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PURPOSE OF THE MANUAL

The purpose of a comprehensive "Employee Management Guide" is to provide councils with a resource on issues relating to employee management and problem solving methods, including procedures to follow. This manual is organized into five sections: Hiring, Supervision, Employee Discipline, Appendix and Forms. Each section contains all the necessary information, as well as specific forms relating to the tasks required when managing employees. The Local Government Development Manual of Policies and Procedures (LGDMPP) contains other related attachments referenced in this manual. The Recreation Director's Handbook, which each community has in their office, is a good resource for specific details relating to the community recreation director.

Managing employees is a very important responsibility of council. Good hiring and supervision practices will help to ensure that council retains an effective and qualified work force. Community residents rely on council employees to provide municipal services. This manual is intended to be a guide for council/supervisors to follow, along with support available from the department. For detailed information on The Employment Standards Code which apply to council employees, you can contact the Employment Standards Branch of the Department of Labour & Immigration at #1-800-821-4307 or visit their website at www.manitoba.ca/labour/standards.

This manual was revised by the departmental Municipal Administration Committee to replace the previous Hiring & Supervision manual. Additional copies can be obtained from the regional office. Any revisions to this manual will be provided and tracked on an index page.

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INTRODUCTION

Hiring is one of council's most important functions. It is important that you take special care in hiring the "right" person for your community. The following guidelines outlined in this section will help you plan and decide who is the "right" person to hire.

Staffing is the process of selecting the right person to fit the job. This will have a direct impact on your community's growth and development. Selecting the wrong person will prove costly to the community and increase turnover rates.

The key to the selection of the appropriate individual is a thorough knowledge and understanding of the community's business, awareness of community organizations and future requirements. Especially critical, is understanding the need to match a potential employee to a position. This is important in the selection of the "right" person for the job.

First and foremost, council needs to pass a resolution giving the authority to fill the position and ensure there are funds available to pay the salary. At this point, a supervisor should be appointed who will participate in the hiring process.

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JOB DESCRIPTION

The first step of the hiring process is preparing the job description. The job description is a valuable written record that defines responsibilities, relationships and results expected of the employee. A job description first identifies the job, using a title that accurately summarizes the position, followed by a listing of the assigned duties. Exactly what is included in the listing of job duties will depend on the level and nature of the position. The job description usually lists specific duties performed, equipment used and procedures followed, as well as working conditions and skills required.

The supervisor should prepare the job description for council with assistance from the department, if required. A standard employee agreement (including job descriptions) for community administrative officer, assistant community administrative officer, constable, public works and recreation director is provided in Section V – Forms. Council may add to or delete duties in the job descriptions as per the individual community requirements.

Employee agreements **must** be approved and signed by council and its employees upon hiring and job descriptions reviewed annually in conjunction with the performance appraisal or whenever there is a change in the job.

Performance Standards

Simply put, performance standards are used to measure employee job performance. They focus on key result areas and are crucial to have in place. An employee should know exactly what the standards of the job are and the expected period of time to reach the standards. Make the employee aware that failing to achieve the standards in the period of time allotted could mean dismissal.

See Appendix A for a complete list of community employee standards and core competencies for Community Administrative Officer, Assistant Community Administrative Officer, Public Works Employee, Community Constable and Community Recreation Director. These standards identify skills the applicant should already have and skills that can be developed on the job in order to perform the requirements outlined in the job description.

Requirements normally include:

- (a) Education - Grade (Specify)
- (b) Experience - Years (Specify)
- (c) Valid Manitoba driver's license
- (d) Trainable in the respective job, if skills are lacking

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CRIMINAL RECORD CHECK AND CHILD ABUSE REGISTRY CHECK

It is departmental policy that council ensure that prior to final selection of an applicant for a position of public trust (ie. supervising children, working with money) that the applicant provides a satisfactory Criminal Record Check or Child Abuse Registry Check or both. Refer to the LGDMPP under policy titled “Criminal Record and Child Abuse Registry Checks”.

Conditions

If the employee would be employed in a position of public trust, a council must advise the potential employee to complete a Criminal Record Check or a Child Abuse Registry Check. A council is not permitted to seek this information for any other purposes. Accordingly, the following are “designated positions” to which the policy may apply:

Criminal Record Check

- Community administrative officer and/or assistant community administrative officer
- Public works employees (where they enter residential homes or handle a significant amount of money)

Criminal Record Check and Child Abuse Registry Check

- Community recreation director and recreation employees
- Community constable

The Criminal Record Check applies to all designated positions while the Child Abuse Registry Check applies only to community recreation directors, community constables and other positions that supervise children.

IT IS THE LAW, THAT THE INFORMATION OBTAINED UNDER THIS POLICY IS CONFIDENTIAL. It is council’s responsibility to ensure proper handling of employee records at all times. Access is to be limited only to those persons required to have access, ie. current members of council and the community administrative officer. Properly locked storage of personnel files is required.

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APPLICATION PROCESS

Information you request on your application form should suit the requirements of the position and be legally defensible. For example, a question that is illegal to ask an applicant on an application form is their race or marital status.

Under *The Freedom of Information and Protection of Privacy Act* (FIPPA), personal information on the completed application form is voluntary and is being collected to determine suitability for employment purposes. It is protected by FIPPA legislation.

Application Forms

The application form serves three purposes. First, it formally indicates that the applicant desires a position with your council. Second, it provides the interviewer with the basic information needed to conduct an interview. Third, all information received, including the application form or resume, becomes part of council's personnel documentation if the applicant is hired and is treated as confidential. An "Application for Employment" form is found in Section V - Forms.

A resume or completed application form provides the council with a written summary or history of the education and experience of the candidate. Essential credentials are explored and clarified further during the employment interview. The following questions should be asked if designing an application form:

- (a) What information is needed about an applicant to assist in the initial selection of candidates to be interviewed?
- (b) Why is this information required?
- (c) What information is mandatory for record purposes after the applicant has been hired?
- (d) Why does the community need this information?

It is council's responsibility to ensure all questions conform to applicable laws. Certain questions can not be asked of applicants under the Human Rights Code.

Soliciting Applications

The community administrative officer and council are responsible for determining the appropriate method to use to solicit applications, where applicable, with assistance from the department, if required.

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Council may decide to solicit applications through:

- (a) Advertisements in newspaper
- (b) Local radio
- (c) Local bulletin
- (d) Canada Employment Centre referral

Your request for receiving applications should include a brief description of duties, wages, benefits, skills and requirements and how and where to apply.

Remember that the bulletin should include:

- (1) Title of the position being advertised;
- (2) Skills required in order to perform the job;
- (3) Starting salary [Optional];
- (4) Hours and days of work;
- (5) Benefits (ie. MEBP, vacation, sick leave);
- (6) Location where applications can be picked up and sent once completed;
- (7) Deadline for applications;
- (8) State that applicants may be subject to a criminal record check or child abuse registry check;
- (9) Bottom statement: "We thank all who apply and advise that only those selected for further consideration will be contacted"

Council may also wish to add a statement advising that council reserves the right to re-post for this position.

Two sample position advertisements are included in Appendix B.

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SCREENING PROCESS

Employee screening starts with the completed application form from which the essential information is obtained and determines which candidates will be interviewed. The detail and the questions asked will depend on the position being filled.

The individual who is selected should be the person who most closely conforms to the selection criteria for the job to be filled. Particular attention should be paid to the skills and requirements previously identified to determine the qualifications required by an applicant. The selection criteria may also stipulate unsuitable qualities that would not be appropriate characteristics for the position. If there are no qualified applicants, the job should be re-posted rather than hiring someone who is unqualified. Re-posting could mean expanding your advertising area.

The more closely a candidate's background relates to the standards of the job, the greater the probability that the individual will be successful in the position. If the candidate's qualifications exceed or fall short of the position standards, the greater the chance that the person will not work out well in the position.

Work history provides an indication of the person's present behaviour pattern. The interviewer can assess how many jobs the applicant has held which indicates a candidate's stability. For example, has the applicant moved from job to job in a short period. Keep in mind that people leave jobs for many reasons. For example, the inability to deal with responsibilities and/or co-workers in an effective manner or the result of a conflict with a supervisor. These reasons may or may not be a reflection on the candidate's ability to perform the job duties for the vacant position.

Promotions granted by the previous employer will indicate the applicant's level of ambition and motivation. Salary progression is also a good indicator of success.

Educational background should be matched with the requirements of the job. An over-qualified applicant may not be content to stay with the job once the challenge is gone. Academic records, although a good indicator of learning and work habits, may not necessarily be a reliable indicator of job success. Community involvement can reveal a great deal about the attitude, stability and maturity of the applicant.

Try to keep the number of people to be interviewed down to a reasonable amount. For example, if ten applications are received then interview five of the candidates. This will assist the selection committee to concentrate on the most qualified applicants.

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INTERVIEW PROCESS

Determine who will be conducting the interview. The selection committee should include the appointed supervisor of the position being hired. The Conflict of Interest regulation 254/2006 applies; therefore any member(s) of the selection committee in conflict must declare such and remove themselves from the process.

Notify by letter or telephone, only those applicants who have been selected for the interview. The notification letter should include date, time and place of the interview. Two sample letters to applicants are found in Appendix C.

Questions To Be Asked At The Interview

The selection committee should prepare interview questions before looking through the applications. Sample interview questions for an assistant community administrative officer, recreation director and public works supervisor – water & wastewater operator are in Appendix D. Use these questions as a guide when establishing interview questions for other vacant positions. You need to ensure that the questions relate to the standards of the job.

It is critical that the same questions be asked to **all** candidates. You may already have some information from a letter of application, the resume or the application form. What you need to find out at the interview is further information about the applicant's skills and abilities, which could not be determined from the information on record.

Reference Check

After the interview and prior to offering the successful candidate the job, a reference check should be completed. Check at least three of the candidate's references, as this will give a good indication of the candidate's past work history and character. All information disclosed about the applicant during a reference check is confidential and protected under FIPPA.

Some questions to ask when checking a reference are as follows:

1. What was your relationship with _____?
2. What was _____'s approach to his/her job like?
3. What task was he/she superior in?
4. What task was he/she weak in?
5. How did he/she get along with his/her supervisor and co-workers?
6. Was _____ self-motivating?
7. Did he/she pitch in and do extra work when the pressure was on?
8. If you had an opportunity, would you hire him/her again?

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Selection

Upon completion of the reference check, the most suitable candidate is selected. Selection is made by consensus of all selection committee members. A formal letter of employment should be made to the successful candidate in writing. The letter of offer should include the starting date, wage, position title and any acknowledgements.

Once the candidate accepts the offer, notify the other candidates who were interviewed, that they were unsuccessful.

See Appendix E for samples of both types of letters (Letter of Offer and Thank-you Letter).

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WAGES

Council needs to determine the wage that the successful candidate will be paid. The department provides a salary scale (See LGDMPP – Policy F9) for designated positions. A new employee would normally start at the beginning of the scale, depending on qualifications.

Salaries are funded by the department according to this scale based on the maximum plus 15% for employer costs. If a new employee is hired at a lower rate it provides flexibility for staff training.

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ORGANIZATIONAL STRUCTURE

Council must ensure that a supervisor is appointed for each council employee. This will provide a defined reporting line to and from council. Council, a council member or a council employee may be designated by council to be the supervisor. As per section 134(1)(c) of the Act, the CAO is the administrative head of the community and is responsible for, except as the council may declare otherwise, the management and supervision of the employees of the community.

