

THE CORPORATION OF THE MUNICIPALITY OF MAGNETAWAN

BY-LAW NO. 2022 - 20

Being a By-law to Adopt Policies with Respect to the Hiring of Employees

WHEREAS pursuant to Section 270 (1) of the *Municipal Act, R.S.O. 2001, C.25*, Municipalities are required to adopt policies with respect to the hiring of its employees, including policies with respect to the hiring of relatives of a Member of Council or Local Board or existing employees;

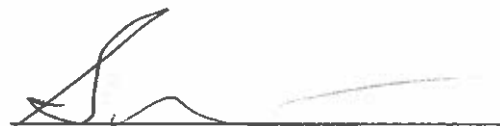
AND WHEREAS the Municipal Council deems it expedient to now establish such policies;

NOW THEREFORE the Council of the Corporation of the Municipality of Magnetawan enacts as follows:

1. **THAT** the Magnetawan Council "Human Resources Policy" shall be adopted in the form attached hereto as Schedule "A" and forming part of this by-law
2. **THAT** By-law 2005-11 hereby repealed effective the date of passing of this By-law.
3. **THAT** this By-law shall come into force and effect on the date of its passing.

READ A FIRST, SECOND, AND THIRD TIME, passed, signed and the Seal of the Corporation affixed hereto, this 18th day of May, 2022

THE CORPORATION OF THE
MUNICIPALITY OF MAGNETAWAN



Mayor



Clerk



Schedule "A" By-law 2022-20

Employee Human Resources Policy

SCOPE AND PURPOSE

INTRODUCTION

This policy has been compiled for the purpose of promoting consistency of Human Resource Administration throughout the Municipality of Magnetawan. Nothing contained in this policy relieves the Municipality of Magnetawan or its employees from complying with all applicable municipal by-laws, provincial and federal statutes, and the regulations thereunder. All provisions of this policy are subject to the *Employment Standards Act, 2000, as amended*. Some areas of this policy may be open to interpretation. The decision of the CAO shall be final on any such interpretations.

SCOPE

The provisions of this Human Resources Policy applies to all employees working for the Municipality of Magnetawan, unless otherwise specifically noted. Items not specifically or already covered in the Collective Agreement – Canadian Union of Public Employee Local 1813-11 will be governed by this Policy.

The "Supervisor" is the role of management that is considered the Department Head. Department Heads report to the CAO. Council is the "Supervisor" of the CAO.

TERMS AND CONDITIONS OF EMPLOYMENT

HIRING

The Municipality practices a fair, effective, non-discriminatory process to attract and retain the best qualified employees to meet the staffing requirements of the Municipality. Candidates will be selected on the basis of the requirements of the job according to the job description with attention to the applicant's educational, technical qualifications, experience and general aptitude for the position. The Municipality reserves the right to hire, transfer or promote internally with the exception of unionized positions, which will be posted according to the Collective Agreement.

All staffing positions are created by Council, either by Motion or By-law, or through Collective Bargaining.

Council will be kept current of all vacancies, recruitment and successful candidates for all positions.

GENERAL HIRING PROCESS

- a) **Part-time, Contract and Seasonal Positions:** The Supervisor and CAO or designate are authorized to interview and hire the employee.
- b) **Full-time Positions:** The Supervisor will short-list the applicants who will be interviewed by the Supervisor and the CAO or designate. The CAO will notify Council once the hiring process has been completed.
- c) **Supervisor (Department Head) Positions:** The CAO will short-list the applicants who will be interviewed by the CAO or a designate, and the Mayor or as designated by Council. The preferred candidate will be recommended to Council for final approval.
- d) **CAO Position:** Council will determine the procedure for filling this vacancy and nothing in this policy restricts the use of an outside consultant.

INTERVIEW PROCESS

All candidates will be required to submit a resume. All candidates are expected to complete an in-person interview, which may or may not include a skills test. Internal candidates may be exempted from the skills test if qualified. Telephone interviews may be used to short list candidates. References to be checked for external candidates.

Job descriptions will be attached to Offers of Employment and must be signed by both the successful candidate and the Supervisor. A clean Drivers Abstract as well as a clean Criminal Records check may be required, and may or may not include a Vulnerable Sector Screening.

