

TOWN OF IRRICANA

POLICY NUMBER 3.1

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TITLE: PERSONNEL POLICY EFFECTIVE: September 20, 2010 #305:10

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In the event that any word, phrase, sentence, section or article of this policy is declared invalid by any court of competent jurisdiction, only such word, phrase, sentence, section or article, shall be affected and this policy shall be otherwise unaffected and shall continue in full force and effect.

In all areas where the language in the policy refers to the male and/or female gender, such language shall also mean the opposite gender, and no discrimination between the sexes is intended or implied.

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INTRODUCTION

The mission of Council and Staff is to create an environment through open communication that encourages the generation of ideas and the development of strategies for the responsible utilization of resources.

In order to accomplish this mission, there needs to be interaction with employees in a spirit of openness and integrity, and creation of an atmosphere in which an employee is allowed to achieve a high level of job satisfaction and positive assessment relative to his/her value in the organization.

While employees must be cognizant of municipal finances and the dictates of Council, the universal application of fairness, integrity, open communication and concern for employee well-being will be fostered.

In cases of conflict of opinion as to the intent of the conditions laid out in this policy, the final interpretation shall rest with the Chief Administrative Officer.

1.0 DEFINITIONS

“Anniversary Date” shall mean the date on which an employee commenced permanent employment with the TOWN and shall include any successfully completed probationary period.

“Casual Employee” shall mean an employee who occupies a position occasionally in a non-permanent status, usually on a call-in basis, and is not regularly scheduled. Hours of work are as required.

“Collective Agreement” shall mean the Agreement between the Town of Irricana and The Canadian Union of Public Employees (CUPE) Local Sub 37

“Council” shall mean the Council of the Town of Irricana.

“Leave of Absence” shall mean a period of time granted to an employee who will be away from work and may be with or without pay.

“Length of Service” shall mean the length of continuous service with the Town and will commence on the employee’s permanent start date with the Town of Irricana.

“Permanent Full Time Employee” shall mean an employee who occupies an established permanent full time position working the hours prescribed as “full time” and who has successfully completed the probationary period.

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“Permanent Part Time Employee” shall mean an employee who occupies an established permanent part time position working the hours prescribed as “part time” and who has successfully completed the probationary period.

“Relative” shall be interpreted to mean current spouse or significant other, child, step child, ward, sibling, parent, in-laws, grandchild or grandparent.

“Seasonal Employee” shall mean an Employee occupying a seasonal position established by the Employer, and who is required to work on a temporary basis for no longer than six (6) months.

“Senior Staff” shall mean the Chief Administrative Officer and other senior members that may be deemed “out of scope” in the collective agreement.

“Standards of Conduct” shall mean conduct and behaviors as outlined in the Code of Ethics, Employee policy, and Standards as outlined in the Provincial Regulations including but not limited to Occupational Health and Safety, Safety Codes, Labour Standards and Employment Standards.

“Supervisor” shall mean a department head who supervises one or more employees.

“Temporary Full Time Employee” shall mean an employee filling a non-permanent position working the hours prescribed as full time and having a predetermined renewal or end date. The term shall not exceed twelve (12) months without mutual agreement of the parties.

“Temporary Part Time Employee” shall mean an employee filling a non-permanent position working the hours prescribed as part time and having a pre-determined renewal or end date. The term shall not exceed twelve (12) months without mutual agreement of the parties.

“Town” shall mean the TOWN of Irricana

“Transfer” shall mean a lateral move to a different position at the same rate of pay.

“Work Day” shall mean any day on which an employee is normally expected to work.

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2.0 CONDITIONS OF EMPLOYMENT

It is Town policy that all employees will be treated equitably and fairly and that all positions are staffed on the basis of job related criteria and in accordance with pertinent government legislated acts. "Safety and Dignity" and "Collaborative Relationships/Dispute Resolution" are outlined in Policy 3.4 and 3.5 respectively.

2.1 EQUAL OPPORTUNITY EMPLOYMENT

All staff are expected to ensure that equal opportunity employment objectives are followed:

- 1) It is and shall be the continuing policy of the Town, that all persons are entitled to equal opportunity employment in accordance with government legislated acts.
 - a) Employment opportunities are, and shall be; open to all qualified applicants solely on the basis of their experience, aptitudes, qualifications and abilities.
 - b) Advancement is, and shall be, based on the individual's achievement, performance, ability and potential for promotion.
 - c) The Town will comply with all government regulation.

2.2 RECRUITMENT/PROMOTIONS

It is the responsibility of Supervisors to recommend candidates for vacant positions. Final approval of hiring rests with the Chief Administrative Officer and in some circumstances Council.

- 1) Should a job become available within the Town of Irricana Municipal office/public works, internal applications, all else being equal, will be given preference in filling vacancies. Posting of positions follows the details outlined in the Collective Agreement.
- 2) All employees may be required to undergo a medical examination, prior to being employed, at the Town's expense.
- 3) The establishment of new positions shall be authorized by Council.
- 4) The Chief Administrative Officer position shall be appointed by Bylaw and shall be covered by a comprehensive job description and selection and hiring shall be authorized by Council.

