

	CITY OF LACOMBE COUNCIL POLICY	
	ATTRACTION, SELECTION, PROMOTION AND RETENTION POLICY	
	Policy Number:	14.127.01 2017 PO
	Effective By:	June 26, 2017
	Rescinds:	14.127.02.14 Attraction and Retention Policy and Guidelines
	Review Frequency:	Every two years
	Responsible Department:	Human Resources
	Reference:	Alberta Human Rights Act, Employment Standards Code and Regulations, Peace Officers Act, Police Act, Local Authorities Pension Plan Regulations, Special Forces Pension Plan, Employee Benefits, Wellness and Recognition Policy, Guidelines and Procedures

Purpose of Policy

This Policy establishes the Attraction, Selection, Promotion and Retention Policy for employees.

Policy Statement

The City is committed to ensuring that employment opportunities, including advancement for current employees is open to all applicants on the basis of their experience, aptitudes, qualifications and abilities. The City of Lacombe believes that everyone is entitled to employment opportunities and understands the benefits of the advantage of talents, skills and innovation that a diverse workforce can offer. The City of Lacombe will ensure all applicants will be considered consistent with this policy and prevailing legislation such as the Alberta Human Rights Code.

Applicability

This policy applies to all City employees, Lacombe Fire Department (LFD) Volunteer force, and the Lacombe Police Service with the exception of where there exists a conflict between the terms of this Policy and the terms of the Lacombe Police Association Agreement, the terms of the LPA agreement shall prevail save and except where the Police Act governs the terms. Where there exists a conflict between this Policy and the terms of the Peace Officers Act as it relates to City Peace Officers, the Peace Officers Act shall prevail. Specific recruitment and promotional guidelines and requirements for Lacombe Fire Department Volunteer Force are governed by Lacombe Fire Department policy and operational standards.

Non-Compliance

Breach of Provincial Acts and Regulations; risk of liability; negative impact on employee morale and City reputation.

Definitions

1. **Conflict of Interest:** exists when an employee is able to gain a special advantage due to being a family member of another City of Lacombe employee, or conversely, where the City of Lacombe is at risk as a result of the fact that two or more employees are family members. In the hiring and employment of family members, conflict of interest situations include, but are not limited to:
 - Any influence exercised directly or indirectly by a City of Lacombe employee in the selection and hiring process in which their family member is a candidate;
 - Direct or indirect supervisory relationship;
 - The ability of one family member to influence or exert financial or administrative control over another, such as awarding of contracts;

- The ability of one family member to influence human resource matters over another including, but not limited to, performance reviews, preferred work assignments, promotions, reclassifications, disciplinary matters, leaves, and/or access to additional hours and/or overtime; and/or
 - Family members that are employed in positions that establish a real or potential security, confidentiality, or financial risk to the City of Lacombe; in other words, the relationship has the potential to negate the checks and balances that are in the system to prevent conflicts of interest.
2. **Direct Reporting Relationship:** occurs when an employee reports directly to a supervisor or manager.
 3. **Family Member:** an individual's spouse (including common-law or same sex spouses), child, sibling, parent, spouse's parent, niece, nephew, aunt, uncle, grandparent, grandchild, son-in-law, daughter-in-law, brother-in-law, sister-in-law, step child, step sister, step brother or step parent and includes any member of an individual's family who resides in the same household as the individual.
 4. **Indirect Reporting Relationship:** occurs when an employee reports to a supervisor who reports to any level of management within the department to whom the employee is related.
 5. **Nepotism:** favoritism granted to relatives usually in the form of hiring practices and employment activities.
 6. **Workplace Diversity:** There are many definitions of diversity. For the City diversity includes all the ways in which people differ, and encompasses all the different characteristics that make one individual or group different from another. This broad definition includes not only race, religious belief, color, gender, physical disability, mental disability, marital status, ancestry, age, place of origin, family status, and sexual orientation as well as other characteristics that shape an individual's attitudes, behaviors and perspectives.