Employees will receive an Employee Package which includes all pertinent policies as well as the Union Contract if relevant. Employee Packages include, but are not limited to and may change as needed:

- Job Description.
- CUPE and Local 1813-11 Agreement.
- Magnetawan Health and Safety Program.
- Employee Code of Conduct – Bylaw.
- Hiring of Employees including Progressive Discipline.
- Accessibility Policy and Plan – Bylaw.
- Workplace Violence and Harassment Policy and Program – Bylaw.
- COVID 19 Mandated Double Vaccination (if relevant).
- COVID 19 Updated Information (if relevant).

All employees must complete and pass the Ministry of Labour Worker Health and Awareness Program prior to beginning work. The Supervisor will go through the Employee Package with the New Employee. New Employees will sign off agreeing that they have read through the enclosed documents, they have had an opportunity to have any questions answered, have asked any questions needed, understand the documents, and agree to abide by the documents contained within the Employee Package.

PROBATIONARY PERIOD

Newly hired and appointed employees are subject to a probationary or evaluation period as outlined in their employment contract, or Collective Agreement for unionized employees.

HIRING RELATIVES (NEPOTISM)

- a) A Related Person, for the purpose of this policy, is defined as a person's spouse through marriage or common law, any parent, child, or sibling and includes the corresponding step relationships.
- b) A Related Person cannot work in a position in which an Employee directly supervises and/or is able to influence the working relationship of the Related Person or would otherwise create a perceived conflict of interest.
- c) This policy prohibits the hiring of a Related Person of any Council member while in office.
- d) Potential conflicts of interest are to be reported immediately to the CAO for determination, prior to a hiring decision being made, whose decision will be final and binding.
- e) Conformity with this policy requires that relationships be disclosed immediately prior to acceptance of employment with the Municipality and subsequent relationships are to be reported to the CAO. Should any violation of this policy occur, the Supervisor and CAO, in consultation with the employees directly affected will review the circumstances of the reporting relationship and attempt to rectify the situation.
- f) Matters affecting Supervisors and/or the CAO will be brought to the attention of Council for a determination.

CRIMINAL RECORD CHECKS

Where deemed appropriate by the CAO, the provision of a clean Criminal Record Check is required prior to the final offer of employment being given to a prospective employee. A clean Vulnerable Sector Screening may also be required.

DRIVERS LICENCE AND ABSTRACT

Candidates who may be using a Municipal vehicle, or require a vehicle for work purposes, as part of their specified duties are to provide a clean Driver's Abstract prior to final offers of employment being extended. Employees are to report any changes to their Driver's Abstract to their Supervisor and/or the CAO, and in the case of the CAO to Council. After hire, the Municipality will obtain the Driver's Abstract at least yearly and/or at any time with or without cause. The loss of a Driver's License, failure to disclose changes or provide an Abstract, and/or multiple or serious infractions will result in disciplinary action up to and including termination of any employee with just cause.

All employees who have access to a Municipal Vehicle must sign a Municipal Vehicle Usage form.

Employees are not allowed to use any Municipal Vehicle and/or Equipment and/or property for personal use without express written permission from their Supervisor and/or CAO, and in the case of the CAO from Council.

JOB DESCRIPTION

- a) An accurate Job Description will be maintained for all positions within the organization.
- b) All Job Descriptions will be evaluated for the administration of remuneration and benefits.
- c) All newly created positions, job descriptions and remuneration (in the case of non-unionized positions) will be approved by Council.
- d) Minor changes in duties and/or additions and/or deletions to the Job Description will be under the discretion of the CAO.
- e) A review for pay equity compliance will be performed by an external consultant if required.

JOB EVALUATION

- a) The Municipality has established and will maintain a job evaluation system which will be applied in a manner that maintains equity.
- b) New positions will be evaluated and assessed immediately following their approval by Council.
- c) Periodically, the CAO will undertake a full and thorough review of all non-unionized positions across the organization to ensure that integrity of the pay grid system has been maintained and will provide a comprehensive report to Council. Generally, an interval of no more than five (5) years will generally take place.
- d) The Management pay grid system will increase each year in line with the Union Collective Agreement.

SALARY GRID & MOVEMENT THROUGH THE GRID MANAGEMENT

The management salary grid is comprised of five (5) steps for each salary band.

