

ATTRACTION, SELECTION, PROMOTION AND RETENTION

Policy Number:	14.127.01 2020PO
Policy Review:	Every 3 Years or upon Legislative Change
Policy Owner (Dept.):	Human Resources
Reference(s):	<i>Alberta Human Rights Act, Employment Standards Code and Regulations, Peace Officers Act, Police Act, Local Authorities Pension Plan Regulations, Special Forces Pension Plan; City of Lacombe Employee Benefits, Wellness, and Recognition Policy, Guidelines, and Procedures</i>

1. PURPOSE OF POLICY

- 1.1. To establish the City’s policy on Attraction, Selection, Promotion and Retention of employees.

2. POLICY STATEMENT

- 2.1. The City is committed to ensuring that employment opportunities, including the promotion of employees into new roles, are open to all candidates based on experience, aptitudes, qualifications, and abilities. The City of Lacombe believes that everyone is entitled to equal opportunity for employment and understands the benefits and advantages of a diverse workforce offering talent, skill, and innovation. The City of Lacombe will consider all candidates for an employment opportunity consistently, through the use of this Policy and other prevailing legislation such as the *Alberta Human Rights Act*.

3. APPLICABILITY

- 3.1. This Policy applies to all City employees, including the Lacombe Fire Department (LFD), its Paid On-Call Force and the Lacombe Police Service.
- 3.2. Where there is a conflict between this Policy and any terms of the Lacombe Police Association Agreement (LPA), the terms of the LPA Agreement prevail excepting where the *Police Act* governs the terms.
- 3.3. Where there is a conflict between this Policy and the terms of the *Peace Officers Act* as it relates to the City of Lacombe Peace Officers, the *Peace Officers Act* will prevail.
- 3.4. Lacombe Fire Department Policy and Standard Operating Guidelines the recruitment and promotion of fire department personnel, and other requirements for LFD Paid On-call employment.
- 3.5. This Policy comes into effect upon approval of Council.

4. NON-COMPLIANCE

- 4.1. Non-compliance with this Policy incurs risk to the City of sanctions for breach of provincial acts, codes, and regulation; liability for damages; erosion of employee morale; and negative impacts on the corporate reputation.

5. DEFINITIONS AND ABBREVIATIONS

- 5.1. **Conflict of Interest** – is when an employee gains an advantage in an employment opportunity due to a close family relationship of another City of Lacombe employee or elected official. In the hiring, employment, promotion, discipline, and termination of family members, conflict of interest situations include but are not limited to:
 - 5.1.1. Influence, directly or indirectly exercised, by a City of Lacombe employee in the selection and hiring process in which a family member is a candidate;
 - 5.1.2. Direct or indirect supervisory or reporting relationships between two family members;
 - 5.1.3. The ability of an employee to influence or exert financial or administrative control over another employee who is their family member, such as in the awarding of contracts, authorizing City invoices, claims forms, payroll related changes, etc;
 - 5.1.4. The ability of an employee to influence human resource matters to the benefit of another employee who is their family member, such as performance reviews, preferred work assignments, promotion, reclassification, disciplinary matters, leave, and access to additional paid hours of work, including on-call and overtime;
 - 5.1.5. Employees who are members of the same family, holding positions whose proximity establish a risk to the City's security, confidentiality, or financial system checks and balances intended to prevent misconduct.
- 5.2. **Direct Reporting Relationship** - occurs when an employee reports directly to a Supervisor or Manager.
- 5.3. **Family Member** - an individual's spouse, domestic partner, child, sibling, parent, parent-in-law, niece, nephew, aunt, uncle, grandparent, grandchild, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepchild, step-sister, step-brother or step-parent and includes those persons whether they reside in the same household as the individual or not.
- 5.4. **Indirect Reporting Relationship** - occurs when an employee reports to a supervisor who, in turn, reports to a person in any level of management within the department that is the employee's family member.
- 5.5. **Nepotism** - is favoritism granted to family members, usually in the form of hiring practices and employment activities.
- 5.6. **Workplace Diversity** - includes all the ways in which people differ and encompasses all the characteristics that make one individual or group distinct from another, within the workplace.

This broad definition includes race, religious beliefs, color, gender, gender identity, gender expression, physical disability, mental disability, marital status, ancestry, age, place of origin, family status, source of income, and sexual orientation as well as other characteristics that shape an individual's attitudes, behaviors, and perspectives.

6. ROLES AND RESPONSIBILITIES

6.1. Council

6.1.1. Approve the Attraction, Selection, Promotion and Retention Policy.

6.1.2. Self-identify and recuse themselves from employment-related discussions impacting a Councillor's family member, or affecting that family member's terms and conditions of employment.

6.2. Chief Administrative Officer, Directors, Managers, and Supervisors

6.2.1. Ensure compliance with this Policy.

6.2.2. Create a positive, diverse work environment for the attraction and retention of staff.

6.2.3. Ensure the consistent application of this Policy.

6.2.4. Ensure authority to recruit for vacancies and new budgeted positions.

6.2.5. Consult with Human Resources throughout the recruitment process.

6.2.6. Provide employees with regular feedback and learning opportunities.

6.3. Human Resources

6.3.1. Assist and support the creation of a positive, diverse work environment.

6.3.2. Ensure the consistent application of this Policy

6.3.3. Consult with Managers and Directors in developing recruitment and attraction strategies.

6.3.4. Ensure compliance with this Policy and all applicable legislation.

6.3.5. Provide assistance, support and guidance to both the hiring Manager and candidates throughout the recruitment process.

