROCEDURE NO: CS-03-015-06

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 Definitions

Complainant: means a person who makes a report of a workplace issue.

Workplace Issues: include any dissatisfaction regarding conditions of employment or tangible job actions, including:

- Wages
- Working conditions
- Interpersonal issues
- The administration of municipal policies
- Perceived or actual unfair or inequitable treatment
- Disciplinary matters

Respondent: means an employee who is affected by a report of a workplace issue.

2.0 General Guidelines

Employees are encouraged to discuss with their supervisor any concerns with workplace issues.

Allegations of wrongdoing should be dealt with pursuant to the provisions of Lac La Biche County's Whistle Blowing SOP. Allegations of workplace harassment (including harassment based on sex or race, for example) should be dealt with pursuant to the provisions of Lac La Biche County's Anti-Harassment SOP.

3.0 Confidentiality

The County will ensure, to the extent permitted by law and in accordance with this procedure, that all reports of workplace issues are treated in a confidential manner.

4.0 Prohibition against Retaliation

The intention of this procedure is to ensure that employees can raise legitimate concerns about workplace issues in a safe and secure manner. If an employee makes a complaint about a workplace issue in good faith, he or she shall not be subject to any form or penalty, retaliation, or reprisal. All employees are prohibited from penalizing or retaliating against such an employee.

However, if an employee complains about a workplace issue maliciously, in bad faith, or with an ulterior motive (including with the intention to harm any individual or the County), he or she may be subject to disciplinary action as outlined in Progressive Discipline SOP.

5.0 Responsibilities

5.1 Employees

To resolve a workplace issue, employees are encouraged to take the following steps, in the following order:

- If the workplace issue involves interpersonal conflict with another employee, the complainant should make efforts to resolve the matter informally through respectful discussion;
- The complainant should review the County's SOP's and policies to determine whether the workplace issue is addressed therein;
- The complainant should speak with his or her supervisor;
- The complainant should speak with the Manager of Human Resources. The Manager of Human Resources will document the conversation.

If the workplace issue is not solved through this process, the Employee may file a written complaint with the Manager of Human Resources.

5.2 Supervisors

Supervisors will take all appropriate steps and address concerns about workplace issues. Supervisors should, upon learning about a workplace issue, assist the Complainant in addressing his or her concerns. Where appropriate, the Supervisor should direct the Complainant to the Whistle Blowing SOP or the Workplace Harassment SOP.

6.0 Investigations

Where a written complaint is filed with the Manager of Human Resources, this Manager shall review the complaint and determine what steps ought to be taken in the circumstance. The Manager of Human Resources may proceed to conduct an investigation of the complaint, including conducting interviews or gathering relevant information and may seek the advice of legal counsel. The Manager of Human Resources may also reference the Progressive Discipline Policy and SOP when conducting the investigation.

The Manager of Human Resources shall make a decision with respect to the written complaint and shall notify the Complainant and any affected parties of the decision.

7.0 Follow Up

The Manager of Human Resources may, in appropriate circumstances, request that a complainant complete a Post-Complaint Questionnaire.

“Original Signed”
Chief Administrative Officer

November 8, 2013
Date



LAC LA BICHE COUNTY PROCEDURE

TITLE: Conflict Resolution Standard Operating Procedure PROCEDURE NO: CS-03-015-07

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 General Statement

The County has instituted this SOP to provide employees with an outlet to raise concerns regarding any conflict in the workplace or dissatisfaction with respect to issues related to their employment in an open and fair manner with provisions made to ensure their prompt and reasonable resolution. Under no circumstance should any employee fear discrimination or reprisal in the workplace as a result of the filing of a complaint.

The following conflicts should be reported and the County shall strive to address them with reasonable resolutions:

- Disputes with co-workers or managerial staff with unwanted and unresolved consequences;
- Perceived unfair or inequitable treatment;
- Harassment whether sexual, discriminatory, or personal in nature;
- Abuse of authority;
- Administration of County policies and procedures.

2.0 General Conflict Reporting Procedure

- Employees are encouraged to discuss the unwanted behaviour or actions with the offending party as the situation dictates.
- Under ideal circumstances, the two parties shall reach a reasonable resolution without the necessity of the filing of a formal complaint.
- In the event that a discussion is not feasible or fails to reach a reasonable resolution, a formal complaint may be filed.

3.0 Reporting

Complainants should record the details of the unwanted circumstance(s), the names of any applicable witnesses, and any attempts made to resolve the issue.

Formal complaints stemming from unresolved employee or managerial conflicts shall be submitted, in writing with any pertinent documentation, to a supervisor, General Manager or the Manager of Human Resources.

Formal complaints shall be reviewed and investigated.

Formal complaints must be submitted within thirty (30) days from the date of the alleged incident(s).

In all cases where formal complaints have been lodged, it is important to maintain a policy of strict confidentiality between the complainant and the Responder (manager / HR). For investigative purposes, the offending party may be notified.

Anonymous complaints shall not be reviewed.

4.0 Resolutions

If an apology is made by the offending party and the Complainant accepts the apology, this may be viewed as a reasonable resolution depending on the circumstances.

All attempts shall be made to reach a reasonable resolution through mediation of the complaint with both parties' involvement.

5.0 Where the complaint is substantiated

In the event that a complaint is substantiated and a reasonable solution to stop the unwanted behaviour or action through mediation is not possible, the following actions shall be taken for the offending party (in no specific order):

- Written warning/reprimand;
- Transfer or demotion, and in some instances both a transfer and a demotion;
- Education and training;
- Suspension;
- Termination of employment.

6.0 Where the complaint is not substantiated

In the event that a complaint is not substantiated due to lack of evidence or other reasons, both parties shall be informed as to the rationale used. The Complainant shall be notified first.

Both parties should be reminded that an unsubstantiated complaint does not necessarily mean that it was filed under false or frivolous pretences.

A complainant may request that the investigation be re-opened in the event that pertinent new evidence can be provided, or a reprisal due to the allegation has occurred.

7.0 Records

The County shall keep on file all formal complaints, the accompanying documentation, and the findings of any investigation.

Information from a previous investigation resulting in a substantiated complaint may be used for review and consideration purposes in the event of a new allegation.

8.0 False or Frivolous Complaints

Employees should be aware and realize that a formal complaint against another employee is a serious allegation with repercussions.

Where a complaint is found to be either false or frivolous, or where supporting documentation for a complaint has been falsified, the complainant or witness may be subject to disciplinary measures up to and including termination of employment.

9.0 Responsibilities

9.1 Employees

- Employees are required to fully comply with the Conflict Resolution SOP.
- Employees shall be treated fairly throughout the process, as either a complainant, or alleged offending party.
- Employees shall be responsible for maintaining confidentiality regarding their involvement, and the complaint itself.
- Employees shall co-operate with any investigations in relation to complaints.

9.2 Management / Human Resources

- Management and Human Resources shall be responsible for enacting preventative measures to ensure a workplace that is free from harassment, and for the communication of policy and procedures contained herein.
- Management and Human Resources shall receive and address properly filed complaints in an appropriate fashion.
- In the event that the Complainant and the offending Party are engaged in a subordinate-supervisor relationship, they may be physically removed from each other on a temporary basis, and may require a change in their reporting relationship.
- Management and Human Resources shall investigate, or co-investigate any complaints, claims and documentation therein.
- Management and Human Resources shall attempt to reach a reasonable resolution to the conflict and inform the complainant and the offending party of possible resolutions available.