Roles and Responsibilities

City Council

- For approving the Attraction, Selection Promotion and Retention Policy.
- To self identify and excuse themselves from employment related discussions impacting an individual related to a Councillor or affecting that individual's terms and conditions of employment.

CAO, Directors, Managers and Supervisors

- Create a positive work environment for the attraction and retention of great staff and volunteer fire fighters.
- Ensure the consistent application of this policy, guidelines and procedures.
- Ensure authority to recruit for vacancies and new budgeted positions.
- Consult with Human Resources throughout the recruitment process.
- Provide employees with regular feedback and learning opportunities.

Human Resources

- Assist and support creating a positive work environment.
- Consult with the Senior Management in developing recruitment and attraction strategies.
- Ensure compliance with all relevant legislation.
- Provide assistance, support and guidance to the hiring manager and candidates throughout the recruitment process.

The City welcomes and invites all applicants to apply for roles for which they are interested and are qualified for to ensure that we are finding individuals who fit the qualifications and values which are important to our City. We commit to finding the best people for each role.

The City of Lacombe is committed to creating a great organization. One of the fundamentals of great organizations is hiring the right employees, and then imprinting the corporate culture through orientation, leadership, team building and training. As City employees, we all have a vested interest in ensuring we have the right people in the right positions and this can be accomplished in a variety of ways.

Consistent with this Policy and the prevailing provincial legislation the City of Lacombe will not discriminate in its hiring practices on the basis that a person is a family member to a current employee. Consequently, family

members of the City of Lacombe employees are eligible for employment with the City of Lacombe provided that:

- The hiring process is open and equitable, and candidates are selected in accordance with the City of Lacombe's hiring-related policies.
- The City of Lacombe shall accept applications from and consider a family member of an employee for employment if the candidate has all the requisite qualifications.
- A family member shall not be considered for employment if by doing so, it creates a direct or indirect managerial/subordinate relationship with the family member or if his/her employment could create a conflict of interest.
- The City of Lacombe employees do not directly or indirectly influence the selection and hiring process in which their family member is a candidate. To ensure there is no opportunity to exercise favoritism, family members cannot be part of a selection process such as those to fill vacant positions. It is the responsibility of the participating employee to inform the Hiring Manager/Supervisor or Human Resources of any prior relationship with any of the candidates before the selection process commences.

Selection Considerations

When hiring the City looks for these basic criteria: personal/team fit (values, attitude and passions), the ability to do and/or learn to produce the right outcomes and, most importantly, a desire to contribute towards the achievement of the City's mission and vision.

Final selection is based upon the results of a review of the job requirements compared to the information supplied by applicants, information gained through the interview process, reference checks conducted by HR and/or the hiring supervisor, and where such checks are considered necessary due to the nature of the position, on information obtained through a Police Information check/security checks and/or a pre-employment medical examination and/or a check of the applicant's driving record to determine fitness of the applicant for the position.

Probation

The City of Lacombe is committed to ensuring there is a strong match between individuals' personal values and the City's corporate values. The City's recruitment, selection and promotion guidelines and practices guide us in an initial assessment of that match. The first few months of a new hire's employment is another opportunity to assess the match.

Newly hired and rehired employees are considered probationary for the first six (6) months of their employment. Any significant absence will automatically extend a probationary period by the length of the absence.

Existing employees awarded new positions or promoted to new roles will serve a probationary period of four (4) months. The probationary period may be extended to six (6) months if the employee has been absent for a significant period of time during the probationary period, or if warranted, the employee requires additional time in which to meet expectations. Under no circumstances will a probationary period exceed six (6) months.

Existing employees awarded new positions or promoted and not successful in their probationary period do not have the right to return to their former role. However if the process to fill the resulting vacancy has not been concluded and/or if in the opinion of the CAO/Department Director the costs associated with attempts to fill the resulting vacancy are minimal, consideration will be provided for the employee to return to their former role. In the circumstances where the employee's former role has been filled, and there is no alternative work assignment available or likelihood a suitable vacancy will not arise in the foreseeable future, the employee may have their employment terminated. In the case of termination, the employee will remain eligible for consideration for future employment.

