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**TO:** Committee of the Whole

**FROM:** Jennifer Taylor, Chief Administrative Officer  
Lovely Magnaye, Manager of Finance

**DATE:** March 11, 2021

**RE:** **Human Resources Policy Draft – Terms of Employment**

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**ISSUE:**

Administration is preparing a draft human resource manual and is presenting the Terms of Employment policies (attached).

**BACKGROUND:**

Much of the Town's existing human resource policies are out of date and do not follow current practice, and in some cases, necessary policies are non-existent. The Operational Review conducted by HMC Management in 2019 recommended updating and adding several policies and drafting of these policies is part of HMC's service agreement. Administration is working with HMC Management to develop a complete Human Resources Policy Manual for the Town. The manual is designed as individual policies for ease of review, approval and modification in the future. Specific policies will be brought forward as timing and priority presents.

On March 8, 2021, Council adopted the HR-D01 Definitions Policy and HR-EC08 Performance Evaluation Policy.

**ALTERNATIVES:**

1. Committee of the Whole can recommend approval of the Terms of Employment draft policies as presented.
2. Committee of the Whole can provide feedback and direct changes to the draft policies.

**FINANCIAL IMPLICATIONS:**

There are no financial implications.

**ANALYSIS:**

The Terms of Employment section of the Human Resources Manual is made up of 6 policies, all of which are new and do not replace any existing policies. All policies have been drafted with in consultation with and with reference to the *Saskatchewan Employment Standards Act*. The policies with respect to record keeping, personnel and payroll, were develop based on current practice which was implemented over the past two years.

**ADMINISTRATIVE RECOMMENDATION(S):**

Administration would like feedback and direction on the draft policies.

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**ATTACHMENTS:**

Equal Employment Opportunities Policy HR-TOE01  
Letter of Offer and Terms of Employment Policy HR-TOE02  
Probationary and Trial Periods (OOS) Policy HR-TOE03  
Salary Grid Increment Progression (OOS) Policy HR-TOE04  
Personnel Records Policy HR-TOE05  
Employee Payroll Records Policy HR-TOE06

## Terms of Employment



<b>POLICY NAME:</b> Equal Employment Opportunities Terms of Employment		<b>LAST UPDATED:</b> XXX XX, 2021	
		<b>SUPERSEDES POLICY:</b> Not applicable	
<b>POLICY AREA:</b> Human Resources HR	<b>POLICY NUMBER:</b> HR-TOE01	<b>APPROVAL DATE:</b> XXX XX, 2021	<b>PAGE:</b> 5 of 1

### POLICY STATEMENT

Town of Wadena selects all employees are selected based on skills, abilities, job requirements and qualifications.

### SCOPE

This Policy applies to all Town employees.

### RESPONSIBILITIES

The CAO and Managers are responsible to ensure that employee recruitment complies with this policy.

### POLICY

1. Town of Wadena provides equal employment opportunities to all applicants regardless of sex, national origin, citizenship, ancestry, age, disability, marital status, sexual orientation, and any other classification protected by law.



<b>POLICY NAME:</b> Letter of Offer and Terms of Employment Terms of Employment		<b>LAST UPDATED:</b> XXX XX, 2021	
		<b>SUPERSEDES POLICY:</b> Not applicable	
<b>POLICY AREA:</b> Human Resources HR	<b>POLICY NUMBER:</b> HR-TOE02	<b>APPROVAL DATE:</b> XXX XX, 2021	<b>PAGE:</b> 6 of 93

## POLICY STATEMENT

Every successful applicant for employment with the Town will be offered employment with an official Letter of Offer.

## PURPOSE

The purpose of this policy is to ensure that all offers of employment are consistent and complete.

## SCOPE

This policy applies to all offers of employment.

## RESPONSIBILITIES

The CAO will ensure that all letters of offer of consistent, complete, accurate and filed in the Employee Personnel File.

## PROCEDURES & GUIDELINES

1. The Letter of Offer shall contain as a minimum:
  - 1.1. Starting salary;
  - 1.2. Position Salary Grid (for full time employees) attached as an appendix to the Letter of Offer;
  - 1.3. Start date;
  - 1.4. Probationary period;
  - 1.5. General hours of work;
  - 1.6. Vacation entitlement;
  - 1.7. Benefits;
  - 1.8. Confidentiality requirements;
  - 1.9. Name of supervisor;
  - 1.10. Criminal record check requirement;
  - 1.11. Vulnerable person check requirement;
  - 1.12. Personal bank account for direct deposit pay requirement;
  - 1.13. Copy of current driver's license for employees driving town vehicles requirement;
  - 1.14. Other employment;
  - 1.15. Job description – attached as an Appendix to the Letter of Offer;
  - 1.16. Letter of Offer expiration date and time;
  - 1.17. Any other rules of employment that may from time to time be deemed appropriate or specific to the position.