- a) **Existing Employees:** Movement through the salary grid by an employee will be based on delivery of successful performance for the year prior as evaluated in the Performance Management Program. Successful performance will enable an employee to progress through the salary range towards Job Rate. Successful performance shall be defined through the performance tool.
- b) **New Employees:** New employees will be placed at an appropriate step within the salary grid based upon experience, skills, and market competitiveness. An assessment of each individual's skills and abilities will be completed before the date of hire to ensure that the individual is placed at an appropriate step on the grid.

HOURS OF WORK AND BANKED TIME

The Municipality of Magnetawan understands the importance of a work-life balance while serving its residents.

HOURS OF WORK

- a) Office Hours are generally between 8:00 am and 5:00 pm if unionized administration staff has agreed to a 4-day work week. If not, office hours will return to 9:00 am to 4:30 pm.
- b) The CAO/Clerk and Supervisors work between a 35 – 40-hour work week depending on their employment contract.
- c) Office Staff (including unionized) may occasionally work a condensed week and/or day, with the approval of the CAO. Approval will not be unreasonably withheld provided there is staffing in place to maintain service levels to the residents.
- d) Office Employees who wish to work a 4-day week, need to have approval from the CAO and Council. Employees will be paid their 'regular' work week with the understanding that hours accrued, and hours used must reconcile to zero at the end of the year. Excess banked hours will not be paid out and any negative banked, will be deducted from the necessary pays and/or will need to be covered by current vacation pay and/or future vacation pay. It is the responsibility of the employee and their Supervisor to ensure that there is sufficient ability to cover negative banked with vacation pay.
- e) The Collective Agreement outlines the hours of work for all other unionized employees.

BANKED HOURS/BANKED IN TIME OF LIEU

The Municipality of Magnetawan recognizes that, from time to time, it is necessary for Supervisors or the CAO to work additional hours. All overtime must be approved by the CAO and is banked as time in lieu.

- a) All employees shall use banked time in lieu by December 31st in each year. Unused banked time will be forfeited. There is no paying out of banked time.
- b) Banked time in lieu must be used prior to vacation and is to be used at a time approved by the immediate Supervisor.
- c) Banked time in lieu will be calculated at straight time, unless it is for a night meeting of Council and/or Boards, then it will be calculated at time and a half.
- d) Salaried employees who are required to attend a weekend Townhall meeting will be entitled to a full day in lieu of the Saturday or Sunday.
- e) Banked time in lieu may be used for work-week compression.

EMPLOYEE BENEFITS

The Municipality of Magnetawan considers benefits an important component of total compensation. Full time employees will be entitled to benefits upon hire, as outlined in the Benefit Policy Booklet including OMERS. Part time and/or contract may be entitled to OMERS depending on OMERS guidelines.

REIMBURSEMENT OF EXPENSES

- a) Employees must obtain all appropriate approvals before incurring expenses; if prior approval was not able to be obtained, then the CAO will investigate and decide on the reimbursement of expenses.
- b) All expenses must be submitted within 60 days or prior to year end.
- c) All claims must be submitted prior to termination or leave from the Municipality.

TRAVEL

Personal Vehicles

- a) Municipality of Magnetawan assumes no financial responsibility for personal vehicles.
- b) Employees who use their own vehicle for approved Municipal business, will be paid mileage at a rate as set by the Municipality. All mileage reimbursement requests must be able to be verified and shall include addresses and/or known place and actual mileage travelled.
- c) Renting of vehicles may be considered in place of mileage if it is proven to be more cost-effective.
- d) Reimbursement is provided for necessary and reasonable expenditures on parking, as well as tolls for bridges and highways when driving on Municipal business.
- e) There is no reimbursement for traffic or parking violations.

ACCOMMODATIONS

- a) Overnight accommodation must receive prior approval by the CAO.
- b) Reimbursement will be made for single accommodation in a standard room.
- c) You may be reimbursed for reasonable gratuities for restaurant, hotel room services and taxis. Record of gratuities must be submitted with expense claims. Examples of reasonable gratuities include:
 - 15% on restaurant meals.
 - 10% on travel (Uber, Taxi, room cleaning).

MEALS

- a) Meal expenses may occur when employees are on Municipal business and are away from the office area over a normal meal period or have prior approval for the expense.
- b) Selection of meals must be reasonable.

- c) Alcohol will not be reimbursed as part of an expense.
- d) No reimbursement will be made for conferences or training sessions where the meals are provided.