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- 5) The Chief Administrative Officer shall select and hire administrative staff.
- 6) The Supervisor of Operations shall be hired in consultation with Council.
- 7) The Supervisor of Operations shall hire the outside workers in consultation with the Chief Administrative Officer.
- 8) The Supervisor of Operations shall hire the Public Works Summer Temporary Workers in consultation with the Chief Administrative Officer.
- 9) The Community Services Officer shall hire the Summer Program and Youth Centre Coordinator and Workers in consultation with the Chief Administrative Officer.

2.3 NEPOTISM

- 1) The Town of Irricana permits the employment of individuals of the same family or those who have a personal relationship. The employment within the same department however is normally prohibited for individuals of the same family or for those who have a personal relationship. Under special circumstances, exceptions may be reviewed and approved by the Chief Administrative Officer.
- 2) Hiring of an individual who is related to an employee is prohibited where he/she may be under the authority of supervision (direct or indirect) of a related employee.
- 3) Additionally, to avoid a conflict of interest or an appearance of conflict of interest, no employee may initiate or participate in, directly or indirectly, decisions involving a direct benefit, e.g., initial employment or rehire, promotion, salary, performance appraisals, work assignments or other working conditions to those related by blood or marriage, membership in the same household, including domestic partners, or persons with whom employees have an intimate relationship.
- 4) The potential for conflict of interest may also exist in close personal relationships which involve other than family relationships. The Town views such conflicts of interest as seriously as it does those involving family members or blood relatives.
- 5) To avoid a conflict of interest or appearance of conflict of interest, the definition of "relative" which is covered in this policy, should be interpreted very broadly. In considering whether a relationship falls within this policy, all employees are urged to disclose the facts if there is any doubt rather than fail to disclose in cases where a relationship exists or existed in the past.
- 6) This policy applies to all types of employment, including temporary and casual.
- 7) All employees are responsible to raise potential issues to the attention of their supervisors.

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- 8) Conflict of interest also exists when there is a consensual romantic or sexual relationship in the context of employment supervision or evaluation. Therefore, no supervisor may influence, directly or indirectly, salary, promotion, performance appraisals, work assignments or other working conditions for an employee with whom such a relationship exists. Any supervisor involved in a consensual romantic or sexual relationship, in the context of employment supervision, must discuss the matter on a confidential basis with his or her own supervisor or the Chief Administrative Officer to assess the implications for the workplace and make arrangements to ensure that employment-related decisions are made in an appropriate and unbiased setting. Although both employees involved in a consensual relationship are individually responsible for disclosure, a supervisor's failure to report such a relationship will be regarded as a serious lapse in his or her management of the workplace and grounds for appropriate disciplinary action, including termination of employment (particularly in cases where bias or harassment has occurred in connection with a benefit).
- 9) A supervisor bears an affirmative responsibility for sustaining a positive workplace environment and one which is conducive to the professional growth of all employees. A supervisor must be regarded as trustworthy and fair for such an environment to exist. It is important to understand that, even when arrangements have been made to minimize conflicts of interest regarding particular employment-related decisions, it is necessarily more difficult for a supervisor to be fair when a close relationship exists with an employee. Disruption to the workplace can be particularly acute when a sexual or romantic relationship involving a supervisor is known to exist but cannot be discussed openly. Supervisors should also understand that even in a consenting relationship there are substantial risks of charges of sexual harassment or favoritism when supervision is involved.
- 10) Any supervisor who received the report that someone who reports to him or her is involved in a consensual romantic or sexual relationship with an employee he or she supervises will be expected to speak confidentially with the person(s) involved. If the relationship exists, appropriate steps should be taken to ensure that employment-related decisions are made in an unbiased setting.
- 11) Individuals within the immediate family of a member of Council shall not be eligible for full time employment with the Town. On the other hand, an employee's tenure of employment shall not be affected if subsequent to his/her becoming an employee, a member of his/her immediate family is elected to Council.

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2.4 HOURS OF WORK

- 1) General working hours and schedules are designed to meet the needs of the corporation and the public.
- 2) For details refer to The Collective Agreement
- 3) On Call Weekends

A promise to work if the need arises after the regularly scheduled day. Employees on call will be readily available and in a fit condition to attend to required duties. Failure shall constitute grounds for disciplinary action. On call staff may have the Town vehicle at their residence. For On-Call details, see Policy 3.3.

2.5 NEW EMPLOYEE ORIENTATION

All employees are responsible to introduce and welcome new employees into the system. Orientation is critical in successfully introducing the new employee to the work environment. It is also the first opportunity that supervisors have to develop a strong and effective one-on-one relationship with the new employee.