2. The signed Letter of Offer acceptance page must be returned to the CAO as noted in the Letter of Offer or the Letter of Offer will be deemed null and void unless otherwise extended in writing by the CAO.



<b>POLICY NAME:</b> Probationary and Trial Periods (OOS) Terms of Employment		<b>LAST UPDATED:</b> XXX XX, 2021	
		<b>SUPERSEDES POLICY:</b> Not applicable	
<b>POLICY AREA:</b> Human Resources HR	<b>POLICY NUMBER:</b> HR-TOE03	<b>APPROVAL DATE:</b> XXX XX, 2021	<b>PAGE:</b> 8 of 93

## **POLICY STATEMENT**

The Town places all new hires on probation, and promoted or transferred employees on a trial period.

## **PURPOSE**

The purpose of this policy is to establish probationary and trial periods for OOS employees.

## **SCOPE**

This policy applies to all permanent, temporary, or contract, full-time and part-time employees of the Town.

## **DEFINITIONS**

### **Probationary Period**

- 1.1. The probationary period is the initial period of employment during which the supervisor carefully considers whether the employee is able to meet the standards and expectations of the job and if the employee should be retained by the Town of Wadena as a “regular” employee (the probationary period does not apply to transferred employees). During this time, the supervisor appraises the employee’s:
  - 1.1.1. Ability to learn and perform job duties
  - 1.1.2. Quality of work
  - 1.1.3. Productivity
  - 1.1.4. Work habits
  - 1.1.5. Cooperation
  - 1.1.6. Attendance
  - 1.1.7. Punctuality
  - 1.1.8. Other standards and expectations specific to the employee’s work situation

### **Trial Period**

- 1.2. The trial period is an initial period of time during which the supervisor assesses the performance of an existing employee who has been transferred or promoted to determine whether the employee meets the requirements and expectations of the position.

## **RESPONSIBILITIES**

Managers are responsible for assessing employee’s performance during the probationary and trial periods.

## **PROCEDURES & GUIDELINES**

### **1. The following terms and conditions apply to this policy:**

#### **1.1. Probation Period**

1.1.1. New employees are subject to a six-month probation period during which time performance is assessed on:

1.1.1.1. team and individual contributions to the mission and vision of the Town

1.1.1.2. individual and team behaviours that reflect Town values

1.1.1.3. employee and team performance related to achieving goals, objectives and behaviour expectations such as work habits and knowledge, skills and attitudes

1.1.2. The Town reserves the right to extend the probation period by an additional time period not to exceed 3 months at the Town's sole discretion.

1.1.3. An employee who does not successfully complete a probation period and is terminated from employment with the Town is entitled to:

1.1.3.1. No notice or pay in lieu of notice if less than 13 weeks of employment has occurred; and

1.1.3.2. 1-week written notice or pay in lieu of notice if more than 13 consecutive weeks of employment has occurred.

#### **1.2. Promotions and Transfers**

1.2.1. Where an employee is promoted or transfers voluntarily to a new position and finds the move unsuitable, the employee may request to return to their former position. There is no guarantee the request will be approved. Requests must be in writing.

#### **1.3. Entitlement to Permanent Position**

1.3.1. Employees retain entitlement to their permanent position when they take a temporary promotion or acting position.

## **ADDITIONAL RELATED DOCUMENTS**

Understanding Employment Standards in Saskatchewan

*Saskatchewan Employment Act*

*Saskatchewan Employment Regulations*



<b>POLICY NAME:</b> Salary Grid Increment Progression (OOS) Terms of Employment		<b>LAST UPDATED:</b> XXX XX, 2021	
		<b>SUPERSEDES POLICY:</b> Not applicable	
<b>POLICY AREA:</b> Human Resources HR	<b>POLICY NUMBER:</b> HR-TOE04	<b>APPROVAL DATE:</b> XXX XX, 2021	<b>PAGE:</b> 10 of 93

## **POLICY STATEMENT**

The Town of Wadena has implemented a “Salary Grid” system which all Out Of Scope employees shall be placed.