VACATION

POLICY STATEMENT AND RATIONALE

The Municipality recognizes the need for rest and recreation as an integral element in balancing work and lifestyle and as such will provide annual paid vacation to eligible employees in accordance with the *Employment Standards Act, 2000* and the following:

- a) Vacation periods, calculation of pay, continuous service and pay distributions will be based on a calendar year from January - December. Employees are entitled to vacation in their first year, prorated from their start date. Upon termination, protected leave or retirement, a payout of vacation pay will be proportionate to the percentage of the year that has been completed less the amount of time already taken. If an employee has taken greater vacation than has been earned at the time of termination, a recovery of the costs owed will be deducted from the final pay(s).
- b) Unless otherwise negotiated in their contract or performance review, Full Time Management Employees will receive an annual vacation with pay, prorated from their anniversary date in the required year as follows:
 - One year but less than 3 years of service - 2 weeks or 4%.
 - Three years but less than 5 years of service 3 - weeks or 6%.
 - Five years but less than 10 years of service 4 - weeks or 8%.
 - Ten years but less than 15 years of service 5- weeks or 10%.
 - Fifteen years and over - 6 weeks or 12%.
- c) Full time employees' vacation pay will be paid when vacation is taken. Temporary and/or part-time employees' vacation pay will be calculated and paid on each pay.
- d) A carry-over of vacation, (no more than 10 days), to the following year requires the approval of the CAO.
- e) A payout in the current year, (no more than 10 days), requires the approval of the CAO.
- f) Vacation not used in the current year, and is longer than 20 days, will be lost and not reimbursed. Employees may be obliged to take paid vacation, even if not requested, at the discretion of the Supervisor or CAO.
- g) If an employee is on long term disability and returns to work through participation of a modified work program but is unable to return to full hours, his/her vacation entitlement will be pro-rated based on their percentage of hours worked to full-time status.
- h) All vacation requests must be submitted by employees on a Vacation Request Form to the Supervisor for approval.

- i) Any vacation requests for longer than a two-week consecutive period require the approval of the CAO and in the case of the CAO approval from Council.
- j) All vacation requests are to be made in a timely manner to allow time for review and scheduling considerations. Vacation requests, once approved, will be maintained as part of the payroll system. These records will be made available to an employee upon request.
- k) Approval of multiple requests for the same time period within one department will be made at the discretion of the Supervisor and/or CAO, and in the case of the CAO by Council.
- l) Employees should be aware that pre-booking of trips prior to obtaining Supervisor's approval could result in the request being denied and the employee will be responsible for all associated costs and expenses.
- m) Part time, contract, and seasonal employees shall receive vacation pay in accordance with the *Employment Standards Act, 2000* unless otherwise negotiated within the employee's contract of employment.

SICK/PERSONAL LEAVE (NON UNIONIZED)

The Municipality recognizes that, from time to time, employees may require time off to deal with illness, injury, medical emergencies, inclement weather personal appointments and urgent matters for themselves or family members.

- a) Requests will not be unreasonably withheld; however, the CAO may request that the employee provide reason for the leave.
- b) Duration of emergency sick or personal leave may be less than one (1) day and will not exceed six (6) days or as negotiated in the Collective Agreement, in total, in anyone (1) calendar year.
- c) Employees have an obligation to minimize the impact of the absence to the employer. Each employee is therefore personally responsible for advising their Supervisor or designate prior to each occasion necessitating an absence from scheduled duty.
- d) Absence of one (1) day or more, without notification to their Supervisor, may result in forfeiture of pay, and/or disciplinary action up to and including termination with just cause.
- e) After three (3) consecutive days of being absent, the employee may be required to obtain a doctor's certificate and supply a copy to their Supervisor. The cost of obtaining medical documentation will be borne by the employee. An employee may be required to obtain a doctor's certificate for any absence less than three (3) consecutive days at the discretion of their Supervisor.
- f) If an employee exhausts their Sick/Personal Leave, they are required to use banked and/or vacation time.
- g) There is no payout for any unused sick/personal leave.

h) Sick/Personal leave cannot be used for the following:

- Any absence where the employee fails to provide evidence satisfactory to the Municipality.
- Any compensable absence resulting from an occupational injury/illness.
- Illness, accident, or disability suffered during any period of leave granted under the Personal Leave of Absence Policy.
- Vacation periods.

i) In the event that a non-unionized employee is unable to submit their timesheet due to illness or vacation, the employee will be paid their regular working hours for the week and any discrepancies will be rectified in the next pay period. Supervisors of unionized employees are responsible for submitting timesheets for their staff in this instance.