2.6 PROBATIONARY PERIOD

The purpose of the probationary period is to allow the Town time to evaluate the suitability of the employee to the position filled and to allow the employee time to evaluate the position. It is the responsibility of the immediate Supervisor to effectively manage the probationary process. Communication is critical to the success of this process.

- 1) Probationary employees shall be evaluated at the completion of their probationary period by the immediate Supervisor who may recommend the employee be given permanent status. It is recommended that the employee receive periodic reviews at one month intervals prior to the end of the probationary period particularly if performance is in question.
- 2) Either party may terminate the job arrangement at any time during the probationary period, with appropriate notice per Labour Standards.

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2.7 RETIREMENT/RESIGNATION/RECOGNITION OF SERVICE

- 1) Employees considering retirement should discuss the matter with his/her supervisor at least three months prior to the intended date in order to ensure sufficient time for workforce planning and preparation of the necessary paperwork. Once an employee has decided to retire, a signed letter to the supervisor indicating the date of retirement is required.
- 2) Employees who have decided to work beyond the date of attainment of age 65 are advised that at age 65, there may be changes to their benefit entitlement as benefits are subject to the terms and conditions as determined by the Insurer.
- 3) Employees are expected to give their Supervisor two (2) weeks advance written notice of their intention to resign. Mid-level and senior staff are expected to give one (1) month of advance written notice.
- 4) The TOWN may honor any employee on his/her resignation with five or more years of service with the TOWN with an appropriate gift.
- 5) The TOWN of Irricana recognizes the years of service to its organization and values the long-term commitment of its employees. Employees shall be recognized with an appropriate gift and bonus for their service as follows:

5 years of service - \$50.00 and 5 year service pin
10 years of service- \$100.00 and 10 year service pin
15 years of service- \$150.00 and 15 year service pin
20 years of service- \$200.00 and 20 year service pin

2.8 WORKING CONDITIONS

Supervisors are responsible to ensure that every employee works in a safe and healthy work environment. It is also the responsibility of staff to do all that they can to maintain a safe and healthy work environment. Health has long been recognized as a vital issue in the workplace. For the employee, good health is essential to his/her potential as well as his/her job satisfaction and personal well being. For the employer, the health of the workforce is strongly related to its cooperative action between employer and employee. Supervisors are responsible for documenting and assessing job performance in consultation with the Chief Administrative Officer.

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1) Safety

- a) It is the responsibility of all employees to promote safe work practices and to work safely. Employees shall take care to protect the health and safety of themselves and others present.
- b) Each Supervisor is responsible for training employees to work in a safe manner, to preserve safe working conditions, to maintain an awareness of current Occupational Health & Safety Act, WHMIS, and to follow the Town's safety procedures.
- c) The TOWN requires that all employees observe the rules, regulations, procedures and standards contained in, but not limited to, the Occupational Health & Safety Act, WHMIS, and any departmental policy or guidelines set out in the Town's Policy Manual. An employee may not be ordered to perform a task which is in contravention of these guidelines.
- d) Safety equipment specified or supplied for a particular task must be worn as required. As a condition of employment, all public works personnel shall be required to wear CSA approved safety footwear.
- e) An employee shall immediately inform his/her immediate Supervisor when he/she has an accident that result in injury or that had the potential to causing serious injury. In all instances, a written incident report should be filed.
- f) Should a TOWN employee working with TOWN equipment have an accident independent or with a private vehicle wherein a claim for damages to TOWN equipment or the private vehicle may be forthcoming, a written report is made to the department head as soon as possible. The individual may be suspended from his/her position (not employment) until the department head can make an interim decision as to the cause of the accident. The department head will then forward their report and any recommendations to the Chief Administrative Officer. Submission to insurance coverage is subject to the extent of the damage and the deductible charged. After the insurance company has investigated the report and/or claim, a final review may be made of the earlier decision by the department concerning his employee.

2) Smoking

In accordance with Provincial Legislation, Smoking is prohibited in all areas that are deemed work spaces. This includes Town equipment and vehicles.

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3) Clothing

All employees shall dress appropriately for their position.

- a) Permanent Public Works employees shall be provided protective clothing as outlined within the Collective agreement.

4) Alcoholism, Drug Abuse and Addiction

- a) The Town of Irricana recognizes that alcohol and/or drug abuse and dependency are treatable and arrestable illnesses.
- b) Employees who cooperate with treatment will receive sick leave to the extent available during absences from work necessary for treatment.
- c) Recovered employees can return to work without prejudice to rates of pay or promotional opportunities.
- d) It is the employee's responsibility to maintain a satisfactory level of job performance while he/she is undergoing treatment if he/she remains on the job.
- e) In instances where the employee is unwilling to acknowledge the problem, his/her retention in, or removal from Town services will be determined in accordance with existing procedures dealing with the control of work performance and conduct up to and including termination of employment.
- f) Nothing in the policy replaces or negates the provisions of other Town policy or contracts of employment on use of, or intoxication from alcohol or drugs during working hours, on Town premises, or while operating Town vehicles or equipment or the prerogative of the Town to discipline for such misconduct.
- g) When an employee accepts assistance for an alcohol or drug abuse problem, all information relating to the matter shall be restricted to the Supervisor (if aware of the problem), and the Chief Administrative Officer.