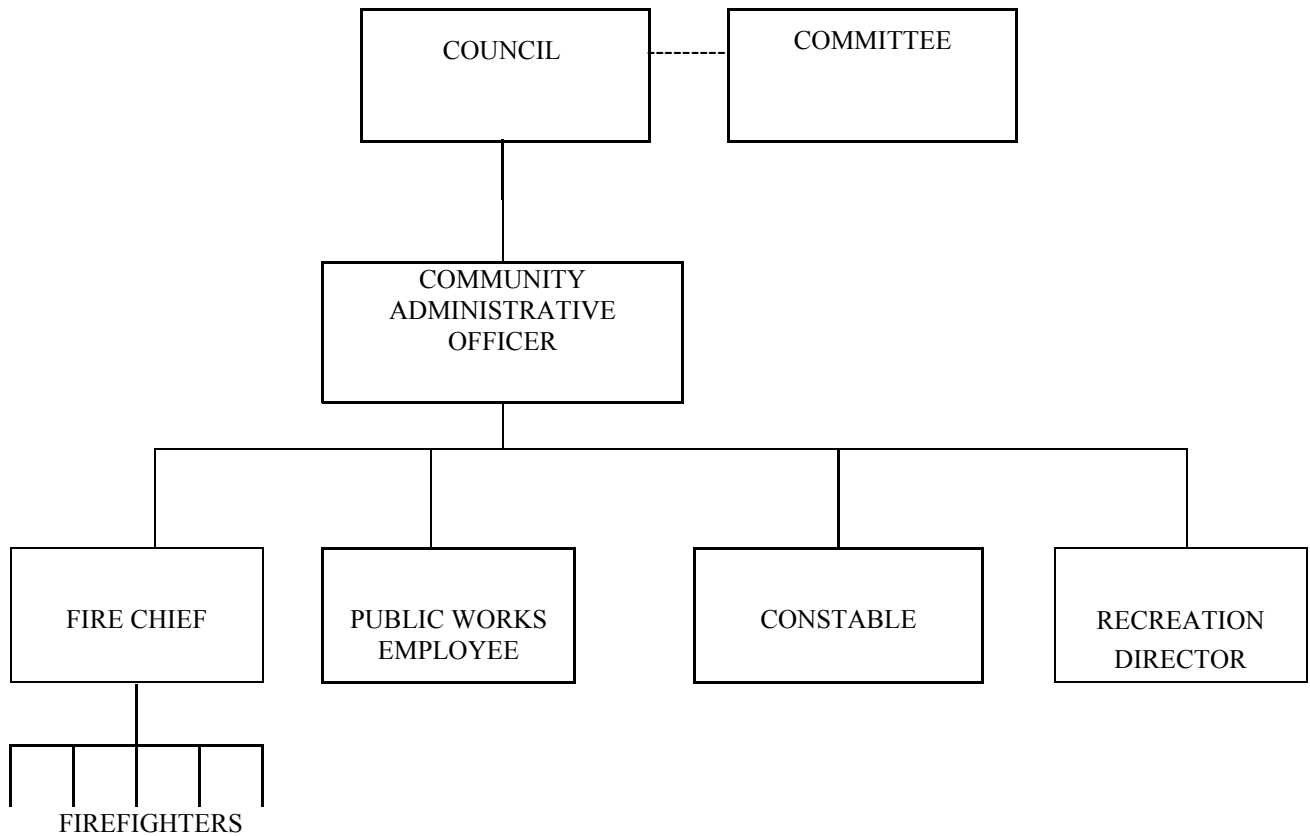
Council is the ultimate authority in the organizational structure for staff. Under council's authority, staff are hired and supervised. When a supervisor is appointed, that person's job not only includes the supervisory role of staff, but also keeps council informed on matters relating to staff. If decisions are required, council is the authorizing body.

A sample organizational chart follows, which describes the recommended reporting line. This ensures "one" person is responsible for a particular employee reducing any confusion as to the reporting line.

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**Sample Organizational Chart
Reporting Lines**



Reporting line where the community administrative officer is appointed as supervisor, who in turn reports to council.

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ORIENTATION

Orientation of a new employee is one of the most important roles of the supervisor. New employees should be given an introduction to your organization and made aware of any issues affecting them. For councils that hire employees occasionally and in small numbers, there may be no need for a formal orientation program. An informal orientation related to the job will be adequate.

The supervisor, who may be a council member or employee designated to supervise the new employee, and the community administrative officer shall meet with the person on the first day of work to do as follows:

- a) Have employee complete and sign necessary tax forms.
- b) Explain Employee Benefits:
 - i) Vacation Leave/General Holidays
 - ii) Sick Leave
 - iii) MEBP
- c) Advise on hours of work.
- d) Review job description and employee standards and have employee sign the standard employee agreement.
- e) Explain what type of training is available, both on-the-job and training supplied by other agencies.
- g) Review any relevant policies and procedures of council with the employee, ie. being late, time off, job performance, coffee breaks, council responsibilities, etc.
- h) Tour facilities and workplace.
- i) Advise that an employee evaluation in the form of a performance appraisal will be done annually in conjunction with reviewing the job description.

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The supervisor should recognize several common barriers that detract from the effectiveness of an orientation. Make sure that the employee is not:

- Overloaded with too much information in a short time.
- Assigned only menial activities that discourage job interest.
- Overwhelmed and intimidated with numerous forms to complete and manuals to read.
- Pushed into the job with inadequate instruction and orientation.

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ATTENDANCE FORM

Attendance forms record vacation, sick leave and overtime used or accumulated by a council employee. A form should be made up for each new employee upon hiring.

Record the sick leave and vacation leave an employee is entitled to from the date started and add or deduct at the end of each month accordingly.

Do not confuse time sheets and attendance forms (See Section V – Forms, for an example of each). Time sheets are used to record the number of hours worked daily, including time off for sick leave, overtime, etc. and are the source of information required to complete attendance forms.

Overall, council has the right to expect reasonable attendance from an employee in exchange for the wages and benefits provided.

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PERFORMANCE APPRAISALS

One of the primary responsibilities of a supervisor is to periodically evaluate the performance of employees. This is called a “performance appraisal”. Formal appraisals should occur at least once a year and normally prior to consideration of a salary increase. Through the use of the performance standards set out for each specific job, this event should be a positive experience for both the supervisor and the employee. Employees should feel free to ask questions, so that any matters can be solved together.

There must be an assessment of how well the employee performed each responsibility, by comparing actual performance to standards and objectives. It is important that both positive and negative aspects of performance be noted. It may be helpful to review changes in performance levels since the last appraisal.

Any factors that may have caused unfavourable performance should be noted. These may include:

- Lack of knowledge/training
- Existence of performance barriers or interferences
- Refusal to complete assigned tasks
- Lack of supervisor support
- Altered or new standards
- Insufficient resources
- Lack of coaching and counselling
- Lack of performance feedback
- Job being too difficult or cumbersome
- Inappropriate consequences for performing or not performing
- Personal, health or other problems

Supervisors are often reluctant to rate employees on their job performance. They do not feel comfortable during this sensitive and difficult type of interview. It takes knowledge, experience and sound judgement to evaluate employees effectively to foster improvement rather than resentment.

Performance appraisal templates for each council employee are found in Section V – Forms, where each standard is a heading with specific tasks for that standard listed in point form. Council or the appointed supervisor would add to or delete from the applicable template using the job description as prepared for the employee position.

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Seven steps that establish a path toward understanding and acceptance of the appraisal are:

1. Prepare the employee and yourself, to come to the meeting to compare notes, so you have your facts at hand and the employee has the same opportunity to recollect their performance. Always give adequate notice of when the performance appraisal will be conducted.
2. Compare accomplishments with specific targets. Do not be vague or resort to generalizations. Be specific about what was expected and how close the employee has come to meeting these expectations.
3. Be sure to give adequate credit for what the employee has accomplished. It is a temptation to take for granted those things that have been done well and concentrate on the employee's shortcomings.
4. Review those things that have not been accomplished. Emphasize where improvement is needed and explore together with the employee how this can be done and why it is necessary for them to do it.
5. Avoid the feeling of you sitting in the judge's chair. If there is blame to be shared, acknowledge it. Do not talk in terms of "mistakes", "faults" or "weaknesses". Never compare the employee with a third party. Stick to a mutual examination of the facts and what they imply to both of you.
6. Agree on targets/goals to be met during the period ahead. Be specific about them and relate them to what has not been accomplished during the current period. This sets the stage for a more objective appraisal discussion the next time around.
7. Review what you can do to be of greater help. Improvement is almost always a mutually dependent activity. When a supervisor and an employee mutually accept responsibility, the task can be approached with confidence.

It is a good idea for a supervisor to deal with deficiencies from job standards as they occur throughout the year. Otherwise, the employee will be overwhelmed with the negative after the fact when it comes time for the yearly performance appraisal.

Never should employees be asked to do their own employee evaluation.

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TRAINING NEEDS

The performance appraisal will identify areas where the employee needs training. When an employee lacks the necessary knowledge and skills to perform an assigned task satisfactorily, it may be necessary to develop a training plan to improve performance shortfalls. The department will assist in developing a training plan and provide referrals to appropriate resources, if required. This staff training plan forms part of the Community Management Plan.

Funding for staff development is provided yearly as part of the community's core funding.

The core competencies provided in Appendix A can assist council in determining appropriate training for the specified positions. Competencies that share a similar intent are grouped together into six clusters. Additional information on core competencies can be obtained by contacting the regional office. The department has compiled a more detailed sheet on each position and the skill level required for each competency.

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FORMS AND STEPS OF DISCIPLINARY ACTION

Correcting a problem with staff may be one of the most difficult jobs for any supervisor or council. It is very important for council and supervisors to be aware of the procedure for correcting problems and if the situation warrants, a dismissal from the position. Acknowledge and deal immediately with any problem that is brought to council's attention. Complacency is little different than ignoring the problem and may prove more harmful in the long run. In order to avoid any wrongful dismissal claims, council needs to proceed cautiously when an employee's actions lead to applying disciplinary action.

When reviewing performance management and possible disciplinary action, the following points should be reviewed:

- Review the symptoms
- Identify the problem
- Ask the following questions
 - Is the employee's understanding of the task the same as yours?
 - Does the employee understand why the performance of the task is important?
 - Does the employee know the consequences of non-performance?
 - Can the employee do the task?
 - Does the employee get regular feedback on performance?
 - Are the consequences of good performance non-punishing?
 - Does the employee have adequate resources?
 - Are the employee's work needs being met?

If the answer to any of these questions is no you may have a performance problem.

If the answer to any of these questions is yes you may have a discipline problem.

It is important to note the difference between the two.

Performance Problem: Employee willing but unable to do a job.

Discipline Problem: Employee able but unwilling to do a job.

If there is a performance problem, start an action plan to help the employee develop the skills needed to perform their job. If there is a behavior problem, then the focus should be to turn the employee around and this should be the focus of the corrective action vs punishment.

When disciplinary action is warranted, the four forms of commonly used disciplinary action are:

- Verbal warning
- Written warning
- Suspension
- Dismissal

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- Council needs to consider the severity of the offence and/or problem when deciding upon the appropriate form of disciplinary action to use and at what level. Simply discussing the problem with the staff person and mutually agreeing on how it will be corrected may be enough. It is recommended that a hearing be held with the employee prior to determining whether to discipline and the appropriate level of disciplinary action. This allows the employee to explain their action and provides for documentation. Dismissal is the last resort after all other forms of disciplinary action have been exhausted, unless the employee's actions warrant immediate dismissal. In cases involving criminal activity, ie. fraud, it is recommended that the Employment Standards Branch of the Department of Labour & Immigration and/or the RCMP be consulted.

Generally, there are four basic steps to follow in dealing with a problem employee, which will assist in handling the matter in the most effective manner. (See Appendix F for sample warning forms and letters for each form of disciplinary action.)

Step 1: Meet with the employee to determine what the problem is.

Step 2: **Verbal Warning**

The supervisor should discuss the problem with the employee and attempt to work out a solution. This must be documented in council's files on a "Verbal Warning Form". This would be used for future reference, if necessary. The formal meeting with the employee to discuss the problem could include mutually agreeing to a solution, further training or dismissal from the position.

Step 3: **Written Warning**

If the problem continues, further discussion with the employee may be necessary. The discussion must be documented in writing and given to the employee with a copy kept in community files. The written warning should include:

1. Nature of warning
2. Time frame for improvement
3. How work will be measured

This written warning gives the employee a clear picture of the situation and how to correct it. There is no misunderstanding between the supervisor and the employee, as both will have a file copy to refer back to.

