

**CORPORATION OF THE TOWNSHIP OF  
KILLALOE, HAGARTY AND RICHARDS**

**BY-LAW NO. 18-2019**

**Being a By-Law to establish a policy for Council and Staff Relations for the Municipal Corporation of the Township of Killaloe, Hagarty and Richards.**

WHEREAS Section 270 (1) 2.1 of the Municipal Act, S.O. 2001, c 25 as amended, provides that a municipality shall adopt and maintain a policy with respect to the relationship between members of council and the officers and employees of the municipality;

NOW THEREFORE BE IT RESOLVED THAT:

1. Council does hereby adopt the Council-Staff Relations Policy, attached hereto as Schedule "A", and forming part of this by-law.
2. This by-law shall come into force and take effect upon the date of final passing thereof.

Read a first and second time this            day of            , 2019.

Read a third time and finally passed this            day of            , 2019.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
CAO/Clerk-Treasurer

Schedule "A"



## TOWNSHIP OF KILLALOE, HAGARTY AND RICHARDS

### Council-Staff Relations Policy

#### Purpose

This policy provides requirements on how the Township of Killaloe, Hagarty and Richards will ensure a respectful, tolerant and harassment-free relationship and workplace between Members and Staff.

#### Background

The *Municipal Act*, 2001 requires Council to adopt and maintain a policy with respect to the relationship between Members and Staff. The Council-Staff Relations Policy identifies the legislation, policies and procedures that the Municipality complies with in order to promote a respectful relationship between Members and Staff.

#### Policy Statement

The Corporation of the Township of Killaloe, Hagarty and Richards will promote a respectful, tolerant, harassment-free relationship and workplace between members of Council, and the officers and employees of the corporation.

#### 1. Definitions

"Member" includes the elected Head of Council and elected members of Council.

"Municipality" means the Corporation of the Township of Killaloe, Hagarty and Richards.

"Senior Management" means the highest level of management including, but not limited to, the following positions: Clerk, Treasurer, Director of Development & Works, Director of Parks & Recreation, and Fire Chief.

"Staff" includes anyone employed by the Municipality, including officers, full-time, part-time, temporary, casual or seasonal staff, contract staff, students and volunteers.

#### 2. Guiding Principles

The relationship between Members and Staff is set out as follows:

##### (a) Empowerment

- Staff should be able to complete tasks assigned to them while feeling empowered to do so;
- Members shall set policy and give direction in a way that empowers Staff. This enhances the ability of the Municipality to support the growth and success of its Staff and Members;
- In order for Staff to feel empowered in their roles, Members must entrust them with the authority they need to make decisions and allow them to act according to their understanding of the direction given and the work to be accomplished. This requires that Staff have the resources and the time required to accomplish tasks;
- Staff must be dedicated to ensuring that Members have the information they need to make decisions.

##### (b) Professional Growth

- By empowering Staff to take on challenges and complete tasks, opportunities for professional growth are also supported;
- Any gaps in the skillsets of Staff can be addressed through education and the opportunity for Staff to create ideas to improve their work where necessary.

(c) Collaboration and Partnership

- Members and Department Heads shall create collaborative relationships in order to accomplish tasks and set policy for the betterment of the Municipality;
- The independent role of both Department Heads and of Council must be respected by all parties;
- Members and Staff shall create a collaborative relationship in order to accomplish tasks and set policy for the betterment of the Municipality;
- A partnership between Members and Department Heads, as well between Members and Staff should be fostered through effective communication and respecting each other's roles.

(d) Respect

- The relationship between Staff and Members and their defined roles must be respected to ensure that all members of Staff and Members are treated fairly;
- Members and Staff shall foster a climate of mutual respect, recognizing the role that they play in serving the Municipality;
- In order to promote respect in the workplace, Staff and Members shall listen to the ideas of each other without judgment, seek to understand the unique challenges to each other's roles in serving the Municipality, provide constructive feedback when necessary, and encourage a collaborative relationship based on trust, kindness, and respect for individual skillsets.

(e) Realistic Expectations

- Members and Staff shall set reasonable expectations of each other, including providing reasonable timelines to accomplish tasks, and having respect for off-hours communications between Members and Staff;
- Providing clear goals and direction are necessary in order to hold each other accountable for the accomplishment of tasks.