2.9 MEDICAL EXAMINATIONS

The Town may require employees to provide a medical certificate indicating the employee's ability to carry out the full duties and requirements of their position.

The Town may request that employees undergo drug and alcohol testing by a certified professional.

2.10 CODE OF ETHICS

It is the responsibility of Supervisors and senior staff to ensure the adherence of staff to the Code of Ethics. However all employees are expected to notify their Supervisor if they are in a conflict of interest, real, potential or perceived. The Supervisor shall be responsible to determine the proper course of action once the conflict has been brought to light, but in any event, the department head shall be notified.

1. Outside Employment

- a) As a general rule, an employee may not engage in outside work or a business undertaking:
 - i) that interferes with the performance of his/her duties as a Town employee;
 - ii) in which advantage is derived from his/her employment with the Town; or
 - iii) in a professional capacity that will, or is likely to, influence the ability to carry out the duties as a civic employee.

- b) Employees may take supplementary employment, including self-employment unless such employment:
 - i) is performed in such a way as to appear to be an official act, or endorsement, of the Town of Irricana;
 - ii) unduly interferes, through lack of performance, telephone calls or otherwise, with regular duties.

2. Pecuniary Interests

An employee shall not have a pecuniary interest in any business decision or contract made by him/her in his/her official capacity as a Town employee without the written consent of the Chief Administrative Officer. A Town employee may not acquire interests in a business or real estate venture, or partake in any other activity in which pecuniary benefit may be derived, as a result of information received by virtue of his/her employment by the Town.

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3. Contractual Relationships

- a) An employee acting in connection with the hiring or contracting of labour or the purchase of materials or supplies for the TOWN shall not, without notification to and the express written permission of the Chief Administrative Officer and/or Council, allot any work to, or order any supplies from, the following:
 - i) An immediate relative, any firm or partnership in which the employee alone or his/her immediate relatives holds any interest, regardless of size;
 - ii) any company, partnership or firm in which the employee or his/her immediate relatives hold a directorship or management position.

- b) Dealings with Relatives:
 - i) An employee shall not participate in a decision making capacity affecting immediate relatives' applications for permits, or other approvals. The employees immediate supervisor or higher level approving authority shall address the decision making process in this instance.

4. Misuse of Confidential Information

- a) All employees must enter into a Confidentiality Agreement with the Town of Irricana. An employee shall not release sensitive and confidential information or data that may harm the TOWN or persons with whom the TOWN is dealing and must abide by the Freedom of Information and Protection of Privacy (FOIP) Act. Sensitive and confidential information includes, but is not limited to, the following:
 - i) The contents of in camera meetings;
 - ii) Personnel matters including discipline, dismissals, resignation, job applications, home telephone numbers, job and salary information;
 - iii) Information pertaining to the buying and selling of municipal property or the acquisition of properties, real or proposed, by the municipality that has not already been made public; and
 - iv) Information given in confidence.
- b) All information relating to the operation and affairs of the TOWN will be released to the public at the discretion of the TOWN Council, the Mayor, or the Chief Administrative Officer.
- c) If any employee has concerns about confidentiality of information, the information should be referred to, and discussed with the Chief Administrative Officer.

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5. Public Statements

The general guidelines for public statements are as follows:

- a) Statements made as a private citizen may be seen to reflect a person's position within the TOWN. Thus, TOWN employees must be sure to make known when they are, and when they are not, speaking on behalf of the TOWN or stating TOWN policy.
- b) Only complete, balanced information pertaining to policy should be released to the public.
- c) Advice that goes beyond the bounds of normal job related service should not be given to the public and is strongly discouraged.

6. Criminal Offense

- a) It is a condition of employment that employees are expected to obey and observe the laws of the federal, provincial and local governments
- b) If convicted of a criminal offense, the employee may be disciplined which can include dismissal after senior staff's consultation with the Town's legal counsel.
- c) The TOWN, upon undertaking their own investigation, may suspend or dismiss the employee, whether convicted or not, if the TOWN feels the employee's conduct is unbecoming or detrimental to the TOWN.

7. Acceptance of Gifts

- a) An employee shall not accept a gift, favor or service related to his/her duties except the normal hospitality associated with doing business, protocol or exchange of gifts and mementos at public ceremonies.
- b) Employees must be careful to avoid any appearance that their goodwill is being or has been purchased through gifts.
- c) An employee shall not use his/her position to obtain special advantages from dealing with a business or other concern.

8. Political Activity

a) School Board

Pursuant to the Local Authorities Election Act, employees may run for School Trustee. Should a general leave of absence without pay be requested to run for School Trustee it must be forwarded to the Chief Administrative Officer for approval.