Step 4: **Suspension or Dismissal**

If the problem continues and has not been corrected within the time frame specified on the written warning, further action is warranted. The employee

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should be well aware of what measures may be taken, given no improvement at this point.

Council options would be:

- letter regarding further infractions and employee dismissal; or
- suspension without pay (1 to 5 days) depending on seriousness; or
- immediate dismissal in accordance with the terms of the employee agreement.

Notify the regional office prior to dismissing any employee.

An example which would constitute grounds for immediate dismissal, is assault on an employee or supervisor or any criminal offence that may pose an immediate threat.

Following all the steps in dealing with performance management and disciplinary action ensures the employee is given all the information and allows them the opportunity to correct the problem. Ensure that all the steps have been documented in order to formally record what the problem is and what will be done to rectify the situation. This will protect council against any wrongful dismissal cases, as these can be very costly to council and lead to bad employee relations.

Importance of Documentation

Documentation, in the form of verbal and written warnings, are extremely important both to the employee receiving it and the supervisor completing it. Facts and statements of individuals should be recorded in a written report prepared at the time of the investigation, so the details are fresh in everyone's mind and to document the event. This report will assist in backing up council and the department with a complete trail of evidence if a claim of wrongful dismissal is brought against council. In dismissal proceedings, the employer must prove that there was cause for discipline and that the action taken was just and reasonable under the circumstances. It is also important for council to assess the impact of the incident on the employment relationship, to determine if the ties have been irreversibly broken.

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HANDLING DISPUTES

Handling disputes among employees is an important part of every supervisor's role. Conflict, either within council or between employees and supervisors, reduces everyone's ability to do their job effectively. It is your job as a supervisor to smooth things out. Disputes are unavoidable, but when they do happen you can settle most disputes by being patient, using common sense and by remembering a few important "Don'ts".

- **Don't** let disputes get away from you
- **Don't** threaten anyone
- **Don't** become emotionally involved
- **Don't** take sides - Get the facts
- **Don't** trample on anyone's self-respect

If council makes an effort to help the employee, the employee's performance should improve to council's benefit. If council does not take any action then the employee's job performance suffers, and nobody is happy.

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Appendix A: Community Employee Standards/Core Competencies

COMMUNITY ADMINISTRATIVE OFFICER SKILL GUIDELINE

Community Councils require that employees have certain skills to enable the individual to perform the tasks of the job. These skills have been listed below and are categorized into what the employee requires to get the job and what skills can be acquired through on-the-job experience and training. Some communities may have additional skills unique to their situation, which can be added to this list.

REQUIRED SKILLS

- Administrative Procedures
- Communication
- Financial
- Accounting
- Municipal Service
- Public Relations
- Municipal Law
- Supervisory
- Computer
- Organization

EDUCATION/EXPERIENCE

Grade XII or equivalent
Office Procedures
Simply Accounting Software

ACQUIRED SKILLS

Certificate in Manitoba Municipal Administration (University of Manitoba)
Computer Software (College or Locally)

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ASSISTANT COMMUNITY ADMINISTRATIVE OFFICER GUIDELINE

Community Councils require that employees have certain skills to enable the individual to perform the tasks of the job. These skills have been listed below and are categorized into what the employee requires to get the job and what skills can be acquired through on-the-job experience and training. Some communities may have additional skills unique to their situation, which can be added to this list.

REQUIRED SKILLS

- Financial
- Administrative Procedures
- Clerical
- Computer
- Accounting

EDUCATION/EXPERIENCE

Grade X

Simply Accounting Software

ACQUIRED SKILLS

Computer Software (College or Locally)

Office Procedures (Locally)

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PUBLIC WORKS EMPLOYEE SKILL GUIDELINE

Community Councils require that employees have certain skills to enable the individual to perform the tasks of the job. These skills have been listed below and are categorized into what the employee requires to get the job and what skills can be acquired through on-the-job experience and training. Some communities may have additional skills unique to their situation, which can be added to this list.

REQUIRED SKILLS

- Building Maintenance
- Knowledge of Water Treatment Plant & Distribution Operation
- Knowledge of Wastewater Treatment & Collection Systems
- Equipment (large & small) Maintenance
- Understanding or previous use of a Maintenance Management System (MMS)
- Valid Manitoba Driver's License

EDUCATION/EXPERIENCE

Grade X
Water Treatment Certification
Water Distribution Certification
Wastewater Treatment Certification
Wastewater Collection Certification

ACQUIRED SKILLS

Water & Waste Management (RRCC Water & Waste Association)
St. John's Ambulance Training/CPR
Small Engine Repair (Community College, On-the-Job Training)
Basic WSH Training (Twelve required courses)

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COMMUNITY CONSTABLE SKILL GUIDELINE

Community Councils require that employees have certain skills to enable the individual to perform the tasks of the job. These skills have been listed below and are categorized into what the employee requires to get the job and what skills can be acquired through on-the-job experience and training. Some communities may have additional skills unique to their situation, which can be added to this list.

REQUIRED SKILLS

- Communication & Reporting
- Problem Solving/Analytical
- Program Evaluation
- Technical (Knowledge of the Criminal Code) and working knowledge of federal laws and provincial statutes
- Decision Making
- Ability to Work with Others
- Physically Able
- Valid Class 4 Driver's License

EDUCATION/EXPERIENCE

Grade XII or equivalent

ACQUIRED SKILLS

First Aid and CPR (Red Cross)
Addictions Foundation of Manitoba (AFM) Training
Special Constable Training & Appointment

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COMMUNITY RECREATION DIRECTOR SKILL GUIDELINE

Community Councils require that employees have certain skills to enable the individual to perform the tasks of the job. These skills have been listed below and are categorized into what the employee requires to get the job and what skills can be acquired through on-the-job experience and training. Some communities may have additional skills unique to their situation, which can be added to this list.

REQUIRED SKILLS

- Supervisory
- Organizational
- Leadership
- Communication

EDUCATION/EXPERIENCE

Grade XII or equivalent

Post-secondary (university degree or community college certificate course in recreation)

ACQUIRED SKILLS

Volunteer Management

Effective Presentations

Facility Management

Financial Management

First Aid

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CORE COMPETENCIES FOR EMPLOYEES

| CORE SKILL \ POSITION | PWE | Asst CAO | CAO | Rec. Dir. | Const | Fire Chief | Vol. FF |
|---------------------------------------|-----|-------------|-----|--------------|-------|---------------|------------|
| Communications Cluster | | | | | | | |
| Communicates Interpersonally | ● | ● | ● | ● | ● | ● | ● |
| Communicates in Writing | | ● | ● | ● | ● | ● | |
| Presents Informally/Formally | | ● | ● | ● | ● | | |
| Interpersonal Cluster | | | | | | | |
| Provides Customer Service | ● | ● | ● | | | | |
| Resolves Conflict | | | | | ● | | |
| Respects Others/Builds Trust | ● | | | ● | ● | ● | ● |
| Team Player | ● | ● | ● | | ● | | ● |
| Leadership Cluster | | | | | | | |
| Coaches for Competency | ● | | | ● | | | |
| Creates and Innovates | ● | | | ● | | | |
| Fosters Collaboration/Partnerships | | ● | ● | ● | ● | | |
| Leads People | | | ● | ● | | ● | |
| Values Diversity | | | | | ● | | |
| Managing for Results Cluster | | | | | | | |
| Achieves Quality Results | | | | | ● | ● | ● |
| Builds Strategic Performance | | | | | | ● | ● |
| Demonstrates Financial Responsibility | ● | ● | ● | | | | |
| Facilitates Meetings | | | | ● | ● | | |
| Manages Change | ● | ● | ● | | | | |
| Plans, Organizes & Follows-up | ● | ● | ● | ● | ● | | |
| Self-Management Cluster | | | | | | | |
| Commits to Lifelong Learning | ● | ● | ● | ● | ● | ● | ● |
| Displays Initiative | ● | | | ● | ● | ● | ● |
| Manages Stress | ● | | | ● | ● | ● | ● |
| Thinking Skills Cluster | | | | | | | |
| Analyzes | | ● | ● | | ● | | ● |
| Makes Decisions | ● | | | ● | ● | ● | |
| Solves Problems | ● | | | | ● | | |

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**Appendix B: Position Advertisements
Sample One**

BULLETIN

The _____ Community Council is accepting applications for an Assistant Community Administrative Officer who will be responsible for:

[Note: The following points should come from the job description]

- dealing with public requests for information
- co-ordinating and assisting in the preparation of the community budget, by-laws and project proposals
- review programs and prepare recommendations
- provide the agenda for and attend all council meetings, arrange attendances, advise on running the meeting, keep minutes and present financial statements and outstanding bills
- maintain all financial and correspondence records
- reconcile all ledgers and produce a monthly report
- other related duties as assigned

The successful candidate should have high school education and accounting experience or an acceptable combination of education and related experience. Other qualifications would be knowledge of accounting software and computers, strong communication skills and administrative procedures.

The starting salary will be in the \$ _____ range, depending on qualifications.

Please send your applications prior to _____ 20__ to the

_____ Council office.

“We thank all who apply and advise that only those selected for further consideration will be contacted.”

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Sample Two

ADVERTISEMENT

The Green Meadows Community Council requires the services of a Public Works Employee for the protection and operation of its public works facilities.

[Note: The following two paragraphs should come from the job description]

The Public Works Employee will be responsible for caretaking in all the buildings and small carpentry repairs as required. Pick up, dispose and maintain garbage at a community waste site. Maintain the water supply system to assure its continual operation in providing a safe community water supply.

The successful applicant should have carpentry and mechanical skills, hold a valid Manitoba driver's license and have experience in working with water systems.

The starting salary for this position will be \$_____ per hour with a review after six months.

The Green Meadows Community Council provides a benefit package, which includes a Pension Plan and Life Insurance.

Applications may be picked up at the Green Meadows Community Council office. Deadline for applications to be received at the Council office is _____ 20__ .

“We thank all who apply and advise that only those selected for further consideration will be contacted.”

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**Appendix C: Letter to Applicants
Receipt of Application**

The following sample is a suggested format for letters to be sent to all applicants upon the receipt of their application by council. [This is optional]

DATE _____

Dear _____:

We wish to thank you for your application for the position of **TITLE OF POSITION.** Your interest in working for the **NAME OF COMMUNITY** Council as it serves the community is most welcome.

If you have not received further word from us regarding this position within the next three weeks from the above date, the qualifications of another candidate were considered more suitable than your own for this position.

We will keep your application on file for one year. Thank you again for your interest.

Yours truly,

**MAYOR OR COMMUNITY
ADMINISTRATIVE OFFICER**

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Interview Notification

The following sample is a suggested format for letters sent to applicants who will be interviewed by the selection committee.

DATE _____

Dear _____:

We wish to thank you for your application for the position of **TITLE OF POSITION**. The selection committee would like to discuss this position further with you and therefore would like to invite you to an interview.

DATE:

TIME:

PLACE:

If you require more information, please contact **MAYOR'S NAME OR COMMUNITY ADMINISTRATIVE OFFICER'S NAME AND PHONE NUMBER.**

We look forward to meeting with you.

Yours truly,

**MAYOR OR COMMUNITY
ADMINISTRATIVE OFFICER**

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**Appendix D: Sample Interview Questions
Assistant Community Administrative Officer**

1. Would you tell us how your education and past work experience would benefit council if you were the successful candidate?
2. Have you had any experience in preparing a budget? If yes, explain what types of budgets you've worked with.
3. Have you worked with by-laws or project proposals? If yes, explain.
4. Have you attended a council meeting? What was your involvement? Have you taken minutes at a meeting? Where?
5. Have you had filing experience? What types of filing systems have you worked with?
6. Have you ever kept a set of financial records? What system did you use?
 - a) Did you balance the books regularly?
 - b) Do you know how to reconcile a bank statement?
 - c) Have you been involved with revenue collection?
 - d) What difficulties did you encounter?
 - e) What was the easiest way?
7. Have you had to draft letters and correspondence?
8. If you were the successful candidate, when could you start the job?
9. Discuss salary.
10. Do you have any questions that you would like to ask us?