### **3. Clarifying the Role of Council and the Role of Staff**

#### **1. Role of Council**

- (a) The role of Members is to represent the Municipality, provide direction to Staff through the CAO, and department heads and create policy;
- (b) Members shall seek to advance the common good of the Municipality;
- (c) Members shall act in a way that enhances public confidence in local government;
- (d) Members shall work with the CAO and Senior Management in a collaborative and supportive manner and not seek to usurp the administrative function of the CAO and Senior Management;
- (e) Individual Members shall not direct individual Staff or intimidate Staff in the performance of their duties;
- (f) Direction to Staff from Council as a whole by way of resolution should only be done through the CAO,
- (g) Members should respect the time of Staff by providing advance notice of any substantial questions to be raised at a Council meeting so that they may have the required time to provide an adequate response or report;
- (h) Members should not expect immediate response time from Staff by e-mail or phone unless the circumstances necessitate such an immediate response;
- (i) Emails sent to Staff during off-hours should be sent only as necessary during emergencies, while respecting the private lives of Staff;
- (j) Members shall respect the role of the Municipality as an employer and provide direction and support for Staff that adheres to all legal obligations of an employer;

- (k) Members shall not use offensive words or unparliamentary language and obey all other rules of conduct during Council or Committee meetings;
- (l) Members shall not put into question the integrity of Staff during Council or Committee meetings;
- (m) Members shall be respectful of Staff in the workplace and shall not denigrate Staff in public or on social media.

## 2. Role of Chief Administrative Officer

- (a) The CAO shall report directly to Council, and act as a liaison between Council and Staff to direct the implementation of Council's policies through Senior Management and Staff;
- (b) The primary focus of the CAO should be to foster collaborative working relationships with Members and Staff, while maintaining a separate and distinct role;
- (c) The CAO shall remind Staff and Members, where necessary, of their roles and their duty to respect the personal and professional time and roles of one another;
- (d) The CAO shall undertake such research as is necessary to make recommendations to Council to maintain and improve the efficient administration of the Municipality and to advance the goals of the Municipality;
- (e) The CAO shall be professional and courteous to Members;
- (f) The CAO shall not use offensive words or unparliamentarily language and obey all other rules of conduct during Council or Committee meetings;
- (g) The CAO shall be honest, trustworthy, reliable and dependable in fulfilling work for Members and any other rules of conduct in his or her role as CAO.

## 3. Role of Staff

- (a) Staff shall complete tasks that may include researching policy or programs, providing professional advice, implementing decisions of Council, fulfilling statutory duties, and following direction of the CAO in a professional manner, and seeking assistance where necessary;
- (b) Staff will generally communicate with individual Members through the CAO;
- (c) Staff shall respect that Council time is valuable. Reports and presentations to Council should be concise to the extent possible, while still ensuring all necessary information is communicated to Council;
- (d) Staff shall be professional and courteous to Members;
- (e) Staff shall not use offensive words or unparliamentarily language and obey all other rules of conduct during Council or Committee meetings;
- (f) Staff shall be respectful of Members in the workplace and not denigrate Members in public or on social media;
- (g) Staff shall be honest, trustworthy, reliable and dependable in fulfilling work for Members and any other rules of conduct for Staff.

## 4. **Adherence to other Codes and Policies**

Members and Staff shall adhere to the applicable policies and procedures of the Municipality, including:

- (a) Procedural By-law;
- (b) Council Code of Conduct;
- (c) Municipality's Violence and Harassment Policy.

## 5. **Responsibilities**

Members and Staff are required to adhere to this policy and its governing provisions, including all other existing applicable policies and procedures adopted by the Municipality.

## 6. **Monitoring/Contraventions**

- (a) The CAO shall be responsible for receiving complaints and/or concerns related to this Policy.
- (b) Upon receipt of a complaint and/or concern, the CAO shall notify:
  - i) In the case of Staff other than the CAO, the CAO;
  - ii) In the case of the CAO, Members of Council; or
  - iii) In the case of a Member of Council, complete the prescribed complaint form and forward to the CAO office.
- (c) The CAO shall investigate all complaints under this policy related to Staff and take such action as is deemed appropriate in the circumstances and in accordance with all other applicable policies;
- (d) Council shall investigate all complaints under this policy related to the CAO and take such action as is deemed appropriate in the circumstances and in accordance with all other applicable policies;
- (e) The CAO shall receive all complaints under this policy related to Members and investigate in accordance with the process as set out in the Council Code of Conduct. Where there is a discrepancy between this policy and the Council Code of Conduct, the Council Code of Conduct shall prevail.

**Enquiries:** Chief Administrative Officer  
Township of Killaloe, Hagarty and Richards  
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