“Original Signed”
Chief Administrative Officer

November 8, 2013
Date



LAC LA BICHE COUNTY PROCEDURE

TITLE: Performance Evaluation Standard Operating Procedure PROCEDURE NO: CS-03-015-08

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 Definitions

Performance Improvement Plan (PIP): An action plan that is created after performance deficiencies are identified that is used in the process of improving an employee's performance.

SMART Goals: Goals used in a PIP that are Specific, Measureable, Attainable, Relevant, and Time based that are used to help the Employee achieve and exceed performance expectations that they have set with their supervisor. A good example of a SMART goal would be: that all department filing be completed by the second Friday of each month.

2.0 General Guidelines

All employees will be subject to regular annual performance reviews. Performance reviews will be benchmarked against previously determined goals and objectives for the position.

Performance Reviews:

- Link an employee's expectations to the County's strategic and annual priorities and to the County's core values;
- Review the performance levels against goals and objectives set out at the beginning of the review period;
- Review performance standards, goals and objectives identified in the employees' respective job descriptions;
- Discuss ratings and reviews from co-workers, and superiors as appropriate;
- Discuss the assessments made during the review, and identify new goals and objectives that will improve performance and assist in the development of the employee;
- Discuss career planning information and develop a plan for development;
- Identify actions required to meet new goals and objectives, the timeframe that these must be completed within, and any new forms of training that will be required;
- Prepare a written report of the review and recommendations made, including newly established goals and objectives.

Performance reviews are designed to help keep employees on the right track with direction and set goals that will lead to their continuous improvement and provide career advancement opportunities. Performance reviews assist in the identification of strengths and weaknesses in organizational

abilities and capacities that will aid in the development of effective training, employee placements and productivity forecasts.

3.0 Establishing Performance Expectations

- (a) Performance expectations - goals/projects and/or performance factors (skills/competencies) - shall be established for, and reviewed with employees:
 - (ii) Within 10 working days of appointment to a permanent, term or seasonal position;
 - (iii) Within 10 working days of a General Manager, Manager or Supervisor having been notified of a change in expectations for the unit or position(s) supervised;
 - (iv) Within 10 working days of completion of an employee's annual performance appraisal.
- (b) Since job descriptions are a reflection of County service priorities, County Management must review these job descriptions for consistency with all new OR revised service priorities.

4.0 Review of Performance

The performance of each employee of the County shall be reviewed and documented as follows:

All employees and management staff will be subject to annual performance reviews. Reviews will be based upon performance standards, goals and objectives identified in employees' respective job descriptions.

- (a) The performance of each employee of the County shall be reviewed and documented as follows:
 - i) At least once during the probationary period;
 - ii) One month before the expiry of the employment term of a term position;
 - iii) Prior to, or where it is not possible, immediately following the end of a period of employment;
 - iv) Whenever a serious performance or behavioral problem is encountered and for which informal discussions have had no effect.
- (b) The performance of each seasonal employee shall be reviewed and documented at least one week before the expiry of the position's term.
- (c) Human Resources staff shall notify Supervisors one month prior to the date on which a Performance Appraisal for an employee is due to be completed.

5.0 Performance Evaluation Documents

- (a) A copy of the appraisal shall be given to the Employee and the original document shall be placed on the Employee's personnel file.

- (b) In accordance with the provisions of the *Freedom of Information and Protection of Privacy Act*, access to performance evaluation records shall be restricted to:
- the Employee whose performance is appraised;
 - the Employee's supervisor;
 - members of County Management to whom the Supervisor reports, up to and including the Chief Administrative Officer;
 - Manager of Human Resources;
 - Supervisor to whom the Employee would report as a result of a transfer, promotion, re-deployment or reassignment.

6.0 Accountabilities for Performance Management

Supervisors are expected to complete employee performance evaluations in a regular, consistent and timely fashion. Supervisors are expected to track when their employee's performance evaluations are due, which they can confirm with Human Resources at any time.

In the case that an employee is transferred to a different department, the most recent supervisor must do a performance evaluation on the Employee's performance since the last review period to the date of transfer. The new supervisor will then complete the Employee's performance evaluation on its original due date, adding the documentation from the previous supervisor's evaluation.

Since performance evaluations are closely linked with employee salary reviews and possible increments, it is essential that the reviews be conducted when due. It is only fair that employees be evaluated on a regular basis and that they receive their increments, if earned, when they are due.

The timely processing of increments also contributes to the ability of the Payroll department to process the changes to the payroll system in an efficient and effective manner.

Failure of supervisors to perform regular employee performance evaluations in a timely and fair fashion can be subject to disciplinary action as outlined in Progressive Discipline Policy and SOP's.

All Lac La Biche County employees are expected to perform their job duties at a consistently high level. In the event that any Lac La Biche County employee fails to fulfill his/her specified levels of service he/she may be subject to a review of his/her performance and participate in a required Performance Improvement Plan (PIP) that uses SMART goals.

In the event that an employee is subject to disciplinary action as a result of their failure to meet performance expectations, Lac La Biche County will follow progressive disciplinary steps. However, in the event of a flagrant violation or serious offence, the Employee may be terminated immediately and progressive discipline may be superseded.

7.0 Review and Approval Process

7.1 Accountabilities for Performance Management

- (a) It is the responsibility of the following Management and Supervisory staff to ensure that Performance Planning and Appraisal (Performance Management) is carried out for employees in their respective units:

- Supervisors who have permanent, term, casual or seasonal staff assigned to their department;
- Chief Administrative Officer and General Managers who have direct responsibility for the supervision of staff; and
- In the case of an employee who is transferred to a different work unit during the performance period, the Employee's new Supervisor will complete the Performance Planning and Appraisal form, but must seek input from the employee's former Supervisor.

(b) Lac La Biche County believes it entirely appropriate, but not mandatory, for an employee to complete a draft Performance Planning and Appraisal form in respect of her or his own performance and that the completed form may serve as an initial basis for discussion with the responsible General Manager/Supervisor.

7.2 "Two-up" Performance Appraisal Review and Approval Process

- (a) Performance Appraisal Review and Approval Process will follow the guidelines established in the "Two Up" approval process.
- (b) In the case of employees in positions reporting directly to the Chief Administrative Officer, there shall be no further review, beyond that of the Chief Administrative Officer, of performance appraisals for these employees.

8.0 Performance Planning and Evaluation Forms

- (a) Lac La Biche County's Performance Planning and Appraisal (Performance Management) forms will be used as the basis for planning and assessing the performance of all permanent, term, seasonal and casual employees of the County.
The County conducts its Performance Management Process using one of two forms:
 - Administrative Performance Planning and Appraisal form for employees occupying permanent or term positions;
 - Seasonal Staff Performance Appraisal form for employees occupying seasonal positions with the County.
- (b) The two forms listed in (a) above, have a common foundation which reflects the County's service principles. Each form, however, incorporates expectations which are unique to the nature of the functions performed in the role.