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Recreation Director

1. Would you please tell us how your education and past work experience would benefit the council and the community?
2. What is your definition of recreation?
3. What kind of recreational activities have you organized or participated in?
4. What kind of volunteer experience do you have?
5. How would you help ensure that the community buys into recreation activities and recognizes its importance?
6. What would a successful community recreation program look like to you?
7. Can you work with minimal or no supervision?
8. What do you see as potentially the biggest challenge of this job? How might you address this challenge?
9. What would you suggest are important skills and qualifications for a recreation director? What are your main qualifications and skills for this position?
10. What leadership experience do you have?
11. What resources could you access in the community to help develop and deliver effective recreation services?
12. How can you incorporate a holistic approach in delivering recreation programs, ie. meeting physical, mental, spiritual and emotional needs?
13. This job may require you to work evenings or weekends. Can you work under these conditions?
14. This job may require you to leave the community for a few days or up to a couple of weeks to attend conferences or workshops. Can you work under these conditions?
15. Scenario: Your community experiences a high rate of youth vandalism and crime. With limited funds, how would you provide quality programs for these youth to minimize their destructive behaviour?

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-
7. What is your knowledge and experience in water treatment & distribution operations?
 - Water treatment plant
 - Distribution system
 - Curb stop
 - Corporation stops
 - Fire hydrants

 8. Explain your knowledge of wastewater treatment and wastewater collection.
 - Lagoon
 - Testing
 - Maintenance
 - Collection Lines
 - Septic tanks
 - Health and safety issues
 - Training
 - Lift Station

 9. Explain what a lift station is.
 - Is part of the wastewater collection system
 - Confined space entry health & safety requirement
 - Dumping station
 - Maintenance

 10. What is your experience in equipment maintenance and what equipment would you maintain of council's?
 - Worked with equipment – chain saw, power tools, etc.
 - Vehicles
 - Generators
 - Furnaces
 - Hot water tanks
 - Confine entry equipment
 - All of council's equipment & supplies that would require maintenance

 11. Explain your understanding of a Maintenance Management System (MMS).
 - To keep track of equipment maintained
 - Record keeping
 - Log books
 - Reporting to Council
 - Scheduling maintenance
 - Explains why it is important to follow a MMS

 12. What is your experience of having worked as a supervisor?
 - Has administration knowledge
 - Has financial knowledge
 - Has previous experience

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- Has reporting skills both verbal and written
13. Explain how you would deal with a public works employee who does not want to go on call for a weekend.
- Communicate with them
 - Find out why they can not
 - Make other alternatives so that there is someone on call
 - Change the schedule with others
14. What procedure would you use in delegating a task to the public works employees?
- Meetings with the employees
 - Share the duties and responsibilities of the public works so they know what has to be done
 - Work with MMS
15. Why do you think council should hire you?
- Has the experience
 - Cares about the community
 - Wants to work for the community
16. Do you have any questions you would like to ask?

Scenario Written Report (Give candidate time alone to answer question on paper)

17. You have encountered a leaking water line in the community and you are losing a lot of water. What steps would you take as a public works supervisor to get this water line repaired?
- Has administration skills
 - Knows that there are procedures to follow
 - Would work with the office to get it repaired
 - Purchase order, etc.
 - Can do written reports
 - Excavation permit
 - Find drawings of water break location
 - Get permission for a P.O.
 - Order repair clamps required for the area
 - Locate and organize excavator c/w operator
 - Do PWE have training in excavation in line repair

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**Appendix E: Sample Letters
Letter of Offer**

Council Name
Address

Applicants Name
Address

Dear _____:

Council is pleased to confirm that you have been selected for the position of _____ that you applied for.

Your start date will be _____. Your starting wage will be \$ _____ per hour as advertised.

As with all employees of Community Council, it is required by policy to sign the standard employee agreement. It is also a requirement by by-law that all community employees enroll in the Manitoba Employee Benefits Program (MEBP).

Congratulations _____. Please sign to indicate that you understand the conditions outlined above.

Sincerely,

Supervisor/Council member

Candidate

Date

| | | |
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Thank-you Letter

Council Name
Address

Date

Applicants Name
Address

Dear Applicants Name:

Re: Position Title

Thank-you for attending the interview held for the above-noted position.

In the opinion of the Selection Committee, the qualifications of another applicant were more appropriate and as a result we are unable to offer you the position.

Should another position of interest to you become open, we would welcome hearing from you again.

Thank you for the interest you have expressed in this position.

Yours truly,

Mayor or Community Administrative Officer

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Appendix F: Sample Warnings

Verbal Warning

- Stated by supervisor to the employee as a Verbal Warning
- Noted in employee file as a warning given on a specific date
- Note in file to include:

NATURE OF WARNING

TIME FRAME FOR IMPROVEMENT

HOW WORK WILL BE MEASURED

**CONSEQUENCES IF WARNING DOES NOT RESULT IN A CHANGE IN
BEHAVIOUR**

DATE OF VERBAL WARNING: _____

SUPERVISOR'S SIGNATURE: _____

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Written Warning

To include: Nature of Warning
Time Frame for Improvement
How Work will be Measured

Date: March 27, 2002

Dear Jim :

This is to advise you that your work performance has not improved since March 5, 2002, when a Verbal Warning was given to you and noted in your file. The verbal warning stated that you were coming late to work, taking long coffee breaks, leaving work early and not wearing your uniform.

At that time, we discussed and agreed upon a time frame of one week for improvement and how we would measure your improvement. We also stated that the consequences if you did not improve your performance on the job would result in a 3-day suspension.

Therefore, your work performance will be closely monitored to ensure the situation is being corrected. Failure to correct this within one week will result in a 3-day suspension.

I will be happy to discuss this with you in more detail. Please contact me.

Yours truly,

Supervisor

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Suspension Letter

DATE: March 27, 2002

Dear Bill:

This is to advise you that the Community Council of Green Meadows discussed your work performance at its regular meeting held on March 27, 2002. The attached Resolution #60-01/02 was passed at the meeting.

You are hereby suspended from all work related duties from March 28 to April 20, 20 02; without pay.

The reason for this suspension as noted by both Verbal Warning on March 5 to March 8, 20 02 and a Written Warning on March 21, 20 02, is because of the following concerns of Council: You are not fulfilling the duties of your agreement by coming to work late, taking long coffee breaks and not wearing your uniform.

Yours truly,

Supervisor

Attachment

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Dismissal Letter

DATE: April 28, 2002

Dear Bill:

This is to advise you that the Community Council of Green Meadows discussed your work performance at a special meeting held on April 28, 20 02.

The supervisor, Harry Brown explained the events leading up to council's decision.

Discussion/Background: Several complaints received from residents were checked out.

This was followed by personal observation.

Verbal Warning: On March 5 and 8, Verbal Warnings were given to you. The March 8 warning was noted in your file.

Written Warning: On March 27, a Written Warning was given to you explaining Council's concerns.

Training & Other Concerns: You had requested help in preparing reports. This was provided by the R.C.M.P. on April 1.

Previous Evaluations: It was necessary to suspend you for three weeks without pay regarding our concerns. They apparently had no effect.

The supervisor indicated that he has made every reasonable effort to help improve your performance, yet your work record has not improved.

For these reasons and in the best interest of the community, council passed resolution # _____ (attached) terminating your position as Constable with council, effective April 29, 20 02. You are entitled to two weeks pay in lieu of notice, as per the employee agreement, which will be paid out to you on your final cheque. You can pick up your separation slip from the council office after May 4, 2002. Please meet with Councillor Harry Brown to arrange for turning in keys, etc.

Yours truly,

Mayor

Attachment

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This section contains copies of the following:

- Employee Agreement/Schedules
- Application for Employment
- Time Sheet
- Attendance Form
- Performance Appraisal Template
 - Assistant Community Administrative Officer
 - Community Administrative Officer
 - Public Works Employee
 - Community Recreation Director
 - Community Constable

An electronic version of these forms is available by request from your regional office. It is recommended that these forms be copied onto your hard drive prior to use and retained as a master copy. All forms are in Microsoft Word.

The purpose of providing you with the performance appraisal templates is to show how these are prepared using the job description as attached to the Employee Agreement. These would need to be tailored (added to or deleted from) accordingly to meet your specific need.

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Employee Agreement/Schedules

EMPLOYEE AGREEMENT for Community Administrative Officer, Assistant Community Administrative Officer, Public Works Employee (includes water and wastewater delivery/operators), Community Constable and Community Recreation Director, where applicable:

This Agreement made in duplicate this ____ day of _____, 20 ____.

BETWEEN:

The Community Council of _____
(Hereinafter referred to as the Council)

- And -

_____ of the Community of _____ in the
Province of Manitoba (hereinafter referred to as the Community Employee)

WHEREAS:

The council requires the services of a Community Employee to carry out local government functions within the community;

AND WHEREAS:

The Council has by Resolution # ____ dated this ____ day of _____, 20____ resolved to hire _____ as their _____ Employee;

NOW THEREFORE:

The parties hereto agree and covenant as follows:

Article 101

That in consideration of the sum of \$_____ per hour (equivalent to \$_____ per annum), the Community Employee hereby agrees to carry out the services in the attached Job Description shown as Schedule ____ applicable to the classification as outlined above and forming part of this Agreement, and as required by Departmental operational policy.

In addition, where eligible, the Community Employee will receive the sum of \$_____ bi-weekly for remoteness allowance.

Article 201

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The Council and Employee mutually agree to the following program as listed hereunder:

- (a) Day to day supervision of the Community Employee duties shall be the responsibility of the community administrative officer, except as the Council may designate otherwise, notwithstanding that the Employee is the employee of the Council.
- (b) The Community Employee shall co-operate with any designated agency in carrying out their duties as Council may direct.
- (c) The Council shall provide a work schedule for the Employee including hours of work and days of work per week. The work schedule shall be posted at the work location or designated reporting area.
- (d) The supervisor of the community administrative officer shall be a council member designated by Council.

Article 301

Hours of Work

- (a) The regular hours of work for full-time Community Employees shall be 40 hours per week or 8 hours per day.
- (b) The hours of work for regular part-time employees shall be as scheduled.
- (c) An employee required to work overtime shall be entitled to time and one half for all overtime worked in excess of 8 hours per day and in excess of 40 hours per week.
- (d) By mutual agreement, overtime may be compensated by granting the Employee the equivalent time off in lieu of payment within 90 days of the overtime worked.
- (e) Employees shall be entitled to two (2) rest periods of fifteen (15) minutes with pay and one hour without pay for lunch break each per day at such time as specified by Council.
- (f) The Council shall allow paid leave for the Community Employee to take departmentally approved training.