6.4. Employee/s

6.4.1. Comply with this Policy.

7. POLICY DETAILS

7.1. Hiring Process

- 7.1.1. The City welcomes and invites all candidates to apply for roles for which they are interested and are qualified, so the City finds individuals who fit the qualifications and values essential to our City. The City commits to finding the best people for each role.
- 7.1.2. The City of Lacombe is further committed to creating a great organization overall. Fundamental to a great organization is hiring the right employees, and then imprinting the corporate culture through orientation, leadership, team building, and training.
- 7.1.3. Consistent with this Policy and the prevailing provincial legislation, the City of Lacombe will not discriminate in its hiring practices between candidates on the basis that a candidate is a Family Member of a current employee. Family Members of City of Lacombe employees are eligible for employment with the City of Lacombe provided that:
 - 7.1.3.1. The hiring process remains open and equitable, with candidates selected following the City of Lacombe's hiring policies.
 - 7.1.3.2. The City of Lacombe will accept applications from and consider a Family Member of a current employee for employment if the candidate has all the requisite qualifications.
 - 7.1.3.3. The employee is not part of the selection process in which their Family Member, is competing. It is the responsibility of the employee to recuse themselves from the process by informing the hiring Manager, Supervisor, or Human Resources, that a candidate is a Family Member before the selection process commences.
 - 7.1.3.4. Family Members of the City of Lacombe employees are ineligible for employment if the City, by hiring that person in the position, would create a Direct or Indirect Reporting Relationship between the two family members, or create a Conflict of Interest.

7.2. Selection Considerations

- 7.2.1. The City's basic hiring criteria includes:
 - 7.2.1.1. The previously established educational and experience requirements;
 - 7.2.1.2. Personal attributes for team fit (values and attitude);
 - 7.2.1.3. Abilities to accomplish, or learn how to achieve, the desired outcomes;
 - 7.2.1.4. And a desire to contribute towards the achievement of the City's mission and vision.
- 7.2.2. The City bases its final candidate selection on:
 - 7.2.2.1. The results of a review of the job requirements compared to the information supplied by candidates;
 - 7.2.2.2. Information gained through the interview process;

- 7.2.2.3. Reference checks conducted by Human Resources or the hiring Manager or Supervisor; and
- 7.2.2.4. Where further checks are necessary due to the nature of the position, on information obtained through any or all of the following: a Driver Abstract, a Police Information Check, Vulnerable Sector Check, a security clearance, or a pre-employment medical examination to determine a candidate's fitness for the position.

7.3. Probation

- 7.3.1. The City of Lacombe is committed to ensuring a strong match between a candidate's values and the City's corporate values. The City's recruitment, selection and promotion guidelines and practices determine the initial assessment of that match. The first few months of a new hire's employment is the second opportunity to assess the match.
- 7.3.2. Newly hired employees are probationary for the first 90 days of their employment.
- 7.3.3. 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.
- 7.3.4. The City will confirm part time and full time employees as permanent upon satisfactory completion of the probationary period.

7.4. Annual Performance Reviews

- 7.4.1. After the employee successfully completes the probation period, their Manager or Supervisor will conduct an annual performance review following City procedures.

7.5. Pre-Employment and Pre-Volunteer Requirements and Screening

- 7.5.1. The City deems it necessary to undertake additional candidate screening for select positions, and offers of employment into those positions are conditional upon satisfactory results. Examples of further screening include a Driver Abstract, a Police Information Check, a Vulnerable Sector Check, a security clearance, or a pre-employment medical examination as applicable. Such screening is required to safeguard the City of Lacombe residents, employees, and volunteers as well as City property.
- 7.5.2. All City positions require candidates to undergo a Police Information Check.
- 7.5.3. Positions identified as requiring a Vulnerable Sector Check include:
 - 7.5.3.1. Aquatic programming positions and positions where vulnerable individuals may be in the care and control of employees,
 - 7.5.3.2. Lacombe Fire Department Paid On-Call Fire Fighters; and

7.5.3.3. Any other position as determined by the hiring Manager or Supervisor and Human Resources.

7.5.4. Positions identified as requiring a Driver Abstract include:

7.5.4.1. All positions with duties that include the regular operation of City vehicles or mobile equipment; and

7.5.4.2. As a condition of employment, the employee must execute an agreement allowing the City to obtain an up-to-date Driver Abstract as needed for continuous screening; and

7.5.4.3. For positions with duties requiring the occasional operation of a City vehicle, the employee will supply an updated Drivers Abstract annually. In the absence of a current Driver Abstract for the first occasional vehicle use, the employee must present their valid drivers license for copying.

8. END OF POLICY

Original Signed

Signature of Mayor

Original Signed

Signature of CAO

Original Signed

Date

Original Signed

Date

POLICY RECORD

Approval and Amendment History

Date of Council Meeting	Council Motion Number	Description
June 26, 2017	17-210	Approval of Policy
December 7, 2020	20-408	Amendment of this Policy. Amendments to the Alberta Employment Standards and Alberta Human Rights Act

Review History

Date of Policy Owner's Review	Description/Action Taken or Required