"Original Signed"
Chief Administrative Officer

November 8, 2013
Date



LAC LA BICHE COUNTY PROCEDURE

| | |
|--|--------------------------------|
| TITLE: Progressive Discipline Standard Operating Procedure | PROCEDURE NO: CS-03-015-09 |
| SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 | AMENDMENT DATE: MARCH 14, 2017 |

1.0 General Statement

Lac La Biche County has adopted a SOP of Progressive Discipline to ensure that employees have the opportunity to correct any performance or behavioral problems that may arise. This set of reasonable rules and guidelines has been established for all employees to follow. These have not been put in place to restrict the freedoms of our employees, but rather they are in consideration of their safety and the overall protection of our employees, property, and business practices.

2.0 Progressive Discipline Process

In the event that an employee of Lac La Biche County violates County policy or exhibits problematic behaviour, a system of progressive discipline shall be utilized.

Progressive Discipline can be issued on: attendance, conduct, health & safety or performance concerns.

Employees will be given four opportunities to correct the unwanted behaviour, unless the behaviour or concern is severe or repetitive in nature, in which case, progressive discipline can be accelerated to match the violation. A single incident of serious misconduct can be just cause for termination. Typically, progressive discipline will progress through the following steps:

- Coaching
- Verbal Warning
- Written Warning
- Final Written Warning with Possible Suspension
- Termination

With each violation or apparent problem, the employee will be provided with a written document to:

- Alert them to the problem and provide a reiteration of the correct County policy or SOP regarding the violation;
- Advise them of the consequences associated with further infractions; and
- Provide a suggestion towards a method of improvement.

All formal warnings will be kept on file for a period of Three (3) years. If no further discipline happens within the time period, the warning will become inactive. If further offences relating to the issue have taken place, the warning will be attached to the next set of progressive disciplinary

actions. If the employee is terminated or otherwise leaves employment with the County, any formal warnings on file will remain on file for a period of at least three (3) years.

Degrees of discipline shall be used in relation to the problem at hand. As the situation dictates, based on the past performances of the employee and the seriousness of the violation, the County reserves the right to skip any of the disciplinary steps and move straight to the most relevant step, or termination where necessary.

3.0 Investigation and Documentation

All related documentation will be kept in the Employee's personnel file. All violations or alleged violations will be properly investigated and documented by a Supervisor, Manager, Senior Manager and or Human Resources.

4.0 Suspensions and Review Periods

An employee may be suspended and/or put on review with or without pay.

4.1 Suspension with Pay – Pending Investigation

In the event that an employee is placed on suspension with pay pending the results of an investigation, the Employee will be notified of the decision, a stated timeline for the investigation, suspension and the actions that predicated the decision.

This form of suspension is not disciplinary but is intended to allow Lac La Biche County to examine the issues thoroughly and to determine appropriate action. Should the investigation be completed before the expected end of the suspension, the Employee may be called back to work sooner. Should the investigation not be completed during the stated timeline, the Employer will reserve the right to extend the suspension, as necessary.

During the course of the investigation, the suspended employee will be provided with the details of the allegations and given an opportunity to respond to them. If the suspended employee fails to make himself/herself available, the County will proceed with the investigation and make a determination based on the information available.

The suspended employee will have the right to their own legal representation (at their own cost) or a Lac La Biche County representative present at any such interview, and will be given 24 hours' notice prior to any interviews taking place.

As the suspended employee will be suspended with full pay, he/she will be required to be available for interviews during this period. Should the suspended employee need to leave town or be otherwise unavailable for interviews, he/she must submit a request and be granted approved leave.

Any employee who is placed on suspension with pay will be required to temporarily turn over his/her office keys, access passes and Lac La Biche County identification and credit cards. Any and all County property, business information, and confidential information are to remain at the worksite. In the event that any employee placed on suspension with pay maintains any files or equipment at his/her residence which are the property of the County,

he/she will be required to turn these items over to a representative of the organization, until such time as the investigation is completed.

Employees placed on suspension with pay should not have contact with anyone from the workplace other than their designated point of contact.

4.2 Suspension without pay

As a disciplinary measure, employees can be put on suspension without pay from the workplace for a period of one to three (1-3) days depending on the violation. Typically, suspension will be for three (3) days unless the Employee is required at work to complete projects or perform required duties.

4.3 Review Period

Employees may be put on a review period following the final written warning. The review period will last three to six (3-6) months depending on the violation. During the review period the employee will be excluded from wage increases and advancement and discouraged from taking vacation.

5.0 Termination of Employment

The final stage of progressive discipline is termination of employment. Termination of employment may occur as discipline following an employee committing multiple violations of County policies and procedures, after the logical steps for progressive disciplinary action have been taken, or immediately following a severe violation.

6.0 Appeals

In the event that an employee feels that they have been wrongfully accused or disciplined, they may file a written appeal with the Manager of Human Resources, or to the Chief Administrative Officer, as the Employee deems appropriate. Written appeals must contain:

- Details of the discipline;
- Events surrounding the discipline;
- Why the Employee feels the discipline is not warranted or appropriate.

The Manager of Human Resources, or the Chief Administrative Officer, shall review and respond to all written appeals within ten (10) business days.

“Original Signed”

Chief Administrative Officer

May 3, 2017

Date



LAC LA BICHE COUNTY PROCEDURE

TITLE: County Endorsed Social Events Standard
Operating Procedure

PROCEDURE NO: CS-03-015-10

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 General Guidelines

1. County Events

The County may sponsor and/or promote events where alcohol is being served.

2. Attendance

Attendance at a County sponsored events is strictly voluntary, unless requested otherwise. If an employee is required to attend or assist with a sponsored event, the time attending or assisting will be considered as part of their regular working hours.

3. Conduct

While present at a County sponsored event, all staff are expected to conduct themselves in a manner that reflects well on the organization. In the event that an employee is engaged in a serious breach of conduct while at a County sponsored event, they will be subject to disciplinary actions.

4. Plan Ahead

It is expected that all parties act responsibly at such events. Under no circumstance should any employee drink and drive. We ask that you plan ahead, have a designated driver, be a designated driver, or use a taxi to get home safely. The County may offer taxi vouchers or alternate rides to employees free of charge.

5. Alcohol Intake

At such events, the County will requests that employees avoid drinking excessive amounts of alcohol. In the event that the County representative or other authority determines that an employee is intoxicated, and/or may not be in a state to operate a vehicle, he/she may request that the employee surrender his/her keys and accept a taxi voucher or return home with a designated driver.

6. Additional Activities

When employees leave a County sponsored event (via taxi or designated driver or driving themselves), their actions after their departure become their own responsibility. The County will take reasonable steps to ensure that employees leaving such events do so in a safe manner.

7. Non-County Endorsed Events

Activities that occur after hours and are not sponsored or promoted by the County, even if attended by some (or all) Lac La Biche County employees, do not constitute County endorsed events.

Employees are reminded that regardless of the event, they should always act responsibly and plan ahead, especially if alcohol is being consumed.

“Original Signed”
Chief Administrative Officer

November 8, 2013
Date



LAC LA BICHE COUNTY PROCEDURE

TITLE: Whistle Blowing Standard Operating Procedure

PROCEDURE NO: CS-03-015-11

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 Definitions

Complainant: a person, including an employee or member of the public, who makes a report of wrongdoing.

Employee: includes employees, contractors and agents.

Respondent: an employee who is the subject of a report of wrongdoing.