Article 401

General Holidays

New Year's Day
Good Friday

Canada Day
Civic Holiday (Monday)

Remembrance Day
Christmas Day

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| | | |
|---------------|------------------|----------------|
| Easter Monday | Labour Day | Boxing Day |
| Victoria Day | Thanksgiving Day | Louis Riel Day |

- (a) Employees qualify for time off with pay on the General Holidays listed, when such holidays occur on a regular working day, unless:
- (i) The Employee has terminated employment four weeks prior to the holiday;
 - (ii) The Employee is absent from work on a general holiday that is normally a workday and they are expected to work;
 - (iii) The Employee is absent from work, without permission, on their last scheduled workday before the holiday or their first workday after the holiday, unless they are absent because they are ill.
- (b) Employees must report to work on the holiday if the employer calls them in to work, in which case, the Employee is to receive, in addition to the regular rate of pay, the amount of pay at 1 ½ times the regular rate of pay for the day worked.
- (c) When a general holiday, as listed, falls on a Saturday or Sunday, and is not a day the Employee normally works, the next regular work day becomes the general holiday, except for New Year’s Day, Canada Day and Christmas Day, in which case, the alternative day will either immediately precede or follow the specific holiday. If the general holiday falls on a week day that the Employee does not normally work, the Employee is entitled to an alternate day holiday with pay prior to their next annual vacation.
- (d) A regular part-time employee shall be eligible for pay for a holiday:
- (i) Where hours of work are regular, in an amount equal to the Employee’s wage for regular work hours of work on a normal workday in the pay period;
 - (ii) Where hours of work are irregular, in an amount equal to five per cent (5%) of the amount earned, excluding overtime, in the 28 days immediately preceding the holiday.
- (e) Where Council ends the employment within four weeks before a general holiday, the Employee is entitled to pay of five per cent (5%) of total wages earned in the portion of the four week period the Employee works, excluding overtime wages but including wages in lieu of notice. The general holiday pay will be paid with the last wages, no later than 10 days after the employment ends.
- (f) An Employee shall not be deprived of pay for a general holiday if by reason of an established illness, the Employee is absent from work on either or both of the days immediately preceding or following the general holiday; provided the Employee advises Council on or before either or both days that he/she is ill and will not be present at work. An illness shall not be considered “established” unless the Employee provides a medical certificate requested by Council.

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Article 501

Vacations

Vacation credits shall be earned as follows and the Employee shall be eligible for time off:

Full Time Employees

(a) After 1 Year of Service

15 working days Vacation or 1/2 working day per bi-weekly period, plus 1/2 working day for every 3 months completed, to a maximum of 15 working days annually.

(b) After 10 Years of Service

20 working days Vacation or 2/3 working days per bi-weekly period, plus 2/3 working day for every 3 months completed, to a maximum of 20 working days annually.

Part-Time Employees

Vacation pay for part-time employees shall be paid on each regular pay period. All part-time employees shall be paid 4% Vacation Pay, except part-time employees who have worked 50% of regular working hours (40 hours bi-weekly), in each of 4 years in the preceding 10 years, shall be paid 6% Vacation Pay.

Article 502

Sick Benefits

(a) 15 working days Sick Leave or 1/2 working day per bi-weekly period, plus 1/2 working day per every 3 months completed, to a maximum of 15 working days annually. Earned Sick Leave may be carried over from one year to the next up to a maximum of 30 working days.

(b) Part-time employees shall be eligible to receive equivalent Sick Leave benefits according to time worked, ie. a part-time employee working only 25% of full time hours would be eligible for only that same portion of Sick Leave benefits.

Article 601

(a) Either party may terminate this Agreement, without notice in the first 30 days of employment.

(b) Subject to clause (a), the following amount of notice is required by Council for termination of employment:

| | |
|-----------------------------|----------------------|
| <u>Period of Employment</u> | <u>Notice Period</u> |
|-----------------------------|----------------------|

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|---|-------------|
| Less than one year | One week |
| At least one year and less than three years | Two weeks |
| At least three years and less than five years | Four weeks |
| At least five years and less than ten years | Six weeks |
| At least 10 years | Eight weeks |

- (c) A Council Employee who is ending their employment must provide Council with one week notice if they have worked for more than 30 days, but less than one year. A Council Employee must give two weeks notice, if they have worked for Council for more than one year.
- (d) If program funds to the Council are withdrawn by the Government of Manitoba the Council may terminate the employment relationship upon giving the termination notice required in clause (b), in addition to any accrued vacation pay.
- (e) (i) Certified or other training which the Department advises Council it deems necessary is mandatory;
- (ii) Council shall:
- a. advise the Employee of all such mandatory training; and
 - b. be responsible for all approved expenses relating to such training;
- (iii) Failure, by the Employee, to successfully complete such training shall be just cause for termination.

Article 701

- (a) Any action or conduct on the part of the Council Employee not consistent with their responsibilities may be considered just cause for suspension without pay or termination of employment under this Agreement.
- (b) Where an Employee or supervisor has a complaint regarding this Agreement or working condition the matter shall be referred to Council for their decision. The Council shall deal promptly with any and all disputes arising between the parties.
- (c) Any such suspension or termination shall be immediately reported to the Department, at the appropriate Regional Office by the Council, who may investigate and where appropriate then report their findings and recommendations to the Minister of Aboriginal and Northern Affairs.

Article 801

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This Agreement shall commence on the day herein above mentioned and shall continue unless terminated in a manner contemplated in Article 601 or 701.

IN WITNESS WHEREOF the Council, with and by its proper officers have thereto set their hands, and the said Community Council has duly obtained approval by the Minister responsible for the administration of *The Northern Affairs Act*, being Chapter N100 of the C.C.S.M., as attested hereto hereinafter, and the Community Employee has set his/her hand hereunto, on the day and year first above mentioned.

Witness

Community Employee

Witness

Mayor

THE NORTHERN AFFAIRS ACT provides in part:

Section 50(1) “An incorporated community may enter into agreements with...any person (b) to provide..services in the community.....”

Section 173(1)”.....the minister has and may exercise all the powers and functions that an incorporated community and its council may exercise within its boundaries.”

Pursuant to the above section, the Minister of Aboriginal and Northern Affairs affixes his/her signature by way of written approval.

Minister of Aboriginal and Northern Affairs

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SCHEDULE A

COMMUNITY ADMINISTRATIVE OFFICER JOB DESCRIPTION

On behalf of the Community Council, the Community Administrative Officer shall:

Administration

1. Follow the Personnel Policy developed by the Council concerning Council Employees, if applicable.
2. Ensure that all pertinent correspondence, financial information (financial statements) and items of Council business are presented at the Council meeting and/or are responded to in proper manner and are filed in an acceptable filing system.
3. Ensure that proper agendas and minutes of all Council meetings are prepared and distributed to proper agencies.

Financial

1. Ensure that all monies received are deposited and that all expenditures are processed in accordance with Departmental Directives.
2. Ensure that all financial records of Council are completed, balanced on a monthly basis and kept in safekeeping in the place designated by Council or the Council office, in accordance with Departmental Directives and Policies concerning community audits.
3. Ensure budgets are prepared in sufficient detail and time to allow good planning.
4. Ensure the proper collection of taxes.

Municipal Services

Ensure the terms and conditions of any funding agreement are followed.

Ensure all government regulations, by-laws and Council directions are followed by:

1. Assisting the Council through research and advice, supervision of budgeting procedure and policies, financing, organizing, planning, analyzing, interpreting and evaluating the community needs relating to infrastructure and general community growth for the development and establishment of local municipal services as defined in the *Northern Affairs Act*.
2. Assisting the Community Council with liaison between the Council and other

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government agencies to ensure maximum benefit to the community and government departments.

3. Assisting the Council and community in understanding their responsibilities through advice and supervision on procedure, resolution, by-laws, project development and management, election procedures and the various alternatives and implication of the same.

Other

Participate in training sessions. Supervise and train the community support staff, if and when required or deemed necessary.

Any other related duties assigned.

Advance in Pay Level

Increments in pay level for the Community Administrative Officer will be based on job performance and training level, not on seniority and will be subject to annual review and recommendation by the Council.

Note: The above task descriptions reflect the general details considered necessary to describe the principal functions of the job identified and should not be construed as a detailed job description of all the work requirements that may be inherent in the job.

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SCHEDULE B

ASSISTANT COMMUNITY ADMINISTRATIVE OFFICER JOB DESCRIPTION

On behalf of the Community Council, the Assistant Community Administrative Officer shall:

Financial

1. Maintain all the financial records of Council in the office.
2. Prepare and present all financial records at month end.
3. Process all Council expenditures.
4. Receive and deposit all monies of Council.
5. Reconcile and close off all financial records at month end.
6. Handle all funds and administration of Council projects.

Administration

1. Assist in budget preparation, interpreting statutes and other correspondence.
2. Prepare or assist in preparing and distributing meeting agendas, resolutions and by-laws.
3. Follow-up on all Council items of business (keep everyone fully informed on meetings and events).

Clerical

1. Receive, record and ensure proper handling of correspondence.
2. Relay or respond to correspondence upon Council's direction.
3. Act as telephone receptionist in the Community Council office.
4. Take minutes at every regular and special meeting.
5. Represent Council at meetings upon their request or direction.
6. Disclose approved information to public.
7. Immediately report all absenteeism to the assigned Supervisor.
8. Participate in training programs developed by the Department to enable the Assistant Community Administrative Officer to carry out the assigned functions.
9. Maintain the filing system in the office.

Other

Other related duties as assigned by Council.

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Advance in Pay Level

Increments in pay level for the Assistant Community Administrative Officer will be based on job performance and training level, not on seniority and will be subject to annual review and recommendation by the Council.

Note: The above task descriptions reflect the general details considered necessary to describe the principal functions of the job identified and should not be construed as a detailed job description of all the work requirements that may be inherent in the job

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SCHEDULE C

COMMUNITY CONSTABLE JOB DESCRIPTION

Definition and Nature

A community constable is **NOT** a police officer under the *Provincial Police Act* for the province of Manitoba. The community constable is able to perform limited peace officer duties only if given authority through special constable appointment issued by the province of Manitoba. The community constable becomes a representative of the community for which they are employed and as such, the person occupying this position is governed by not only legal, but moral standards of the highest nature, with a philosophy of dedication to the public service, setting aside personal interests for the common good.

General Duties and Responsibilities

A community constable is under the direct supervision of council. A community constable must be thoroughly familiar with this job description and shall work with the Royal Canadian Mounted Police (RCMP) within the criteria outlined in this document. The community constable is responsible for assisting the RCMP in the discharge of his/her duties, while working within the mandate of their own limited authority as a special constable. Where applicable, a community constable must be familiar with the rules, regulations, policies and memorandums pertaining to their role with respect to operation of their local RCMP detachment.

The community constable is also responsible for the coordination and administration of all crime prevention programs or other community based programs and where applicable, will assist other people in the community to ensure success of these programs. They must be able to perform these duties, without benefit or immediate supervision. They must be familiar with federal statutes, thoroughly familiar with provincial statutes, having a working knowledge of community by-laws and ordinances.

The community constable is required to make decisions within the scope of their authority and accept complete responsibility for determinations and decisions they make during the course of their duties. They shall be physically fit and must never abuse authority, but be ready to exercise it judiciously and responsibly.

The community constable shall refer the following Criminal Code offences or any other matters they feel would fall outside the scope of their knowledge, skills or abilities to the RCMP for investigation:

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- All deaths, whether they be by natural or other causes;
- Attempted murders;
- Suicide attempts;
- Sexual offences;
- Assaults (except for common assaults);
- Robberies;
- Fraud and fraud related offences;
- Weapons offences;
- Arson;
- Counterfeit currency;
- Kidnapping;
- Any other offence agreed to by the RCMP.

The community constable shall report the following Criminal Code offences to the RCMP. By mutual agreement these may be investigated by the RCMP or community constable:

- Break and Enter (other than residential);
- Thefts under \$5,000.00;
- Non-fatal and or non-injury motor vehicle accidents.

Essential Job Functions

Duties performed on a *frequent basis* include, but are not limited to the following:

- Submit a monthly report to council, including but not limited to: general policing services, monthly mileage returns, expense accounts.
- Investigate every complaint directed towards you and take appropriate action(s).
- Conduct follow-up investigations whenever necessary during the normal course on an investigation or upon special request.
- Identify and investigate suspicious vehicles, persons or situations.
- Maintain and secure, a police notebook containing all activities related to your duties.
- Be prepared for court and testify honestly, impartially, and convincingly, bearing in mind you are a witness relating facts so that the court may pass judgment.
- Address all persons in a firm, courteous manner to develop trust, respect and confidence as a community constable.
- Check traffic for motorists who need assistance and provide them with such aid as is practical under the circumstances.
- Render assistance to all persons and give reliable information in a courteous manner.
- Regulate traffic on roads when such action is necessary to facilitate the safe movement of traffic.
- Observe and report all traffic hazards.
- Check vehicles abandoned or parked in unusual locations.
- Enforce all community by-laws.
- Attend community group meetings as assigned and always promote public relations, constantly striving to promote a positive image through demonstration of a superior

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caliber of service to the public.