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b) Municipal

1. Pursuant to the Local Authorities Election Act, employees may run for municipal office and if elected he or she is deemed to have resigned their position as an employee the day they take the office oath of office for Elected Officials. Should a general leave of absence without pay be requested to run for municipal office it must be forwarded to the Chief Administrative Officer for approval.
2. Employees will not be permitted to become actively involved in the solicitation of funds for a municipal election.
3. As noted in 5 b) above, statements made and actions taken as a private citizen may be seen to reflect the opinion of the TOWN. To preserve and continue the actual and perceived neutrality of the Town of Irricana municipal employees, when representing the Town, they shall refrain from comment or action that may appear to reflect bias regarding any and all candidates.

c) Provincial/Federal

Town employees are entitled to be candidates for office in a provincial or federal election. Should a general leave of absence without pay be requested it must be forwarded to the Chief Administrative Officer for approval. If elected, the employee would be expected to resign from the TOWN. Any employee may:

1. Join a Provincial or Federal political party or other political organization.
2. Participate actively in the internal affairs of a Federal or Provincial political party or organization.
3. Hold an office in a Provincial or Federal political party or organization.
4. Solicit funds or other contributions for Federal or Provincial parties, elections and campaigns.
5. All activities undertaken on behalf of a Federal or Provincial party must be done on the employee's own time without the use of TOWN equipment.

9. Use of TOWN Vehicles and Equipment:

1. Wherever possible, employees who require transportation in order to perform their normal duties during regular hours will be provided with TOWN owned vehicles for those specific purposes. TOWN owned vehicles are not to be used for private or personal matters. On call personnel are allowed the use of a vehicle at their residence provided it can be kept in an environment maintaining running condition – for TOWN “on call” purposes only.

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2.11 CORRECTIVE ACTION AND DISCIPLINE

The basic premise of this policy section is to identify when an employee does not follow established standards of conduct and productivity. It is intended to be corrective and not punitive. Employees must conform to established standards and policies. Management is here to assist employees when there are barriers (whether real or perceived) which prevent them from meeting established standards.

1. Definitions:

- a) **Caution Notice** – *Notice in writing* with clear communication of the undesirable behavior.
- b) **Warning Notice** – a direct notice *in writing* to cease and discontinue the undesirable activity.
- c) **Written Warning** – a formal discipline notice placed in an employee's file. Written warnings will be reviewed two (2) years from warning date. If performance is satisfactory, the employee may request that the Chief Administrative Officer remove the written warning from the personnel file.

2. Procedure:

Where there is performance or behavior problems, employees will be given:

Step 1 – Written caution notice or if time frame does not allow, a verbal caution followed within 24 hours with a written caution notice.

Step 2 – Follow up within specified time frame indicated in caution notice to monitor behavior change/improvement. If behavior is unchanged, a written warning notice will be issued.

Step 3 – Failure to resolve problem a follow up will result in written warning outlining improvement time frame and consequences of failing to comply.

- (i) Warning should clearly indicate the potential consequences. A progressive form of discipline from minor to severe is recommended.

Step 4 – If situation is resolved within time frame outlined in Step 3, further monitoring will take place for three (3) months with a review after that period. If situation is not resolved dismissal action may be undertaken.

Step 5 – The TOWN will give written notice upon dismissal for any reason and will be guided by the regulations contained in the Employment Standards Code and the Collective Agreement.

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It is not possible to list all the forms of behavior that are considered unacceptable in the work place, but the following are examples of infractions of rules of conduct that will result in disciplinary action, which may include suspension or termination of employment:

- Unsatisfactory performance or conduct
- Unauthorized disclosure of confidential information
- Theft or inappropriate removal or possession of property
- Falsification of time-keeping records
- Working under the influence of alcohol or illegal drugs
- Boisterous or disruptive activity in the work place
- Insubordination or other disrespectful conduct
- Smoking in prohibited areas
- Sexual or other unlawful harassment
- Excessive absenteeism or absence without notice
- Unauthorized disclosure of intellectual property
- Misuse or abuse of TOWN vehicles or machinery
- Payment of personal purchases by TOWN credit cards or cheques

AN INCIDENT OF SUFFICIENT SERIOUSNESS MAY WARRANT IMMEDIATE DISMISSAL.

3. Termination for Just Cause

An employee may be terminated for just cause, without notice or pay in lieu of notice. An employee dismissed for just cause will not be allowed to return to the employment of the TOWN of Irricana.

- No notice of employee termination is required.
- No pay in lieu of notice is required.
- An employee shall be advised in writing of any and all reasons for dismissal.
- An employee must receive all monies owing at the time of dismissal.
- An employee must receive a completed Record of Employment.
- A Recommendation to Terminate Employment should be completed by the supervisor and approved by the Chief Administrative Officer
- A termination checklist should be completed.
- It is a condition of wrongful dismissal insurance coverage that a written legal opinion be obtained from the Town's legal counsel prior to taking steps toward dismissal.