Third Party: An external company contracted with the County to provide whistle blowing services, a means to receive reports of wrongdoing pursuant to this procedure. MNP LLP has been identified as the “third party” contractor for the purpose of providing a whistleblower hotline, Ethics Alert. The Ethics Alert Hotline is available 24/7/365 in both official languages at **1-866-529-9589**.

Appropriate Authority: is the Manager of Human Resources, Chief Administrative Officer (“CAO”), or other designate assigned by the CAO.

Wrongdoing may include, but may not be limited to:

- Any actual or suspected violation of any federal, provincial or municipal act, regulation or bylaw;
- Any actual or suspected violation of any County Policies and Procedures;
- Dangerous practices likely to cause physical harm or damage to any person or property;
- Failure to rectify or take reasonable steps to report a matter likely to give rise to a significant and avoidable cost or loss to the County; or
- Improper or fraudulent accounting or auditing practices.

2.0 General Statement

Every employee has a responsibility to report any wrongdoing of which he or she may have knowledge. Every employee has a responsibility to treat any such report of wrongdoing in a confidential manner in accordance with the procedures set out in this SOP.

While employees and members of the public are encouraged to identify themselves in making a report of wrongdoing, they may do so on an anonymous basis. The County will ensure, to the extent permitted by law and in accordance with this SOP, that all reports of wrongdoing are treated in a confidential manner. However, anonymity cannot be guaranteed in all cases.

3.0 Prohibition Against Retaliation

The intention of this SOP is to ensure that employees and members of the public can raise legitimate concerns about wrongdoing in a safe and secure manner. If an employee or member of the public files a report of wrongdoing in good faith, he or she shall not be subject to any form of penalty, retaliation, or reprisal. All employees are prohibited from penalizing or retaliating against such an employee or member of the public.

However, if an employee files a report of wrongdoing maliciously, in bad faith, or with an ulterior motive (including with the intention to harm any individual or the County), he or she may be subject to disciplinary action as outlined in the Progressive Discipline Policy and SOP.

4.0 Guidelines

4.1 The Employee will:

- a) Report any wrongdoing of which he or she may have knowledge;
- b) Treat any such report of wrongdoing in a confidential manner.

4.2 The Appropriate Authority shall:

- a) Review the Report of Wrongdoing;
- b) Take no action where the Report of Wrongdoing is trivial or vexatious; or
- c) Conduct an investigation, or appoint an investigator to conduct an investigation, into the Report of Wrongdoing.

4.3 The Third Party (MNP):

MNP LLP has been identified as the “third party” contractor for the purpose of providing a whistleblower hotline, Ethics Alert. The Ethics Alert Hotline is available 24/7/365 in both official languages **at 1-866-529-9589**. If Ethics Alert is the first contact for the Complainant and the investigation has not yet started, Ethics Alert will:

- a) Provide complainants with an unthreatening and unbiased means to follow up with their concerns;
- b) Ethics Alert can forward the message to an investigator who may have further questions and clarification from the Complainant. Confidentiality is very important to them. MNP will not disclose the identity of the Complainant to the County unless the Complainant provides permission to do so.
- c) Based on the nature of the complaint and the reason the Complainant was not able to report it to the Appropriate Authority, MNP can decide which Appropriate Authority to report the concern to. If it isn't appropriate to forward the complaint to an Appropriate Authority, MNP can report the complaint to the Mayor or Deputy Mayor; or
- d) MNP can initiate the investigation as deemed necessary, while adhering to the investigation guidelines established in their contract with the County.
- e) MNP will keep the Complainant up to date as to the progress of the investigation if the Complainant has provided contact information.

If MNP was contacted after the complaint has already been forwarded to an Appropriate Authority, MNP will:

- a) Contact the Appropriate Authority that is handling the investigation and inquire as to the progress of the investigation;
- b) If MNP concludes that the investigation is not being conducted adequately, MNP will determine if an additional Appropriate Authority or Mayor or Deputy Mayor should be contacted to follow up with the concerns and/or possibly take over the investigation at that point;
- c) The final and binding decision in regard to the investigation will lie with the CAO. In the event that the CAO was the subject of the investigation, the final and binding decision will lie with the Mayor or Deputy Mayor.

4.4 The Persons conducting the investigation will:

- a) Interview the Complainant, Respondent, or any other employee with respect to the Report of Wrongdoing;
- b) Request any record reasonably required pursuant to his or her investigation, subject to legal restrictions; and
- c) Seek the advice of legal experts at the County's costs;
- d) Create a written report at the conclusion of an investigation including a statement regarding any and all findings that have been proven;
- e) Present the report for review to any/all appropriate authorities and/or legal counsel, as appropriate.

4.5 Human Resources will:

- a) Prepare annual non-identifiable reports for Council review, which will outline the number of whistle-blowing complaints, the general areas of concern, the outcomes and any possible identified area of improvement for both the Whistle Blowing Policy and SOP.

5.0 Procedure for Making a Report for Wrongdoing

5.1 Reporting to an Appropriate Authority

A complainant may file a Report of Wrongdoing to an Appropriate Authority unless the Complainant reasonably believes that, given the nature of the alleged wrongdoing, such a report should be made to an independent Third Party.

Reports of Wrongdoing shall be made by a complainant as soon as possible after becoming aware of the wrongdoing.

5.2 Reporting to the Third Party (MNP)

A complainant will have the opportunity to contact an independent third party, MNP. MNP will:

- Ensure that the concern is forwarded to the Appropriate Authority and follow up to ensure the concern was dealt with, or
- Work with the Appropriate Authority to investigate the complaint and document the outcome, or
- Conduct the investigation on their own.

Complainant reports are encouraged to be made in writing so as to assure a clear understanding of the issues raised, but may be made by phone or by email. Reports should be factual in nature and contain as much specific information as possible to allow for proper assessment and investigation of the allegations reported. If the concerns are forwarded in writing they should be forwarded in a sealed envelope and labeled “Confidential”.

Reports of wrongdoing should include the contact information for the Complainant or a statement that anonymity is requested.

All employees (including management) contacted for assistance with either filing or investigating a Report of Wrongdoing shall assist the complainant or MNP pursuant to this SOP.

“Original Signed”
Chief Administrative Officer

November 8, 2013
Date



LAC LA BICHE COUNTY PROCEDURE

TITLE: Internet and Email Use Standard Operating Procedure PROCEDURE NO: CS-03-015-12

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 Specific Objectives

This SOP will outline Internet and E-mail access and acceptable use for the following users:

- Full-time, part-time and casual employees;
- Contractors and temporary workers authorized to access the Internet;
- Volunteers, interns, summer students, and other non-paid workers.

2.0 General Guidelines

2.1 Internet Accounts

With respect to account setup and network administration, department managers and/or supervisors are responsible for identifying and recommending Internet access levels for staff members in their department and for forwarding that information to the IT department.

All user names and passwords for County owned and operated devices must be supplied to the IT department. In the event that an employee loses, forgets, or believes that his/her password has become compromised, the employee must inform the IT department immediately. The IT department shall confirm the username, reset the password, and inform the employee of changes made and the procedures for changing the password.