- Operate equipment as efficiently and economically as possible under a variety of conditions and in accordance with the law and established department procedures.
- Maintain personal equipment, such as uniforms, handcuff and any other issued equipment, in good repair. Personal equipment must be complete, neat and in good working order.
- Keep patrol vehicle(s) in good condition and while driving, take all reasonable precautions to avoid accidents. Inspect and report all vehicle defects in need of correction.
- Have all the necessary materials and equipment in the vehicle to properly meet your responsibilities as a community constable.
- Be responsible for maintenance of issued policies and procedures and ensure you are familiar with all issued documents.
- Compose all reports required completely and promptly turn in any associated material.
- Constantly strive to cultivate the contacts essential to good crime prevention work.
- Patrol in a manner calculated to provide the greatest deterrent value and service to citizens.
- Where appropriate, take control of any emergency situation that you are presently at.
- Subdue with care, attacking/resisting persons.
- Evacuate persons from dangerous areas and administer first aid including CPR, if necessary.
- Mediate civil disputes.
- Work to identify and resolve community problems using proactive, traditional and cultural methods.

Duties performed on a **regular basis** include, but are not limited to the following:

- Execute all assignments promptly, regardless of whether the source of the assignment is your responsibility or that of another.
- Participate in formal training programs.
- Patrol drinking establishments checking licenses for under aged patrons.
- Check commercial buildings, or private buildings upon request, for burglaries or damage.
- Conduct searches and conform to established procedures at open doors and crime scenes.
- Direct responding units at crimes in progress in accordance with established procedures.
- Assist other enforcement agencies when requested, if the request is compatible with departmental policy.

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Duties performed on an *occasional basis* include, but are not limited to the following:

- Assist and work in time of special assignment, sudden emergency or unusual occurrences when such assistance is needed.
- Assist with training, planning, research and policy development as assigned or required.
- Perform other tasks as assigned.

Advance In Pay Level

Increments in pay level for the community constable will be based on job performance and training level, not on seniority and will be subject to annual review and recommendation by the council or local committee.

Note: The above task descriptions reflect the general details considered necessary to describe the principal functions of the job identified and should not be construed as a detailed job description of all the work requirements that may be inherent in the job.

| | |
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| I have read this document and understand that it outlines the job functions and authorities of a community constable with special constable appointment issued by the province of Manitoba. | |
| I agree that the community constable employed by the community of _____ will carry out their duties in accordance with the above job functions and authorities for special constables. | |
| I have reviewed this document with the community constable _____ (print name of community constable) | |
| Signatures: | |
| _____ | _____ |
| Mayor or authorized delegate | Community Constable |
| _____ | _____ |
| Date | Date |

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SCHEDULE D

PUBLIC WORKS EMPLOYEE JOB DESCRIPTION (Includes Water and Wastewater Delivery/Operators)

Caretaking

1. Keep all community buildings clean inside and out, plus the yards.
2. Check for damages and effect repairs, if required.
3. Keep fire hall driveway free from ice and snow at all times.
4. Check all buildings and lock up before leaving.
5. Read hydro meters once a month on all buildings.
6. Keep community dock repaired.

Water & Wastewater Facilities

1. Record all meter readings at times required by the province.
2. Take daily water tests as required by the province and record such data.
3. Check daily, all components of the system(s) for proper operation and make necessary adjustments.
4. Prepare chlorine solutions and backwash and/or replace filters in accordance with provincial requirements.
5. Ensure that all thermostats are set and functioning at operating levels.
6. Check the main and backup heating system(s), where provided.
7. Maintain the system in a clean and orderly condition and ensure that facilities are secured with locks.
8. Report to Council any heat-power loss and take necessary remedial action to prevent freezing damage to components of the system.
9. Take and send into the appropriate agency, water & wastewater samples as required by the province.
10. Maintain records and prepare written reports for the Council or the province as designated by the department.
11. Take all reasonable steps and precautions to ensure a safe water supply for the community.
12. Complete all training courses to attain appropriate certification level.
13. Notify council in writing of any needed repair to the facility and be on site when the facility is open to the public as required by regulation.
14. Maintain logbook (records) of work done and problems reported and how the problem was corrected.

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Garbage

1. Provide garbage collection on a weekly basis (____ days per week) in the community of _____, Manitoba.
2. Maintain the local waste disposal site in a neat, reasonably tidy condition and do not engage in burning at any time whatsoever, unless in possession of a burning permit.
3. Collect only such garbage as is placed in appropriate bags or secured and placed in enclosed containers and in the event that the employee determines that certain residences have not placed their garbage in garbage bags or appropriate containers, the employee shall notify Council of the name and/or location of said residence.
4. Be responsible for delivering all bulky objects such as fridges, stoves, etc. to a separate location of the nuisance grounds.
5. Be responsible for proper signage.

Equipment Maintenance

1. Be responsible for the operation and maintenance of the equipment as provided by council and utilize purchase orders as provided by council for expenses incurred in the day-to-day operation of a program.
2. Notify council in writing of any needed repairs to the equipment.
3. Be responsible for storing equipment, both summer and winter, in the Community Council garage and be responsible for safe and orderly storage of all equipment provided by a program.

Community Parks

1. Rake and cut grass.
2. Clean up fallen trees.
3. Plant new trees as required by council/province.

Roads

1. Report to council if road(s) need repair, gravel or culverts or water remaining in ditches for long periods.
2. Clean on each side of the road any garbage lying in ditch.
3. Report to council if snowplowing is required in the community; advise organization hired by Council to perform snowplowing.

Skating Rink

1. Keep the rink in order and repair, if required.
2. Check all lights and fuel supply.
3. Flood rink and paint lines.
4. Remove snow from rink.
5. Ensure only qualified people work on artificial ice plant.

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Community Cemetery

1. Maintain fence around the cemetery.
2. Keep cemetery yard clean.

Personal Protective Equipment

1. Ensure that all personal protective equipment meets industry standards and is maintained according to manufacturer's instructions.
2. Ensure personal protective equipment is worn as required

General Reports

1. Implement and use Maintenance Management System (MMS) program.
2. Maintain weekly checklist of duties.
3. Maintain logbook (record) of work done and problems reported.
4. Ensure community inventory reports are updated and submitted annually to the department.

Other

Any other related duties as assigned by Council.

Authorized Travel Outside the Community

- (a) Approved travel and mileage expenses will be paid in accordance with prevailing departmental rates.
- (b) Private vehicle usage for Community purposes must be with full insurance coverage. The Council may contribute the difference in cost for business insurance over the cost of personal insurance.
- (c) Approved expenses incurred by the Public works Employee in the performance of duties will be paid in accordance with prevailing departmental rates.

Advance in Pay Level

Increments in pay level for the Public Works Employee will be based on job performance and training level, not on seniority and will be subject to annual review and recommendation by the Council.

Note: The above task descriptions reflect the general details considered necessary to describe the principal functions of the job identified and should not be construed as a detailed job description of all the work requirements that may be inherent in the job.

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SCHEDULE E

COMMUNITY RECREATION DIRECTOR JOB DESCRIPTION

Position Title: Community Recreation Director Reports to:

Summary of Position:

The Community Recreation Director will develop and implement recreation programs to fulfill community requirements in accordance with policies set out by council.

Leadership

- Act as a role model in the community
- Act in a honest, reliable, committed, confident, punctual, accountable and flexible manner
- Motivate people to get involved
- Instil pride and self-esteem in youth
- Be active in the community

Programs

- Research, develop and implement programs
- Organize activities and workshops
- Survey the community to find out needs
- Educate adults on benefits of recreation
- Plan programs for all facets of the community
- Make sure programs meet the needs of the community
- Develop leadership skill in others
- Assesses community needs on an on-going basis
- Develop a community master plan

Promotion

- Promote recreation in the community (personal contact, newsletters, radio, etc.)
- Distribute information to the entire community

Training

- Attend training sessions and workshops and apply knowledge to individual communities
- Develop skills to effectively plan and deliver recreation programs
- Maintain knowledge of current recreation theory and practice

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Facilities and Equipment

- Manage facilities
- Maintain equipment and supply inventory
- Ensure facilities comply with safety standards
- Report unsafe facilities to supervisor and council for action

Organization

- Maintain daily schedules
- Develop committees
- Prepare monthly reports summarizing community recreation activities
- Attend council and group meetings as required

Financial Management

- Prepare recreation budget
- Monitor approved expenditures
- Obtain funding for programs and facilities

Liaison

- Maintain regular contact with recreation staff from the regional offices of Aboriginal and Northern Affairs and Culture, Heritage and Tourism
- Network with other community organizations, agencies and groups
- Stay informed of community and regional events

Volunteers

- Recruit, train, reward and motivate volunteers
- Organize and assist volunteers

Recreation Committee

- Work with the recreation committee to develop goals and objectives
- Help develop a community recreation plan

Community/Council

- Act as a resource for community groups
- Communicate with the community
- Communicate regularly with the council
- Report to the council or supervisor

Note: The above task descriptions reflect the general details considered necessary to describe the principal functions of the job identified and should not be construed as a

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detailed job description of all the work requirements that may be inherent in the job.

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APPLICATION FOR EMPLOYMENT

Community Council of: _____

Position Applying For: _____

PERSONAL INFORMATION

NAME:

ADDRESS:

SOCIAL INSURANCE NUMBER:

PHONE: (Home) _____ (Work) _____

Entitled to work in Canada? Yes No

Do you have the use of a vehicle? Yes No

Valid driver's license? Yes No

Have you ever been employed by Council before?
If yes, where and when? Yes No

EDUCATION

Highest Level Attained in High School: Grade _____

Course Taken: University Entrance Business Education General

Trade or Technical
Location: Diploma or Certificate

Trade Certificate No.: Professional Designation:
Others (Specify):

| University or College Institution | Major | Degree | Start Date | Finish Date |
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| EMPLOYMENT HISTORY (Present or Most Recent Position First) | |
|---|--|
| Present/Last Employer, Address and Type of Business or Organization | Describe Duties/Responsibilities and Significant Achievements |
| | |
| Position Title Final or Present Salary | |
| | |
| Period of Employment May be approached From: To: for a reference Yes No | |
| Immediate Supervisor Name & Title Phone: | |
| Reason for Leaving: | |
| | |
| Present/Last Employer, Address and Type of Business or Organization | Describe Duties/Responsibilities and Significant Achievements |
| | |
| Position Title Final or Present Salary | |
| | |
| Period of Employment May be approached From: To: for a reference Yes No | |
| Immediate Supervisor Name & Title Phone: | |
| Reason for Leaving: | |
| | |
| Present/Last Employer, Address and Type of Business or Organization | Describe Duties/Responsibilities and Significant Achievements |
| | |
| Position Title Final or Present Salary | |
| | |
| Period of Employment May be approached From: To: for a reference Yes No | |
| Immediate Supervisor Name & Title Phone: | |
| Reason for Leaving: | |
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FOR CLERICAL APPLICANTS ONLY

| | |
|--|---|
| Do you have word-processing skills? Yes No | Have you used a computer? Yes No List computer software familiar with. |
|--|---|

ACTIVITIES

If you wish, indicate any organizations, activities, hobbies or sports with which you are involved.

LANGUAGES

List any languages you speak.

List any languages you read and write.

REFERENCES

| Name | Address | Telephone |
|------|---------|-----------|
| | | |
| | | |
| | | |

GENERAL INFORMATION

List any general information, which could assist council in considering your application for this position, ie. significant achievements.

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DECLARATION

I expressly consent to Council verifying any information supplied by me in this application and for that purpose, for the purpose of obtaining any other information pertaining to my suitability for employment. Council may contact any person or persons (not including my present employer), unless otherwise noted in this application.

I certify that the statements made by me are true and to the best of my knowledge.