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2.12 VACATIONS

The scheduling of vacation leave is to be the Supervisor's responsibility and may involve the Chief Administrative Officer to ensure that the level of service provided by the TOWN will not be jeopardized.

All annual vacation requests are subject to Departmental approval. To aid in the planning of vacation periods by the TOWN, it is requested that vacation requests be made a minimum of three (3) months prior to the desired period of leave. Every effort to accommodate requests made after this three (3) month period will be made, however there will be greater chance that the request cannot be met.

Entitlement details are outlined in the Collective Agreement.

2.13 STATUTORY HOLIDAYS

Details are outlined in the Collective Agreement.

2.14 LEAVE OF ABSENCE/SICK LEAVE/BEREAVEMENT LEAVE

It is the intention of the TOWN to treat employees equitably and fairly. Therefore, to adequately provide leave of absence where unusual and unavoidable circumstances require an employee's absence is a firm objective of the TOWN. Leave is granted in order to protect length of service and benefit rights for an employee. All leaves of absence shall be approved by the Chief Administrative Officer. A leave of absence for the Chief Administrative Officer shall be with the approval of Council.

1. All requests for leave must be in writing to the Chief Administrative Officer with at least two (2) weeks notice with the exception of extreme circumstances, unless otherwise stated. If reasonable notice cannot be given, then notice must be received by the Chief Administrative Officer at the earliest opportunity. The TOWN reserves the right to request certification or documentation of the reasons for the leave of absence request.
2. Where an employee is granted a leave of absence of one month or more and that employee is covered by any or all of the benefit plans, that employee shall make prior arrangements for the prepayment of both the employee's and employer's premiums for the applicable plans.

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3. Any extensions of leave must be accompanied by the written consent of the Chief Administrative Officer. Any employee who does not receive written consent for an extension of leave and who does not return to the employ of the TOWN by the date prescribed will be considered to have voluntarily quit his/her position with the TOWN.
4. Any employee who is absent for three (3) consecutive days without notification or written authorization for a leave will be considered to have voluntarily quit his/her position with the TOWN. Should the Chief Administrative Officer be notified prior to the end of the three (3) day period and proper documentation, if required, is supplied, employment may not be forfeited; however the employee may be subject to disciplinary action.
5. The Town discourages general leaves for more than two (2) months.

Specific details on "Leaves" are outlined in the Collective Agreement.

2.15 COMPENSATION/ BENEFITS/PERFORMANCE

It is the objective of the Town to provide rates of pay that reflects the median of the competition for like-sized municipalities. These rates are reviewed and negotiated periodically in accordance with the Collective Agreement. The Town desires that all employees receive competitive benefits and that these benefits reflect the commitment made by the TOWN towards providing employees with security and peace of mind.

1. Rates of Pay and Benefits - Details are outlined in the Collective Agreement
2. Employees shall receive a Christmas gift of a \$100.00 grocery voucher to be included in the first payroll cheque in December.
3. In consideration of employee's volunteer hours including, but not limited to, Pitch-In & Volunteer Appreciation Celebration, the employees shall be entitled to a Friday in June for a staff social function with pay.
4. Employees children shall be provided placement in the basic Summer Sizzlers Day Camp Program during the months of July and August at no program fee providing that:
 - a) the employees children do not take the place of any paying customer
 - b) the employee pay any additional charges for field trips/supplies up and above the regular program fees and that day camp t-shirts are purchased at cost by the employee
 - c) Employees must fill out complete registration packages and enroll their children in day camps during the prior week. Children of employees are to be enrolled in the program weekly and attend during scheduled hours unless prior arrangements are made with the Community Services Officer. This benefit is not used as a drop off service and employees must utilize the program as it is intended.
5. Each Supervisor will be responsible for evaluating his/her staff through the performance evaluation and submitting the evaluation to the Chief Administrative Officer.

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6. Probationary employees shall have a performance review after the completion of the probationary period.
7. At least once each year, the Mayor and Council shall conduct with the Chief Administrative Officer, confidentially, an appraisal and full review of his/her work performance in accordance with the M.G.A.
8. At least once each year, the Chief Administrative Officer shall conduct, confidentially and individually, an appraisal and full review of the work performance of all administrative personnel and the Supervisor of Operations.
9. At least once each year, the Supervisor of Operations shall conduct in confidence, an appraisal and work review with each permanent employee under his authority.
10. A completed form or written summary of each review shall be signed by both parties and filed with the Chief Administrative Officer for future reference.
11. Less comprehensive discussions shall be conducted to improve operations and to promote good personnel relationships whenever the need arises.