2.2 Internet Usage

a) Acceptable Use

Employees may only use the Internet to complete their job duties. Permissible, acceptable, and appropriate Internet-related work activities include:

- Researching, accumulating, and disseminating any information related to the accomplishment of the user's assigned responsibilities, during working hours or overtime.
- Collaborating and communicating with other employees, business partners, and customers, according to the individual's assigned job duties and responsibilities.
- Conducting professional development activities (e.g. news groups, chat sessions, discussion groups, posting to bulletin boards, Web seminars, etc.) as they relate to meeting the user's job requirements. In instances where the personal opinions of the user are expressed, a disclaimer must be included asserting that such opinions are not necessarily those of the County.

b) Unacceptable Use

Internet use shall comply with all Federal and Provincial laws, and will not violate the County's other policies. Inappropriate and unacceptable Internet use includes, but is not limited to:

- Usage for illegal or potentially illegal purposes, such as theft, fraud, slander, libel, defamation of character, harassment (sexual and non-sexual), stalking, identity theft, online gambling, spreading viruses, spamming, impersonation, intimidation, and plagiarism/copyright infringement.
- Any usage that conflicts with existing County policies and procedures (e.g. bandwidth limitations, network storage, etc.) and/or any usage that conflicts with the County's mission, goals, and reputation.
- Copying, destroying or altering any data, documentation, or other information that belongs to the County or any other business entity without authorization.
- Downloading unreasonably large files that may hinder network performance. All users shall use the Internet in such a way that they do not interfere with others' usage.
- Accessing, downloading, or printing any content that exceeds the bounds of good taste and moral values (e.g. pornography or anything that contravenes human rights legislation).
- Engaging in any other activity which would in any way bring discredit, disrepute, or litigation upon the County.
- Engaging in personal online commercial activities, including offering services or products for sale or soliciting services or products from online providers.
- Engaging in any activity that could compromise the security of the County's host servers or computers. Any and all passwords shall not be disclosed to, or shared with other users.
- Engaging in any fundraising activity, endorsing any products or services, or participating in any political activity, unless authorized to do so as part of completing one's assigned job duties and responsibilities.
- Any individual Internet usage that violates any of the policies and procedures of the accessed information's source network.
- Accessing social media forums during work time, including but not limited to; chat lines, Facebook, texting, tweeting, MSN and personal emails.
- Allowing unauthorized or third parties to access the County's network and resources.

2.3 Security

No passwords shall be disclosed to, or shared with, other users or third parties. Any and all Internet accounts are to be accessed only by their assigned users for legitimate business purposes. Users shall not attempt to obtain anyone else's account password. If a user has

reason to believe his/her password has been compromised, the user must inform the IT department immediately. Users are required to take all necessary precautions to prevent unauthorized access to Internet services or County databases.

2.4 Access, Monitoring & Filtering

Lac La Biche County reserves the right to access, monitor, search, review and track any Internet activity or other information that is stored on any work issued computers, laptops and other devices. Specifically, the County:

- Utilizes monitoring software for the purpose of enforcing acceptable use policies. Monitoring software blocks access to certain web sites for which access is deemed to be a contravention of these policies;
- Utilizes filtering software to restrict access to web sites deemed unsuitable for business use. Where activities that conflict with the law or this SOP are discovered, Internet usage records may be retrieved and used to document any wrongdoing;
- Reports any unlawful use to the police and take appropriate action up to and including termination if a violation of the SOP policy is found;
- May review, or have security personnel review, any activities using the County's hardware, software, equipment, and accounts to access the internet. Use of the County's internet resources implies the users consent to web monitoring for security purposes. All users covered by this SOP and related policy should have no expectation of privacy in their Internet sessions.

2.5 Email

All employees will be required to adhere to the Internet and E-Mail Acceptable Use Policy and this SOP when communicating with customers, clients, or any third party on behalf of the organization via email.

Employees are expected to ensure that all communications sent on behalf of the County will be created using a consistently high level of professionalism and attention to detail.

General guidelines:

- Email communications must be polite, and begin with an appropriate greeting (e.g. Hello, Dear, or Good Morning, etc.), and maintain an appropriate tone throughout.
- Ensure that all messages use appropriate language. Inappropriate language found in County communications may result in disciplinary action up to and including termination of employment.
- Proofread your emails before sending them. Use the Spell Check function for each email to ensure that the message is free of unnecessary spelling errors.

Where an email sent on behalf of the County includes grammatical or spelling errors, we risk the chance of being viewed as unprofessional and could potentially affect our reputation or lose business.

- Ensure the accuracy of all content sent in email messages. Where a discrepancy occurs, it could harm our reputation and we run the risk of losing business.
- Use an appropriate and professional tone in the creation of email messages. It is often very difficult to determine when a person is using humour, sarcasm, or irony in an email. Please note that emails that include humour may be misunderstood and the effects could negatively impact our business.
- At all times, please avoid the use of the “All Caps” function, as messages sent in using all CAPITALS is the e-mail version of screaming, and may be taken as offensive.
- Keep messages short, simple, clear and concise. Emails should be sent only to those that require the information and you should refrain from sending unnecessary emails or mass emails.
- Remember that when you send an email, it creates a permanent electronic record. Whatever is written in your email, including content and form will be on the record for all time. Ensure that all messages sent are appropriate, and accurate in their content.
- While it's common to use short-hand for personal notes, it is unacceptable for business communication. Standard abbreviations (including: e.g., Mrs., Mr., etc.) will continue to be acceptable, however, the use of popular abbreviations and emoticons (LOL, ROFL, TTYL, BRB, smiley faces, etc.) is unacceptable.
- Ensure that all messages are sent only to the intended recipients. Avoid sending messages to parties that are not directly affected by the contents of the message.
- Ensure that all messages include a completed, appropriate and accurate “Subject” line. Ensure that the subject line is relevant to the topic, clearly stating the purpose of the email.
- Avoid sending confidential information via email and ensure that all emails are appropriately encrypted.
- Avoid using e-mail to send large attachments and only open attachments from known senders.
- Check your email frequently. In the event that any emails are missed, there is the potential for lost business, miscommunications, or failure to complete required job duties.

- Archive all messages that are older than 3 months. All County mailboxes have a space of 2GB. If employee mailboxes become full, it is the responsibility of the employee reducing the space used.

2.6 Social Networking Sites and Blogs

The use of social networking sites, such as Facebook, My Space, Friendster, etc. and personal Blogs / Twitter has been deemed UNACCEPTABLE during work time. The uses of these sites are only permissible during scheduled BREAKS. The use of social networking sites and blogs are subject to the same limitations and acceptable use regulations provided for under this SOP. The abuse of personal internet use on these sites using either County owned and operated equipment or personal internet access devices during normal working hours will be subject to disciplinary action, up to and including termination of employment.

The County reserves the right to deny access or usage of any of these social networking sites if it is deemed that employees are not abiding by this SOP.

3.0 Business Information

Lac La Biche County retains ownership rights to all information created for our business purposes, regardless of the media used to create it, or the location of said information. Similarly, the organization retains ownership rights to all forms of intellectual property created by employees while under the employ of Lac La Biche County, regardless of the time, intent or location of its creation.

Employees shall not divulge, disclose, provide or disseminate business information to any third party not employed by Lac La Biche County at any time, unless prior authorization is obtained. Furthermore, business information shall not be used for any purpose other than its reasonable use in the normal performance of employment duties for Lac La Biche County.