Date: _____

Signature: _____

THIS AREA FOR COUNCIL USE ONLY

Notification Statement

This personal information is voluntary and is being collected by council to determine suitability for employment. It is protected by the Protection of Privacy provisions of *The Freedom of Information and Protection of Privacy Act* (FIPPA).

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| <u>TIME SHEET</u> | | | | | | | | | |
|--------------------------|------|---------|-----------------|----------|----------------------------|---------|-----------------|-------|---------|
| _____ Community Council | | | | | | | | | |
| Employee: _____ | | | | | Code: _____ | | | | |
| Pay Period From: _____ | | | | | To: _____ | | | | |
| Week One | | | | | | | | | |
| Day | Date | Hours | OT | OE | Reason for Overtime Earned | | | | |
| Sat | | | | | | | | | |
| Sun | | | | | | | | | |
| Mon | | | | | | | | | |
| Tues | | | | | | | | | |
| Wed | | | | | | | | | |
| Thur | | | | | | | | | |
| Fri | | | | | | | | | |
| Week Two | | | | | | | | | |
| Day | Date | Hours | OT | OE | Reason for Overtime Earned | | | | |
| Sat | | | | | | | | | |
| Sun | | | | | | | | | |
| Mon | | | | | | | | | |
| Tues | | | | | | | | | |
| Wed | | | | | | | | | |
| Thur | | | | | | | | | |
| Fri | | | | | | | | | |
| Total Hours | | | | | | | | | |
| Illness | | | Overtime | | | | Vacation | | |
| Earned | Used | Balance | Worked | Previous | Taken | Balance | Credit | Taken | Balance |
| | | | | | | | | | |
| Prepared By _____ | | | | | Approved By _____ | | | | |

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ATTENDANCE FORM

Sick Leave Entitlement _____

NAME _____ S.I.N. _____ YEAR _____ Annual Leave Entitlement _____

- KEY: SL – Sick Leave WC – Workers Compensation
 AL – Annual Leave O - Other
 ML – Maternity Leave OT – Overtime Used
 WO – Leave Without Pay

| | | | | | | | | | | | | | | | | | | | | | | | | | | Carry Over | | | | | | | | | |
|-----------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|------------|----|----|-------|---|--|--|--|--|--|
| | | | | | | | | | | | | | | | | | | | | | | | | | | SL | AL | OT | OTHER | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | | | | | |
| APRIL | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| MAY | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| JUNE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| JULY | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| AUGUST | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SEPTEMBER | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| OCTOBER | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| NOVEMBER | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| DECEMBER | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| JANUARY | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FEBRUARY | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| MARCH | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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Assistant Community Administrative Officer Performance Appraisal Template

EMPLOYEE NAME: _____ DATE OF REVIEW: _____

COMMUNITY: _____

| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|---|--|------------|----------------|
| <u>FINANCIAL</u> Maintain all financial records of council in the office. | - ensure safekeeping of all financial records so audits can be done. | | |
| Reconcile bank, prepare and present all financial statements, including project reports, at month end. | - prepare bank reconciliations by 20 th of following month. - submit the monthly financial statement to council by the 20 th of the following month. - submit accounts receivable listing to council at each regular council meeting. - ensure Fire Chief, Constable and Public Works reports are received at each regular meeting. | | |
| Process all council expenditures. | - issue accounts payable cheques within two days after approval from council meeting. - issue all recurring expenses within deadline to avoid penalty charges. | | |
| Receive and deposit all monies of council. | - record receipt of funds daily. - make weekly deposits where cash is greater than \$200.00. | | |
| Handle all funds and administration of council project. | - receive, record and distribute all project funds and reports. | | |
| <u>ADMINISTRATION</u> Assist in budget preparation, interpreting statutes and other correspondence. | - supply council with background information concerning budgets and capital projects prior to department due dates. - supply council information regarding various statues, <i>Northern Affairs Act</i> , departmental policies. | | |

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| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|--|---|------------|----------------|
| Prepare or assist in preparing and distributing meeting agendas, resolutions and by-laws. | <ul style="list-style-type: none"> - have agenda prepared <u>prior</u> to each council meeting. - ability to write all decisions of council in resolution form. - comprehensive knowledge of by-law procedure with respect to deadlines. | | |
| Follow-up on all council items of business (keep everyone fully informed on meetings and events). | <ul style="list-style-type: none"> - within five days of council meeting | | |
| <u>CLERICAL</u> Receive, record and ensure proper handling of correspondence. | <ul style="list-style-type: none"> - pre-screen incoming correspondence to ensure council deals with all important items. | | |
| Relay or respond to correspondence upon council's direction. | <ul style="list-style-type: none"> - within five days of direction given. | | |
| Act as telephone receptionist in the council office. | <ul style="list-style-type: none"> - receive all calls and relay all messages within the day, whenever possible. | | |
| Take minutes at every regular and special meeting. | <ul style="list-style-type: none"> - prepare all meeting minutes and distribute them to members of council and post in public place within five days of council meeting. - ensure council adopts all meeting minutes by resolution at next council meeting. | | |
| Represent council at meetings upon their request or direction. | <ul style="list-style-type: none"> - assume responsibility whenever directed to attend. | | |
| Maintain regular working hours at council office. These hours are: _____ a.m. to _____ p.m. , _____ days per week. | <ul style="list-style-type: none"> - punctual attendance at office and meetings. | | |
| Disclose approved information to public. | <ul style="list-style-type: none"> - within one day of request. | | |

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| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|--|---|----------------------|----------------|
| Immediately report all absenteeism to the assigned supervisor. | - prior to _____ a.m. | | |
| Participate in training programs to enable the assistant community administrative officer to carry out the assigned functions. | - attend all training courses, as required. - supervise and train administrative support staff as requested. | | |
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| EMPLOYER'S COMMENTS: | | EMPLOYEE'S COMMENTS: | |

EMPLOYER'S SIGNATURE

EMPLOYEE'S SIGNATURE

DATE: _____

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Community Administrative Officer Performance Appraisal Template

EMPLOYEE NAME: _____ DATE OF REVIEW: _____

COMMUNITY: _____

| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|--|---|------------|----------------|
| <u>FINANCIAL</u> Ensure that all monies received are deposited and that all expenditures are processed in accordance with departmental directives. | <ul style="list-style-type: none"> - monies deposited per department policy. - ensure all expenditures are in accordance with departmental policy and are by council resolution. - report any unlawful use of funds to council - report to minister any unlawful use of funds not addressed by council where previously reported to council | | |
| Ensure that all financial records of council are completed, balanced on a monthly basis and kept in safekeeping in the place designated by council or the council office, in accordance with departmental directives and policies concerning community audits. | <ul style="list-style-type: none"> - review with council, completed and balanced bank reconciliations by 20th of following month. - review with council, the monthly financial statement by the 20th of the following month. - review with council, accounts receivable and payable listing at each regular meeting. - ensure proper filing and safekeeping of all financial records so audits can be done. | | |
| Ensure budgets are prepared in sufficient detail and time to allow good planning. | <ul style="list-style-type: none"> - as per councils planning meetings, the draft budget is to be completed in conjunction with the community management plan by Jan. 31. - after council review and approval, budget and plan are submitted to the department by required deadline. | | |
| Ensure the proper collection of taxes. | <ul style="list-style-type: none"> - ensure all tax payments are recorded and forwarded to the department as per policy. - encourage the payment of taxes by explaining the tax process to residents and assisting with tax collections. - participate in the tax auction process per departmental direction. | | |

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| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|--|---|------------|----------------|
| <u>ADMINISTRATION</u> Follow the personnel policy developed by the council concerning council employees. | <ul style="list-style-type: none"> - manage and supervise employees as directed by council - train community administrative support staff, as requested. - advise council of personnel problems and possible solutions. - ensure personnel policies are adequate for the community. - ensure personnel polices conform to department policy and applicable laws. | | |
| Ensure that all pertinent correspondence, financial information (financial statements) and items of council business are presented at the council meeting and/or are responded to in proper manner and are filed in an acceptable filing system. | <ul style="list-style-type: none"> - prepare a list of all correspondence and business for council to deal with at the council meeting. - ensure that correspondence is responded to, per council's direction. - ensure that proper files are maintained for all of council records. | | |
| Ensure that proper agendas and minutes of all council meetings are prepared and distributed to proper agencies. | <ul style="list-style-type: none"> - ensure agendas are prepared and distributed to council members prior to the meeting. - ensure minutes and resolutions are sent to applicable parties. | | |
| <u>MUNICIPAL SERVICES</u> Ensure the terms and conditions of any funding agreement are followed. | <ul style="list-style-type: none"> - review any programs or agreements council is considering entering into and advise council of any implications (financial or otherwise) before council signs agreements. - ensure terms and conditions of agreements entered into are adhered to. | | |

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| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|---|--|------------|----------------|
| Ensure all government regulations, by-laws and council directions are followed. | <ul style="list-style-type: none"> - assist council through research and advice, supervision of budgeting procedure and policies, financing, organizing, planning, analyzing, interpreting and evaluating the community needs relating to infrastructure and general community growth for the development and establishment of local municipal services as defined in <i>The Northern Affairs Act</i>. - assist council with liaison between the council and other government agencies to ensure maximum benefit to the community and government departments. - assist council and community in understanding their responsibilities through advice and supervision on procedures, resolutions, by-laws, project development and management, election procedures and the various alternatives and implications of the same. | | |
| OTHER Participate in training sessions. | <ul style="list-style-type: none"> - attend all training courses, as required. | | |

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| EMPLOYER'S COMMENTS: | EMPLOYEE'S COMMENTS: |
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EMPLOYER'S SIGNATURE

EMPLOYEE'S SIGNATURE

DATE: _____

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Public Works Employee Performance Appraisal Template

EMPLOYEE NAME: _____ DATE OF REVIEW: _____

COMMUNITY: _____

| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|---|--|------------|----------------|
| <p><u>WATER TREATMENT PLANT AND DISTRIBUTION SYSTEMS</u></p> <p>To ensure treatment and distribution of a safe supply of potable water to the community, meets provincial regulations.</p> | <ul style="list-style-type: none"> - record all meter readings as required by the province. - take daily water tests and record results as required by the Province. - collect the required samples and submit for analysis as required. Have results forwarded to Manitoba Conservation. - check all components of the system(s) daily for proper operation. - perform & record all required servicing as stated in the operation manual. - prepare all chemical solutions and backwash and/or replace filters in accordance with the operation manual. Record on MMS. - ensure all thermostats are set and functioning at proper operating levels. - check all main and backup system(s) where provided. - maintain the system in a clean and orderly condition and ensure that facilities are secured with locks. - report to council any system failures and take necessary remedial action to prevent freezing damage to components of the system. - take all reasonable steps and precautions to ensure a safe potable water supply for the community. - complete all training courses to attain the required level of certification to operate this facility. - notify council in writing of any needed repair to the facility and be on site when the facility is open to the public as required by regulation. - maintain logbook (records) of work done and problems reported and how the problem was corrected. | | |

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| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|---|---|------------|----------------|
| <p><u>WASTEWATER TREATMENT AND COLLECTON SYSTEMS</u></p> <p>Ensure collection and treating of all wastewater in the community, meets provincial regulations.</p> | <ul style="list-style-type: none"> - take daily tests and record results as required by the province. - collect the required samples and submit for analysis as required. Have results forwarded to Manitoba Conservation. - check all components of the system(s) daily for proper operation. - perform & record all required servicing as stated in the operation manual. - ensure all thermostats are set and functioning at proper operating levels. - check all main and backup system(s) where provided. - maintain the system in a clean and orderly condition and ensure that facilities are secured with locks. - report to council any system failures and take necessary remedial action to prevent freezing damage to components of the system. - take all reasonable steps and precautions to ensure effluent discharge meets license requirements at all times. - complete all training courses to attain the required level of certification to operate this facility. - notify council in writing of any needed repair to the facility and be on site when the facility is open to the public as required by regulation. - maintain logbook (records) of work done and problems reported and how the problem was corrected. | | |
| <p>Maintain and supply the service of collecting and disposing of solid waste generated in the community, meeting provincial regulations.</p> | <ul style="list-style-type: none"> - provide garbage collection on a weekly basis (_____ days per week). - maintain the local waste disposal site in a neat, reasonably tidy condition and do not engage in burning at any time whatsoever, unless in possession of a burning permit. - collect only such garbage as is placed in appropriate bags or secured and placed in enclosed containers and in the event that the employee determines that certain residences have not placed their garbage in garbage bags or appropriate containers, notify council of the name and/or location of said residence. - be responsible for the operation and maintenance of the waste disposal site and equipment as provided by council. Record activities on MMS. - notify council of any needed repairs to the site or equipment. - be responsible for sorting of all bulky objects such as fridges, stoves, tires, burnables, etc. to a specific location at the waste disposal site. | | |