MAYOR: _____

CHIEF ADMINISTRATIVE OFFICER: _____

REVISED: _____ **MOTION:** _____

REVISED: _____ **MOTION:** _____

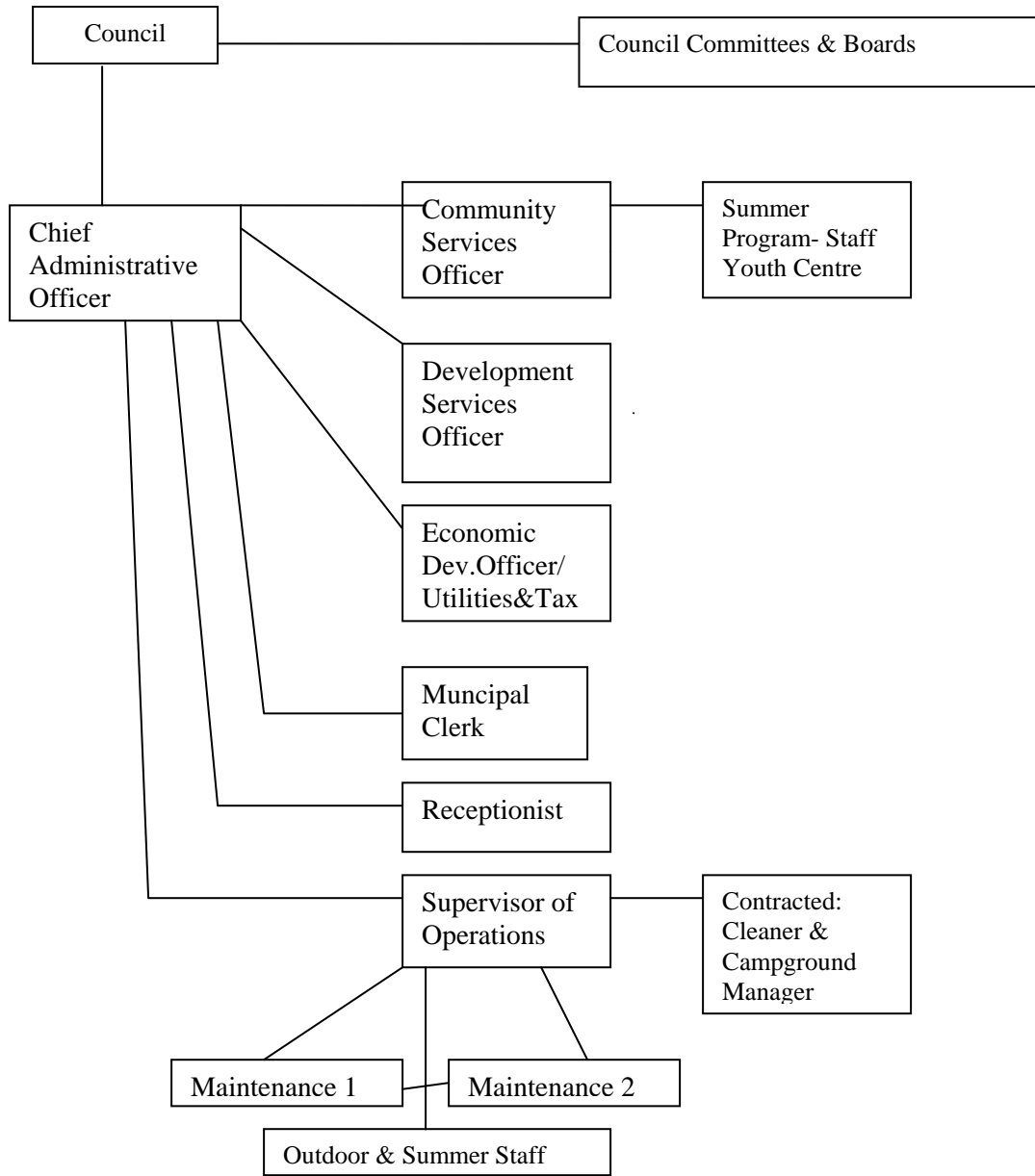
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ORGANIZATIONAL STRUCTURE
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CHIEF ADMINISTRATIVE OFFICER

Following is the information for use in the appraisal process of the CAO. This information is from an excerpt of the Municipal Affairs document on the subject.

Council expects the CAO to be an effective advisor; a knowledgeable municipal generalist; a sound manager of people; a conceptual thinker; a pragmatist; a diplomat and disciplinarian. The CAO is a senior employee of Council. As such, he (or she) assists Council in arriving at its policies and decisions and arranges for their efficient execution by staff. In a complex organization which faces a multitude of challenges and responsibilities, most Councils rely upon the professional expertise of a manager in ensuring an appropriate process of decision-making is developed and rigorously applied; staff are regularly reviewed, appropriate training is made available; the organization's health is maintained; and all reasonable steps are taken to run a professional organization within approved Council policies.