4.0 Lac La Biche County-Owned and Operated Property

All Lac La Biche County business is intended to be performed using County owned and operated property, including computers, telephones, BlackBerry devices, letterhead, notebooks, etc.

All information contained in, created or transmitted by County owned or County operated property is the property of Lac La Biche County and not the property of the user of the County owned or County operated property.

5.0 Employee-Owned Property

Employees are prohibited from using personally owned equipment or property for the creation, transmission or storage of Lac La Biche County business information, unless authorized to do so.

In the event that an employee creates, stores or transmits Lac La Biche County business information on personally owned property (including, but not limited to: laptop computers, desktop computers, mobile telephones, BlackBerry devices, memory cards, notebooks, PDAs, or

loose leaf paper, etc.), the business information will remain the express property of Lac La Biche County.

Lac La Biche County reserves the right to inspect and/or audit the property of employees on County premises, where it is either known that the employee uses personally owned property for the purposes of conducting Lac La Biche County business, or where it is reasonably suspected that such properties contain business information. These inspections / audits may be conducted at any time, with or without notice.

6.0 Retirement, Layoff or Termination

Upon retirement, layoff or termination of employment, employees shall promptly return (without duplicating or summarizing), any and all material in their possession pertaining to Lac La Biche County's business including, but not limited to: all customer lists, physical property, documents, keys, electronic information storage media, manuals, letters, notes and reports.

In the event that an employee terminates his/her employment with Lac La Biche County for any reason, Human Resources shall provide notification to the IT department immediately to ensure the removal of the former employee's access to Lac La Biche County email and Internet resources. This is an important measure in protecting the safety and integrity of our resources.

In the event that a device containing business information is password protected, the employee will be required to provide the correct username and password for the device.

7.0 Compliance

Employees will be expected to sign an Internet & Email Use Agreement as part of their employment orientation process.

Any violation of this SOP and any and all misconduct will be addressed according to established procedures. Violations of this SOP may result in one or more of the following:

- Temporary or permanent revoking of access to the County's Internet resources and/or other IT resources;
- Temporary or permanent revoking of County devices;
- Disciplinary action, up to and including suspension or termination of employment;
- Legal action according to Federal or Provincial laws.

8.0 Disclaimer

Lac La Biche County does not accept responsibility for any loss or damage suffered by employees as a result of employees using the County's Internet connection for personal use. Lac La Biche County is not responsible for the accuracy of information found on the Internet. Users are responsible for any material that they access, download, or share through the Internet.

9.0 Security

Users are required to take all necessary precautions to prevent unauthorized access to Internet services. Furthermore, all Internet users must comply with the following security guidelines, rules, and regulations:

- Personal files or data downloaded from the Internet may not be stored on the County's PC hard drives or network file servers.
- Video and sound files must not be downloaded from the Internet unless their use has been authorized for the purposes of conducting appropriate business on behalf of the County.
- Users must refrain from any online practices or procedures that would expose the network or resources to virus attacks, spyware, adware, malware, or hackers.
- Users are responsible for familiarizing themselves with procedures for downloading and protecting information in a secure manner, as well as for identifying and avoiding any online material deemed sensitive, private, and copyrighted.
- Employees utilizing the Internet must conduct themselves in a professional manner at all times, especially while participating in collaborative activities, and must not disclose confidential County information or intellectual capital to unauthorized third parties.

10.0 Client, Visitor and Employee Privacy

The following measures have been adopted to ensure the ongoing privacy of our clients, visitors and employees:

- Employees are strictly prohibited from posting sensitive, derogatory, malicious, inflammatory or personal information regarding our clients, visitors and employees on the County Intranet, social networking sites and/or the Internet in general on County or personal time.
- Employees are strictly prohibited from taking photographs of clients, visitors or employees on County premises for either personal or professional reasons, unless they have received prior authorization to do so. This authorization must be in writing.
- Employees are strictly prohibited from posting photographs of other employees, clients or visitors on the Internet, unless authorized to do so. This authorization must be in writing.

“Original Signed”
Chief Administrative Officer

November 8, 2013
Date



LAC LA BICHE COUNTY PROCEDURE

TITLE: Social Media Personal Use Standard Operating Procedure PROCEDURE NO: CS-03-015-13

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 General Statement

All employees who maintain personal social media pages or accounts are required to comply with the following guidelines as they relate to their association with the County. This SOP is not intended to interfere with the private lives of our staff members, or impinge their right to freedom of speech. This SOP is designed to ensure that the County's image and branding are maintained professionally.

2.0 General Guidelines

- Staff members are prohibited from using or accessing social media sites on County devices and during regular working hours, except on breaks;
- Internet access on County premises is monitored;
- Use of personal social media must not conflict with any of the County's existing policies whatsoever;
- Employees who use these sites are prohibited from disseminating any private County information, or from posting any negative comments regarding the County;
- Posts involving the following will not be tolerated and will subject the individual to discipline:
 - Proprietary and confidential County information;
 - Discriminatory or defamatory statements or sexual innuendos regarding co-workers, management, customers, or vendors; and
- Where an employee mentions the County, they will be required to include a disclaimer stating that any opinions expressed are the employee's own and do not represent the County's positions, strategies, or opinions.

Employees are expected to conduct themselves professionally both on and off duty. Where an employee publically associates him/herself with the County, all materials associated with his/her social media posting may reflect on the County. Please be advised that inappropriate comments, photographs, links, etc. should be avoided.

County policies governing the use of corporate logos and other branding and identity apply to electronic communications, and only individuals officially designated may "speak" (whether orally or in writing) on the County's behalf.

The County's systems may not be used for any illegal activity including downloading or distributing pirated software or data.

The County reserves the right to take disciplinary action against an employee if the employee's electronic communications violate County policy or SOP.

"Original Signed"

Chief Administrative Officer

November 8, 2013

Date



LAC LA BICHE COUNTY PROCEDURE

TITLE: County Owned Property Use Standard Operating Procedure PROCEDURE NO: CS-03-015-14

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 General Guidelines

County provided equipment is intended for its assigned business purposes only, and is intended exclusively for use in the performance of County business.

The organization strictly prohibits the use of County provided equipment for conducting unapproved business for any alternate sources of employment, compensated or otherwise, or for any home-based business at any time.

In the event that an employee is found to be in breach of this policy, he/she will be subject to disciplinary action up to, and including termination of employment, and may be subject to legal action.

In the event that files belonging to other companies, or containing work for other companies are discovered on County owned computers, the County shall inform the relevant parties that their files are currently located on our computers.

2.0 Acceptable Use

County owned materials and property are intended only for their approved and necessary use. Abuse of materials and property will not be tolerated, and may be subject to disciplinary action up to and including termination of employment. In the event that any County owned materials or property are lost or stolen, employees are required to report the loss / incident to their immediate supervisor as soon as possible, and will be required to participate in any investigations that are deemed necessary.

3.0 Responsibilities

3.1 Maintenance

It is the responsibility of the employee in possession of County owned property to ensure that the property/material(s) are adequately maintained.

In the event that damage to the property/material(s) occurs, the employee should report it to their immediate supervisor as soon as possible, and describe the extent of the damage, and whether or not it is still a viable piece of equipment.