Seasonal and Part-Time Employees

a) Sick/Emergency Leave for Seasonal and Part-Time Employees shall be in accordance with the *Employment Standards Act* or Collective Agreement if unionized.

PAID HOLIDAYS

The Municipality will provide paid holidays in accordance with statutory requirements, holiday, and religious observances.

a) Employees are entitled to the following paid public holidays or as negotiated in the Collective Agreement:

New Year's Day	Civic Holiday
Family Day	Labour Day
Good Friday	Thanksgiving Day
Easter Monday	Remembrance Day
Victoria Day	Christmas Day
Canada Day	Boxing Day

b) If any of the above holidays falls on a weekend, the preceding Friday or following Monday will be deemed to be the holiday as chosen by the Municipality.

c) For employees working part-time, holiday pay will be calculated in accordance with the *Employment Standards Act, 2000*.

d) If an employee is on leave without pay, the employee will not be paid for the holiday. No statutory holidays are accumulated when on leave without pay.

COMPASSIONATE LEAVE

The Municipality of Magnetawan will provide paid compassionate leave following the death of an immediate member of the family. Upon request, additional days may be granted at the discretion of the Supervisor and/or CAO as vacation, sick time, lieu time, paid or unpaid time.

a) In the event of the death of an employee's (step)parent, (step)child, spouse, or (step)sibling, the Municipality will grant five (5) working days compassionate leave with pay.

- b) In the event of the death of an employee's grandparent(s), grandchildren, mother-in-law, father-in-law, brother-in-law, sister-in-law, niece or nephew, or a child's spouse, the Municipality will grant three (3) working days compassionate leave with pay.
- c) In the event of a common-law relationship, which has existed for a period of at least one (1) year, the previously noted common-law relatives would be permitted for bereavement leave.
- d) The employee is responsible to contact their Supervisor to inform them of their need for compassionate leave, in advance of the leave period, if possible.
- e) Employees who have not completed three (3) months of continuous service may not necessarily be eligible for paid leave.

DISCONNECTING FROM WORK

The Municipality of Magnetawan appreciates the hard work of its employees and agrees that work should not be completed outside of their normal working hours. The Municipality understands that employees:

- Are not required to take work home with them to complete outside of regular working hours.
- Are not expected nor required to respond to work-related communication outside their regular working hours, while on break, or during any paid or unpaid time off.
- Should take and use all of their scheduled breaks and time off entitlements for non-work-related activities.
- Will not face repercussion or be penalized for not communicating or continuing to work outside of their regular working hours.

The Municipality of Magnetawan may, on occasion, send general communication to employees when they are not working, but will do their best to ensure that they are not sending communication that requires an immediate response from employees.

Employees are not expected to respond to any company communication when not at work, except for unforeseen circumstances, such as an emergency.

DISCIPLINE

The Municipality of Magnetawan will contemplate disciplinary action when behaviour results in poor or unacceptable performance. When violations of rules and practices occur and disciplinary action is contemplated, the Supervisor will review the facts with the CAO prior to administering any corrective action.

The purpose of the establishment of a system of regulations and procedures governing disciplinary measures, is to encourage good employee/employer relations by providing a fair and consistent treatment of Staff throughout the Corporation and to assist Supervisors in dealing with unsatisfactory employee actions or behaviour. Particular emphasis will be placed on the Supervisor's documentation and the employee's record. The Municipality will satisfy itself that the expectations that were violated were measurably attainable and clearly communicated, the employee was fully

aware of what constituted acceptable standards and that failure to meet these standards would result in corrective actions.

In the application of discipline in the Municipality, the following factors should be considered in addition to the nature and severity of the offence:

- The cost involved to the Municipality (direct and/or indirect costs).
- The effect on the Corporations' public or employee relations.
- The time interval between offences.
- The potential liability and/or risk to the Municipality and/or its reputation.
- The length and quality of service record.
- Culminating Incident(s): An incident that in itself would not normally result in a dismissal, but in combination with other issues or previous actions may justify such action.

Progressive Discipline System

The Municipality of Magnetawan, will follow a progressive discipline system which is based on the principle that the severity of the penalty increases with each subsequent infraction. However, the severity of the incident(s) will determine the method of discipline, including, but not limited to termination with or without cause.