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| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|---|--|------------|----------------|
| <u>MAINTENANCE OF COMMUNITY INFRASTRUCTURE</u> Maintain all community buildings in an efficient manner using a Maintenance Management System (MMS). | <ul style="list-style-type: none"> - ensure caretaking/cleaning of community buildings. - ensure inspections of infrastructure to facilitate repairs as required. - keep all doorways, stairs, steps and driveways clear of ice and snow at all times. - ensure all buildings are locked and secure at the end of each day. - reading and recording of hydro meters on infrastructure. - use the MMS to record repairs, projects and daily routines. - notify council in writing of any needed repair to the facility and be on site when the facility is open to the public as required by regulation. - maintain logbook (records) of work done and problems reported and how the problem was corrected. | | |
| Maintain community parks, playgrounds, yards and green spaces. | <ul style="list-style-type: none"> - keep all park and playground equipment in safe working condition. - clean up fallen trees, rake and cut grass as required. - maintain gardens, plants and trees as required by council. | | |
| Maintain community roads, ditches and drainage. | <ul style="list-style-type: none"> - advise council of road(s) needing repair, gravel, grading, culverts or snowplowing and seek approval to complete work required. - keep ditches, drainage and culverts free of garbage and brush. - thaw out frozen culverts and clear ice dams during spring thaw/runoff. - keep records of work on MMS. | | |
| Maintain community skating and curling rinks. | <ul style="list-style-type: none"> - keep the rink in order and repair, if required. - check all lights and fuel supply. - flood rink and paint lines. - remove snow from rink. - ensure only qualified people work on artificial ice plants. - record duties on MMS. | | |
| Maintain community cemetery. | <ul style="list-style-type: none"> - maintain fence around the cemetery and keep cemetery yard cut and clean. | | |

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| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|---|--|------------|----------------|
| <u>EQUIPMENT MAINTENANCE</u> Maintain all community equipment large and small in a safe and operable condition. | <ul style="list-style-type: none"> - implement and use of a Maintenance Management System (MMS) or log books for each piece of community equipment. - ensure all required services as stated in manuals are completed to ensure validity of warranties. - ensure all equipment is stored safely and securely as directed by council. - ensure all license and safety inspections are current for applicable equipment. - notify council in writing and record all repairs, cost of repair and who completed repairs. - allow only licensed/trained personnel to operate community equipment. | | |
| <u>PERSONAL PROTECTIVE EQUIPMENT</u> | <ul style="list-style-type: none"> - ensure that all personal protective equipment meets industry standards and is maintained according to manufacturer's instructions. - ensure personal protective equipment is worn as required. | | |

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| EMPLOYER'S COMMENTS: | EMPLOYEE'S COMMENTS: |
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EMPLOYER'S SIGNATURE

EMPLOYEE'S SIGNATURE

DATE: _____

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Community Recreation Director Performance Appraisal Template

EMPLOYEE NAME: _____ DATE OF REVIEW: _____

COMMUNITY: _____

| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|---|--|------------|----------------|
| <u>PROGRAMS</u> Assess community needs on an ongoing basis. | <ul style="list-style-type: none"> - develop and deliver a community needs assessment. - analyze and evaluate data and present findings to recreation committee and/or supervisor for action. - communicate regularly with residents for feedback and suggestions. | | |
| Support community groups and organizations in the development and delivery of recreation programs. | <ul style="list-style-type: none"> - network with community organizations that provide recreation and wellness services through meetings and sharing of information and resources. - assist clubs and organizations in their development. - support existing clubs and organizations. - attend meetings on behalf of the community in areas of recreation and wellness and program development. | | |
| Develop the annual recreation and wellness plan. | <ul style="list-style-type: none"> - work with council and recreation committee/groups to develop annual recreation and wellness plan. - share plan with council for approval (prior to Jan. 31). - share plan with community for buy-in. - monitor and evaluate annual plan on a monthly basis. - prepare a mid-year report on plan (Oct. 1). - prepare a year-end report on plan (Jan. 1). | | |
| Implement the recreation plan through the development, promotion and delivery of recreation objectives. | <ul style="list-style-type: none"> - ensure programming for both females and males. - ensure a variety of opportunities are available - physical, artistic, cultural, educational and social. - ensure programs are available for all ages. - promote programs and opportunities through newsletters, posters and school. | | |

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| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|--|--|------------|----------------|
| <u>PROMOTION</u> Promote programs and events to the entire community. | <ul style="list-style-type: none"> - develop a promotion plan to include timely posters, flyers, radio ads, bingo announcements, newsletters, house visits. - implement the promotion plan for every program and event as outlined in the recreation and wellness plan. | | |
| <u>TRAINING</u> Develop skills to plan and deliver effective programs by participating in available training sessions and workshops. | <ul style="list-style-type: none"> - attend training courses offered by Aboriginal and Northern Affairs, ie. Northern Links Workshop. - attend recreation workshops and conferences as approved by council, ie. Recreation Connections in Winnipeg. - attend and participate in regional meetings and groups such as indigenous games committees and physical activity groups. | | |
| <u>FACILITIES AND EQUIPMENT</u> Ensure that safety precautions and regulations are followed in the maintenance and programming of recreation areas and facilities. | <ul style="list-style-type: none"> - ensure updated emergency contact lists and procedures are posted throughout the facilities. - do a daily/weekly walk through of facilities identifying any safety hazards. - provide a written report of unsafe recreation facilities/areas to council immediately on discovery. - ensure proper safety equipment is used in all activities. - ensure safety rules are followed during program delivery. | | |
| Co-ordinate scheduling of recreation facilities and areas. | <ul style="list-style-type: none"> - develop monthly schedules for recreation facilities. - ensure fair treatment of all groups and organizations when scheduling. | | |
| Responsible for purchasing, maintenance and safekeeping of all recreation equipment. | <ul style="list-style-type: none"> - maintain inventory of all equipment. - maintain record of equipment damaged and repairs required. - purchase equipment needed within limits of purchasing authority and obtain council approval for needs that exceed limit. | | |

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| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|---|---|------------|----------------|
| <u>ORGANIZATION</u> Provide council with monthly reports. | <ul style="list-style-type: none"> - develop monthly recreation reports. - attend monthly council meetings or special meetings to discuss reports and other recreation business. | | |
| Maintain program evaluation records. | <ul style="list-style-type: none"> - document and evaluate programs for future reference. | | |
| Support the development of committees, as required, to assist in running various programs and events. | <ul style="list-style-type: none"> - identify the need to organize committees for specific programs or events. - support these committees to ensure effective communication and successful outcomes. | | |
| Attend community groups and club meetings as required. | <ul style="list-style-type: none"> - when requested, and at least once a year, attend meetings with various community groups to maintain communication. | | |
| Active communication with supervisor. | <ul style="list-style-type: none"> - meet on a weekly basis or bi-weekly basis. - work with supervisor to complete this performance appraisal once a year. | | |
| <u>FINANCIAL MANAGEMENT</u> Ensure that funds are managed to effectively deliver the recreation plan. | <ul style="list-style-type: none"> - prepare annual recreation budget (by April 1 for council approval). - monitor and maintain the budget through monthly financial statements. - assist in fundraising activities when necessary. - research and apply for grants and funding on a timely basis (before the deadlines). | | |
| <u>LIAISON</u> Be the active recreation contact of the community. | <ul style="list-style-type: none"> - communicate with the Aboriginal and Northern Affairs regional office on a weekly basis through phone or email. - communicate with the Culture, Heritage & Tourism office, Sport Manitoba office and other stakeholders on a regular basis to keep up to date on opportunities. - promote programs and opportunities happening outside your community to your community. | | |

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| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|--|--|----------------------|----------------|
| <u>VOLUNTEERS</u> Recruit and support community volunteers. | <ul style="list-style-type: none"> - ensure orientation and training of volunteers. - develop volunteer job description. - identify and contact potential community volunteers. - develop a volunteer recognition program. - provide opportunities for volunteer development such as clinics or leadership workshops. - assist volunteers in program development and delivery by accessing resources, facilities and supplies. | | |
| <u>RECREATION COMMITTEE</u> Consult and assist the recreation committee in the development and delivery of recreation opportunities. | <ul style="list-style-type: none"> - assist committee with development of the annual recreation plan. - involve committee members in the implementation of programs. - attend and participate in monthly meetings to provide reports/updates and other information. - provide follow-up on decisions made at recreation committee meetings. | | |
| <u>PROFESSIONALISM</u> Report all absenteeism to supervisor. | <ul style="list-style-type: none"> - prior to _____ a.m. | | |
| Maintain agreed upon working hours. These hours are _____ per week. | <ul style="list-style-type: none"> - determine working hours with supervisor. - keep record of hours worked and report to _____. | | |
| EMPLOYER'S COMMENTS: | | EMPLOYEE'S COMMENTS: | |

EMPLOYER'S SIGNATURE
DATE: _____

EMPLOYEE'S SIGNATURE

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| EMPLOYEE MANAGEMENT GUIDE | Subject: A manual for use by Community Council/Supervisors | |
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**Part of Community
Management Series**

Community Constable Performance Appraisal Template

EMPLOYEE NAME: _____ DATE OF REVIEW: _____

COMMUNITY: _____

| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|--|---|------------|----------------|
| <u>CRIME PREVENTION</u> Law enforcement. | <ul style="list-style-type: none"> - monitor motor vehicle behavior - enforce curfew - check for vandalism - carry out day/night patrols as scheduled - work with school patrol program as may be requested - attend to family disputes - refer matters to RCMP, when necessary - accompany RCMP when in community, as required | | |
| Maintain visible presence in community . | <ul style="list-style-type: none"> - visit schools, nursing stations, airports, etc. - develop rapport with children, youth, citizens - be involved and support recreational activities - respond to emergency calls | | |
| Liaison with other agencies. | <ul style="list-style-type: none"> - maintain liaison with other agencies (ie. probation services, AFM, etc.), as required - establish liaison with other communities, bands and their constables | | |
| <u>ADMINISTRATION</u> Reporting. | <ul style="list-style-type: none"> - provide council with monthly reports - provide RCMP with necessary reports - keep record of expense reports - maintain confidentiality of constable files, reports | | |

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| STANDARDS | TASKS | ASSESSMENT | PLAN OF ACTION |
|--|---|------------|----------------|
| Deliver documents. | <ul style="list-style-type: none"> - deliver subpoenas and affidavits, as required - contact individuals for RCMP, courts | | |
| Other. | <ul style="list-style-type: none"> - maintain a valid Class 4 driver's license | | |
| <u>UNIFORM & EQUIPMENT</u> Uniform & equipment. | <ul style="list-style-type: none"> - wear uniform while on duty for identification - carry assigned and protective equipment, as required - keep patrol vehicle in good repair and follow maintenance schedule - maintain personal equipment and keep in good condition | | |
| <u>TRAINING</u> Participate in basic and ongoing training programs to enable the community constable to carry out the job functions. | <ul style="list-style-type: none"> - attend all training courses, as required - maintain a record of all training and provide to council upon request | | |

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| EMPLOYER'S COMMENTS: | EMPLOYEE'S COMMENTS: |
|----------------------|----------------------|

EMPLOYER'S SIGNATURE

EMPLOYEE'S SIGNATURE

DATE: _____