Damaged property /material(s) should be returned to their immediate supervisor for assessment and repair or warranty service.

In the event that County owned property /material(s) are damaged, lost or stolen and the damage, loss or theft is found to have been caused by negligence or misuse, the employee that was loaned the property /material(s) may be responsible for the payment of repairs or replacement of the property /material(s).

3.2 Security

Employees who use County owned property are required to ensure that it is safe-guarded against theft and/or loss.

County owned property, equipment and materials are intended only for use by employees.

“Original Signed”
Chief Administrative Officer

November 8, 2013
Date



LAC LA BICHE COUNTY PROCEDURE

TITLE: Telecommunication Use Standard Operating Procedure PROCEDURE NO: CS-03-015-15

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 Definitions

Telecommunications devices shall be defined as any device capable of transmitting speech (e.g. land-line telephone, cellular phone, computer equipped with Skype, etc.), and any other form of communication (e.g. email, text message, Internet access, etc.), via standard land-line, cellular network, or Internet access (wired or wireless).

2.0 General Statement

The purpose of this SOP is to govern the acquisition, usage, and management of land-line telephones, wireless cellular phones, BlackBerry devices, and other various telecommunications devices intended for business use by County employees. In addition, this SOP outlines appropriate standards, guidelines, and procedures for appropriate use, reimbursement policies, and other issues.

It is also the purpose of this SOP to protect corporate resources, protect employee safety, manage communications costs, and help minimize corporate liability.

This SOP applies to all employees, including contractors and volunteers that use County or personally-owned land-line telephones, cell phones, Black Berry devices or any other form of telecommunications device for the purpose of conducting Lac La Biche County business and operations. The County reserves the right to revoke telecommunications privileges at any time should it be deemed necessary to do so.

The IT department has sole discretion over the distribution, configuration, and security measures of telecommunications devices and related technology. If any non-approved devices, installation, or usage of such technology is discovered, the IT department reserves the right to remove and/or deactivate them immediately.

Possession and use of a County-owned and supported telecommunications device is a privilege, not a right. Employment at Lac La Biche County does not ensure eligibility. Any employee requiring the use of a telecommunications device must receive prior approval from his or her manager via an approved business case, application, or other channel stating why the employee needs such technology to fulfill his or her job duties. Eligible employees may use personally-owned cell phones, BlackBerry devices or other forms of telecommunication provided that each device is submitted to the IT department for inspection of security features and any required compatibility with County systems.

All expense forms for reimbursement of cost incurred due to business calls made on County or personally-owned devices must be submitted to our finance department, or an appropriate authority. If using a personally owned device, it is the user's responsibility to ensure that all monthly service statements are submitted on time for proper reimbursement.

3.0 Appropriate Use

The IT Department is responsible to advise all employees who have a telecommunication device and associated service packages as to the parameters of their service plans, so that employees are clear as to their services and usage limits.

Telecommunications devices and service packages used to conduct business on behalf of the County must be used responsibly, ethically, and cost-effectively. Therefore, the following must be adhered to at all times:

- Employees who use any telecommunications device for business purposes are expected to adhere to our Standards of Conduct Policy and SOP, and maintain their professionalism at all times.
- Employees are asked to limit the personal use of County-owned telecom devices except in response to family emergencies or unforeseen work schedule changes, and only when it is impossible or unreasonable to use a landline telephone, public pay phone, or personal phone. Exceptions to this SOP require the authorization of the employee's immediate supervisor.
- Employees will not be reimbursed for any personal calls; emails or text messages made or received using a personally-owned device that has been approved to conduct County business.
- Neither County nor personally owned telecom devices intended for business use may be used to conduct illegal transactions, harassment, or any other unacceptable behaviour, as defined in the County's anti-harassment policy.
- Whenever a County-owned cell phone is damaged, lost, or stolen, such incidents must be reported immediately to the employee's supervisor and the IT department. Authorized telecommunications device users are responsible for reimbursing the County for the full costs of damaged, lost, or stolen devices and related accessories if they were damaged, lost, or stolen due to user negligence.
- Many telecommunications devices, such as iPhone, BlackBerry and other cellular phones may be used to access the Internet. Employees who use either County owned and operated or personal and approved telecommunications devices to access the Internet during normal working hours for business purposes are subject to the expectation outlined in our Internet and E-mail Acceptable Use Policy and SOP.
- Many telecommunications devices, such as iPhone, BlackBerry, and other cellular phones may be used as Removable Media Devices. Any theft of, or damage caused by virus, Trojan horse, etc. to sensitive information, or intellectual property of the County will be

subject to disciplinary action up to and including termination of employment and possible legal action.

- Prior to termination of employment or job duties requiring cell phone use, each cell phone user must:
 - a) Reconcile all charges on his or her service account;
 - b) Ensure that service accounts are reconciled prior to departing the employ of Lac La Biche County;
 - c) Surrender his or her County-owned telecommunications device to his or her supervisor, the IT department, or the Human Resources department.

- Service accounts in arrears after departure or termination of job duties requiring telecommunications device use will result in legal action being taken against the former device user.

- If the user does not return their County-owned device, he or she will be required to reimburse the County for the replacement cost of the device.

- Telecommunication devices and all data and messages generated on or handled by County-owned or operated equipment are considered to be the property of Lac La Biche County and not the property of the users of the telecommunication devices.

- The Employee has no expectation of privacy over information contained on County-owned telecommunications devices. The County may review any information on a County-owned telecommunication device if it is necessary for the ongoing health of the device or if inappropriate use is suspected.

“Original Signed”

Chief Administrative Officer

November 8, 2013

Date



LAC LA BICHE COUNTY PROCEDURE

TITLE: Dress Code Standard Operating Procedure

PROCEDURE NO: CS-03-015-16

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 General Guidelines

Employees are responsible for exercising sound judgment and common sense for their attire at all times. If an employee is deemed to be wearing inappropriate attire, his/her supervisor is responsible for coaching the employee accordingly.

Employees whose regular job duties include physical lifting or regular outdoor work may wear appropriate casual clothing (including jeans/shorts) at times. Shorts may be deemed inappropriate where a safety concern for accident or injury is present.

Individual situations relating to appropriate workplace attire may be addressed on a case-by-case basis. If you have questions about these guidelines or the dress requirements of a particular business area, please contact your supervisor.

Departure from appropriate grooming, hygiene and attire standards will result in employee counselling.

Specific departmental policies regarding the wearing of uniforms are in place for the Protective Services department. Employees in this department are required to comply with departmental provisions.

In the event of a dispute regarding the suitability of an employee's apparel, the Chief Administrative Officer and/or the Manager of Human Resources shall provide guidance and policy/procedure interpretation advice to the responsible Supervisor.

Personal appearance standards may be reviewed periodically and updated as deemed necessary.

1.1 Business Attire

Employees who maintain regular, in-person contact with customers will be required to wear appropriate business attire.

- Men – dress shoes, dress shirts, ties, slacks, sweaters.
- Women – dress tops, dress pants, dresses, skirts, sweaters, pant-suits, dress shoes.

1.2 Business Casual Attire

Employees may choose to wear business casual attire when not in contact with customers. Employees are expected to keep appropriate business attire on hand at all times in the event that they are required to attend an in-person customer meeting.