The City may dismiss a probationary employee at any time during their probationary period for reasons such as, but not limited to, suitability for the role, attendance or misconduct.

Upon satisfactory completion of the probationary period, employees recruited for permanent positions will be confirmed as permanent employees.

During the probationary period, new employees are eligible for those benefits that are required by law. Other employer provided benefits and eligibility are subject to the terms and conditions of the employment status of the employee and the terms of the benefit plans.

Annual Performance Reviews

After successful completion of an employee's probation period, annual performance reviews are conducted as outlined in the accompanying guidelines and procedures.

Re-Employment of Retired Employees (Active Retirees)

The City of Lacombe strives to retain the best available talent to enable delivery of quality public services and recognizes long serving employees possess a wealth of knowledge, experience and skills that may be difficult to replace. Therefore, City of Lacombe employees eligible to retire and receive their pension(s) may have a desire to be considered for re-employment with the City.

Terms of Re-Employment:

An employee rehired to return to work following retirement (Active Retiree) in their pre-retirement role shall be governed by the following terms and conditions:

- There must be a minimum break in service of one day but no longer than three months.
- The City agrees that the Active Retiree is governed by the same terms and conditions of employment as a regular employee. Their anniversary date will remain unchanged. The Active Retiree will continue on the benefits program if allowed under the terms of the plan except for the pension plan(s).
- The Active Retiree is not eligible to participate in the Local Authorities and/or APEX Pension Plan. In lieu of this, the City will contribute to the employee's Retirement Savings Plan (RSP) equal to the City's portion for LAPP contributions.
- Employees in this category shall be retained on an employment agreement for a period not to exceed two (2) years.
- The two (2) year term is intended to provide for the succession plan for the role to be formalized (if necessary) and executed to minimize any service disruptions and to facilitate ease of transition and knowledge transfer.

Active Retirees hired into alternate roles or a different status shall be governed by the following terms and conditions:

- There must be a minimum break in service of one day but no longer than three months.
- The City agrees that the terms and conditions of employment will be provided to the employee based on the role and status of which they have been rehired. For example, if an Active Retiree is re-hired as a casual employee, all terms and conditions of employment that apply to casual status shall be provided to the Active Retiree.
- The exception to the terms and conditions of employment is the Active Retiree is not eligible to participate in the pension plan(s), regardless of status and participation in the benefit program is subject to the terms of the plan.

Retired employees hired externally shall be governed by the terms and conditions of the status of the position for which they are hired. The exception to the terms and conditions of employment is the Active Retiree is not eligible to participate in the pension plan(s), regardless of status and participation in the benefit program is subject to the terms of the plan. *Reference: Council Policy Employee Benefits, Wellness and Recognition.*

Police Information Check (PIC)

For those positions the City deems it necessary to undertake a Police Information Check, offers of employment are conditional upon receiving satisfactory results of a Police Information check, including a vulnerable sector check if applicable. The check is done in order to safeguard the City of Lacombe residents, employees, volunteers, and/or property and equipment.

Positions identified that are subject to a Police Information Check include:

- all permanent full time and part time positions;
- term certain positions;
- Volunteer fire fighters;
- all positions within Recreation regardless of status shall include a vulnerable sector search;
- positions not specifically referenced above shall be reviewed by the department head and Human Resources and a determination made whether a PIC is indicated or not.

Drivers Abstract

All candidates who operate City vehicles and/or equipment as part of their role shall provide a current and acceptable drivers abstract prior to the City extending an offer of employment.

As ongoing condition of employment the City will request on an annual basis updated drivers abstract for employees who operate City vehicles as part of their role and/or those employees who regularly drive City vehicles/equipment.

For those employees that occasionally use a City vehicle, the City will request annual updated drivers abstracts. In the absence of a drivers abstract for the first time occasional user a copy of a valid drivers' license must be presented and copied.

The City will pay for the cost of annual updates for all employees operating City equipment and/or vehicles.

Original Signed _____

Mayor

Approval Date
(MMMM/DD/YYYY)

Original Signed _____

Chief Administrative Officer

Approval Date
(MMMM/DD/YYYY)