In summary the CAO must be:

- An advisor to Council, providing input on virtually all decisions based on technical expertise and managerial experience;
- A leader to staff, serving as mentor, coach, counselor and disciplinarian;
- A confidant to those on council (and staff) who confide in him/her their confidential views on operations, policies and people;
- A coordinator of senior, experienced colleagues who may have strongly held views on all manner of issues;
- A source of information to the public and possibly to the media

The Chief Administrative Officer is the key paid staff member of the Council and is the individual to whom Council turns over the organization and its resources to be administered effectively on a day-to-day basis. If the mayor is the Chief Executive Officer of the corporation, the CAO is the Chief Operating Officer. It is a position of considerable authority and influence and one, which requires a high degree of trust between Council and its CAO.

The successful performance of such a role will depend on the amount, frequency and quality of the feedback the CAO receives from Council. Please provide your input on the attached format for use in the appraisal process.

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CAO Evaluation

Purpose of Evaluation

Performance evaluations are an ongoing process of goal setting, reviewing performance, refining job expectations; appraising progress and establishing further training needs.

If properly conducted, the performance evaluation of the employee can serve the following purposes:

- a) Formally discuss the relationship which should exist between Council and the CAO
- b) Relate performance to the role, responsibilities, authority and duties
- c) Set objectives and criteria for future evaluation
- d) Recognize strengths and weaknesses and reward / correct them
- e) Serve as a basis for a salary adjustment

Benefit to Council

- a) Ensures accountability
- b) Measures employee effectiveness in implementing department programs
- c) Measure results / effectiveness of programs
- d) Provides documentation for any follow-up action
- e) Improves communication between Council and the CAO

Benefit to CAO

- a) Improves performance by ensuring that supervisor and employee mutually understand goals and responsibilities
- b) Provides positive reinforcement for good performance
- c) Identifies operational problem areas
- d) Improves morale
- e) Provides documentation for any follow-up action
- f) Identifies training needs
- g) Improves communication between Council and the CAO

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Numerical Rating

- 0 Unacceptable performance** – Employee is unacceptable
- 1 Below job standards** - Employee needs to improve
- 2 Meets job standards** – Employee performs the job satisfactory
- 3 Exceeds job standards** – Employee goes beyond the routine accomplishment of the job
- 4 Outstanding performance** – Employee exceeds the job standards

Description	Rating				
Relationship with Council					
1. Respects the role and authority of Council as a whole and as individuals	0	1	2	3	4
2. Conveys information from Council to staff and those external to the organization	0	1	2	3	4
3. Understands the limitations of the position	0	1	2	3	4
4. Shows initiative by tackling new projects / extra work within the organization	0	1	2	3	4
5. Has a high degree of self-reliance and motivation	0	1	2	3	4
6. Contributes to the organization’s decision-making process	0	1	2	3	4
Relationship with Staff					
7. Provides effective leadership on an ongoing basis	0	1	2	3	4
8. Ensures staff are suitably informed with regard to Council decisions	0	1	2	3	4
9. Involves staff in the decision-making process	0	1	2	3	4
10. Cooperates well with other employees on various projects	0	1	2	3	4
11. Effective at counseling and disciplining	0	1	2	3	4
12. Provides staff with a positive role model	0	1	2	3	4
13. Provides staff with appropriate training necessary to further enhance their skills	0	1	2	3	4
14. Capable of motivating, counseling and disciplining as necessary	0	1	2	3	4
Understanding the Community					
15. Understands the background of most of the major issues of the community	0	1	2	3	4
16. Ensures the public is informed with regards to the services provided	0	1	2	3	4
17. Effective in responding to public inquiries and complaints in a timely manner	0	1	2	3	4
18. Provides quality advice and recommendations to the public	0	1	2	3	4
Management Practices					
19. Communicates well, both verbally and written	0	1	2	3	4
20. Stays current on changes relating to responsibilities	0	1	2	3	4
21. Demonstrates good prioritization skills to complete tasks and meet deadlines	0	1	2	3	4
22. Suggests ways to improve efficiency of the organization	0	1	2	3	4
23. Makes informed decisions on job specific issues	0	1	2	3	4
24. Respects public resources (funds, property, equipment, etc.)	0	1	2	3	4
25. Demonstrates good organizational skills	0	1	2	3	4
26. Follows through on commitments made (internally and externally)	0	1	2	3	4
27. Endeavors to maintain / improve relationships (internally and externally)	0	1	2	3	4
28. Develops policies / recommendations for Council approval	0	1	2	3	4
29. Provides financial information and budget processes to Council	0	1	2	3	4
Community “Fit”					
30. Mixes well with other members of the community	0	1	2	3	4
31. CAO’s style adapts well to the style of the community	0	1	2	3	4
32. CAO portrays publicly his / her support of the corporate goals of the Council	0	1	2	3	4
TOTAL OF COLUMNS					

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Score Calculation:

_____ / 128 = _____ %

Review Panel Comments:

Key Areas for Improvement:

Employee Comments:

This "CAO Evaluation" is for the period from _____ to _____.

Salary Adjustment:

Current Salary: _____

New Salary: _____

Effective Date: _____

Date

Mayor

CAO