- Men – collared shirts (either dress or golf), khakis, slacks, dress shoes or casual dress shoes, sweaters.
- Women – collared shirts (either dress or golf), khakis, slacks, skirts, dresses, dress shoes or casual dress shoes, sweaters.

1.3 Casual Friday

Lac La Biche County employs a “Casual Friday”, wherein our employees are welcome to wear workplace appropriate dark denim jeans (no rips, tears, white wash, embellishes or stains), and running shoes (no rips, tears or stains).

While Casual Friday allows our employees to dress in a more casual fashion, employees should take into account the necessity to continually conduct themselves in a professional fashion, and dress in such a way that will not create a negative perception by customers, either internal or external. Employees are expected to keep appropriate business attire on hand at all times in the event that they are required to attend an in-person customer meeting.

1.4 Inappropriate Attire

The following items are not appropriate or permitted in any area during normal working hours, including Casual Friday:

- Sweat pants/Yoga Pants
- Jogging pants
- Pants that expose the midriff, underwear or leggings
- Gym shorts
- Bicycle shorts or other athletic shorts
- Low-cut tops
- Halter tops
- Spaghetti strap tops
- Tops that expose the midriff or underwear
- Mini-skirts
- Any form of clothing that is mesh, sheer, see-through or otherwise revealing
- Any form of clothing that is generally offensive, controversial, disruptive or otherwise distracting
- Any form of clothing that is overtly commercial (including items with company logos such as “Guess”), contains political, personal or offensive messages
- Plastic flip-flops or sandals
- Beach footwear

Employees who do not comply with the Dress Code SOP will be subject to progressive disciplinary action up to and including termination of employment.

“Original Signed”

 Chief Administrative Officer

November 8, 2013

 Date

LAC LA BICHE COUNTY PROCEDURE

TITLE: Drug and Alcohol Use and Testing
Standard Operating Procedure

PROCEDURE NO: CS-03-015-17

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 General Guidelines

1.1 Use of Alcohol or Drugs

Lac La Biche County is committed to providing a safe, drug and alcohol free workplace and to ensuring that hazards associated with drug and alcohol use are removed from the workplace.

The use of non-prescribed drugs or alcohol during work hours is strictly prohibited. The County prides itself on providing a safe working environment for all of its employees. Employees under the influence of drugs or alcohol on the job can pose serious safety and health risks both to themselves, their coworkers and visitors to our premises. To help ensure a safe, healthy workplace, the County reserves the right to prohibit certain items and substances from being brought on to, or being present on County premises.

The County also prohibits any employee from reporting to work, or working with any measurable level of illegal or non-prescription drugs, alcohol, or other controlled substance which might affect the employee's ability to work safely.

Courts and human rights tribunals have acknowledged that drug and alcohol dependencies are medically recognized disabilities under human rights law. Therefore, drug and alcohol dependencies are protected under the grounds of mental and physical disability under the *Alberta Human Rights Act* ("Act"). Casual drug or alcohol use is not protected by the Act.

2.0 Prohibited Behaviour

The following are strictly prohibited:

- Employees attending work while under the influence of any non-prescribed drugs or alcohol while they are on County premises, operating a County vehicle, or are in the act of conducting County business regardless of location.
- The use, possession, sale, manufacture or dispensation of any illegal drug, alcohol, or paraphernalia associated with either. Any illegal substances will be surrendered to the appropriate law-enforcement authority.
- The use of alcohol or illegal drugs off County premises that adversely affects the employee's work performance, the safety of his or her own and others safety at work, or reputation in the community.

- Failure to adhere to the requirements of any drug or alcohol treatment or counselling program in which the employee is enrolled.
- Failure to undergo an alcohol or drug test when required to do so pursuant to this SOP.
- Failure to report to management the use of any prescribed drug which may alter the employee's ability to safely perform his or her duties.
- Given the particular risks involved in the impaired operation of motor vehicles, any employee who operates a County-owned vehicle or any other vehicle while on County business while under the influence of alcohol or illegal drugs will be terminated immediately and without notice; and any damage done to individuals or property by an employee who is operating a County-owned vehicle or any other vehicle while on County business while under the influence of alcohol or illegal drugs shall be the employee's personal responsibility, and the employee will be required to pay for such damage personally.

3.0 Consequences of Breaching this Standard Operating Procedure and related Policy

Violations of this SOP and related policy may result in disciplinary action up to and including termination of employment for just cause depending on the nature of the violation.

The County reserves the right to search personal belongings brought to County worksites (including lockers, company vehicles, personal bags) if there are reasonable grounds to believe that an employee is impaired, has consumed alcohol or drugs on the job, or is in possession of an illegal substance.

The County will report violations of Canadian or Alberta laws to the appropriate law enforcement authority.

4.0 Drug and Alcohol Testing

The Manager of Human Resources may require an employee to attend an alcohol or illegal drug test conducted by a third-party laboratory in the following circumstances:

- Where an employee is impaired, appears to be impaired, or the County has reason to suspect that the employee is impaired by alcohol or an illegal drug at work;
- Following a work-related accident which may have been caused in whole or in part by an employee whose behaviour appears to have been dangerous or reckless, or who otherwise appears to be impaired by alcohol or an illegal drug, or who the County otherwise has grounds to suspect that the accident was related to drug or alcohol use;
- For employees in a safety-sensitive position, randomly before and during employment to ensure compliance with this SOP.
- For employees who have entered into an accommodation agreement following treatment for alcohol or drug dependency

Managers with concerns regarding a possible violation of this SOP must report to the Manager of Human Resource for further direction. No employee shall be required to undergo an alcohol or drug test unless approved by the Manager of Human Resources.

5.0 Responsibilities

Employees who suffer from an alcohol or drug dependency (including use of prescription of over-the-counter medication that could impair job performance) may require accommodation pursuant to the Act. The County will take appropriate steps to accommodate employees with alcohol or drug dependencies.

5.1 County's Responsibilities

Where an employee suffers from an alcohol or drug dependency, the County will take appropriate steps pursuant to the Act, which may include:

- Offering the employee a leave of absence from work to seek assessment and rehabilitation treatment;
- Allowing the rehabilitated employee to return to work after treatment;
- Addressing issues such as lateness and absenteeism without strictly applying an absenteeism Policy/SOP;
- Accommodating some relapses prior to, during and following treatment if such accommodation does not create an undue hardship.

5.2 Employee's Responsibility

Where an employee suffers from an alcohol or drug dependency, he or she will cooperate with the County by:

- Disclosing their status to their supervisor or the Manager of Human Resources, if the employee is experiencing problems with drug or alcohol dependency;
- Disclosing their status if the employee has had past problems with a drug or alcohol dependency and it impacts on his or her ability to safely complete current job duties;
- Providing medical information to the County to establish the existence of an alcohol or drug dependency;
- Cooperating with the recommendations of any required professional assessments and abiding by the terms of treatment plans;
- Providing the County with sufficient information regarding the employee's need for accommodation to permit the County to create and maintain an accommodation plan;
- Meet reasonable expectations such as follow-up drug and alcohol tests once the employee is fit to return to work.

Where an employee fails to cooperate with the County in its attempts to accommodate the employee, he or she may be disciplined up to and including termination of employment for just cause.

"Original Signed"
Chief Administrative Officer

November 8, 2013
Date