- i. Verbal warning
- ii. Written warning
- iii. Suspension
- iv. Termination

All warnings, both verbal and written, and related incidents with respect to any employee discipline/job related problems will be documented. Documentation is placed in the employee's file of reference and a copy is provided to the employee.

Driver's Licence

When a Driver's Licence is required to discharge a responsibility of a Job Description and/or job duties the Driver's Licence of the employee in such classification is suspended or revoked, the employee may be immediately demoted or terminated with just cause, at the sole discretion of the Municipality. The demotion may be to a position he/she is qualified to perform, providing one is available. The employees' vacated position may be posted and filled. Failing the availability of a vacancy, the employee may be laid off.

Other Examples of Unacceptable Conduct

This list is not exhaustive, and discipline may be necessitated by items not listed.

- Absence from duty without prior permission from the Supervisor. The employee should notify his/her Supervisor (prior to his/her shift start, if possible) of the reasons for his/her absence and the expected time or date of return, except in case of sickness or other cause beyond the control of the employee which prevents obtaining prior approval.
- Leaving the working area at any time without permission from the Supervisor or designate.
- Disregarding job duties by neglect of work or reading for pleasure during working hours.
- Excessive cell phone use.
- Tardiness.

- Failure to commence work at the beginning of the work period and/or leaving prior to the end of the work period.
- Use or possession of another employee's working equipment without the employee's consent.
- Willful failure to make required time or to produce reports.
- Stopping work or making preparations to leave work without specific prior authorization before the lunch period, or for any official break in work, or before the specified quitting time (examples are washing up or changing clothes before the official quitting time).
- Where the operations are continuous, an employee shall not leave his/her post at the end of his/her scheduled shift until he/she is relieved by his/her Supervisor or his/her relieving employee on the incoming shift.
- Failure to report any personal injury or equipment damage immediately to one's Supervisor.
- Unsatisfactory work and/or failure to maintain required standards of performance. Neglect or carelessness in observance of official safety or departmental rules, or disregard of common safety practices.
- Leaving the job during regular working hours without notice to, and permission from his/her Supervisor.
- Use of, being under the influence of alcohol, marijuana, or any illicit drug(s) drugs while on duty or while representing the Municipality
- Being impaired by alcohol, marijuana, illicit drug(s), prescription and/or over the medication while on duty or while representing the Municipality
- The use of abusive or threatening language towards subordinates, fellow employees, Supervisors, or members of the general public.
- Failure to report an accident in which the employee was involved.
- Refusing to give testimony when accidents are being investigated.
- Unauthorized use of Municipal Property for private work or performing private work on Municipality time.
- Threatening, intimidating, coercing, or interfering with employees or Supervisors at any time.
- Failure to report for overtime work without good reason.
- Any deliberate act which endangers the safety of ratepayers, members of the public or co-workers.
- Wanton or willful neglect in the performance of assigned duties or in the care, use or custody of any of the Municipality's property. Abuse, or deliberate destruction in any manner of Municipal property, tools, equipment, or the property of employees.
- Willful or negligent damage to the person or property of the ratepayers, co-workers, or the Municipality.
- Altering another employee's timecard, or unauthorized altering of own timecard.
- Sleeping during working hours (except Firefighters).
- Making false claims or misrepresentations in an attempt to obtain sickness or accident benefits or Worker's Compensation.
- Bookmaking, or gambling of a similar serious nature.
- Stealing or similar conduct, including the damaging, concealing or destruction of any property of the Municipality or of other employees.
- The sale of narcotics.
- Fighting or attempting to injure another employee.

- Carrying or possession of firearms, explosives, or weapons on Municipal property at any time (unless authorized by nature of position).
- Instigating or leading any illegal walkout, strike, sit down or stand in.
- An employee guilty of dishonesty or any dishonest action. Some examples include: theft, pilfering, opening lockers assigned to other employees, opening lunch boxes, tool kits or other property of the Municipality or of other employees.
- Breach of confidentiality.
- Insubordination by the refusal to perform work assigned or to comply with written or verbal instructions of the Supervisor which the employee may be reasonably expected to perform.
- Using municipal property and/or vehicles and/or property for personal use without express written permission.
- Not following Health and Safety Protocols.