## **PURPOSE**

The purpose of this policy is to assist in determining appropriate wage increase for employees and to determine the appropriate wage placement for employees upon hiring.

## **SCOPE**

This policy applies to all Out Of Scope employees.

## **PROCEDURES & GUIDELINES**

1. The salary grid is divided into seven (7) incremental steps through which employees may progress on an annual basis, subject to a satisfactory performance evaluation.
  - 1.1. Movement is not automatic.
2. Grid placement occurs upon hiring and a new employee, provided that the employee meets the minimum skills, abilities and qualifications as established in the job description of the position, shall be placed in Step 2 of the Grid.
3. A new employee may be placed on a Step other than Step 2 based on skills, experience and qualification which may be less than or in excess of the minimum requirements as defined in the position description.
  - 3.1. A new employee who does not meet the minimum skills, abilities and qualifications should be placed in Step 1 of the grid.
  - 3.2. A new employee exceeding the minimum skills, abilities and qualifications or if it is deemed in the best interest of the Town, may be placed in a higher Step of the grid other than Step 2 but no higher than Step 4 of the Grid, at the sole discretion of the CAO.
  - 3.3. A new employee may be placed in a grid step higher than Step 4 only upon approval of Council;



4. Movement within the grid is both horizontal and vertical and can be influenced based on performance and Council grid adjustments, which are based on the Consumer Price Index for Saskatchewan as of December of the preceding year.



<b>POLICY NAME:</b> Personnel Records Terms of Employment		<b>LAST UPDATED:</b> XXX XX, 2021	
		<b>SUPERSEDES POLICY:</b> Not applicable	
<b>POLICY AREA:</b> Human Resources HR	<b>POLICY NUMBER:</b> HR-TOE05	<b>APPROVAL DATE:</b> XXX XX, 2021	<b>PAGE:</b> 12 of 93

### **POLICY STATEMENT**

Important events in each employee's history with the Town of Wadena will be recorded and kept in their personnel file.

### **PURPOSE**

The purpose of this policy is to ensure that all personnel files contain all pertinent information regarding employees of the Town and that file accessibility is secure.

### **SCOPE**

This policy applies to all Town Employees.

### **RESPONSIBILITIES**

1. CAO
  - 1.1. To ensure that all personnel files are secure and accessible only to the CAO.
2. Employees
  - 2.1. To notify the CAO of changes in address, telephone number and or family status changes (births, marriage, death, divorce, legal separation, etc.) as income tax status and group insurance may be affected by these changes.

### **PROCEDURES & GUIDELINES**

3. The content of an Employee Personnel Record shall include but is not limited to the following:
  - 3.1. Resume,
  - 3.2. Letter of offer,
  - 3.3. Performance reviews,
  - 3.4. Salary modifications,
  - 3.5. Change in status records,
  - 3.6. Commendations,
  - 3.7. Disciplinary actions, and
  - 3.8. Education attainment records.
4. An employee may inspect his/her own personnel file during regular office hours upon request and under supervision of the CAO or his/her designate.
5. The CAO will forward required payroll information to the Finance Department Administrative Assistant.

6. Personnel files shall be kept in a locked cabinet accessible only to the CAO.



<b>POLICY NAME:</b> Employee Payroll Records Terms of Employment		<b>LAST UPDATED:</b> XXX XX, 2021	
		<b>SUPERSEDES POLICY:</b> Not applicable	
<b>POLICY AREA:</b> Human Resources HR	<b>POLICY NUMBER:</b> HR-TOE06	<b>APPROVAL DATE:</b> XXX XX, 2021	<b>PAGE:</b> 14 of 93

## **POLICY STATEMENT**

Pertinent payroll information shall be kept in an Employee Payroll Records File.

## **PURPOSE**

The purpose of this policy is to provide guidance as to the content of Employee Payroll Records and to ensure compliance with the *Saskatchewan Employment Act*.

## **SCOPE**

This policy applies to all Town employees.

## **RESPONSIBILITIES**

1. CAO
  - 1.1. To ensure security of Employee Payroll Records.
2. Finance Manager
  - 2.1. To assist in ensuring the security of Employee Payroll Records;
  - 2.2. To review files from time to time to ensure records are complete and comply with the *Saskatchewan Employment Act* and regulations.
3. Administrative Assistant responsible for Payroll
  - 3.1. To assist in ensuring the security of Employee Payroll Records;
  - 3.2. To ensure records are complete and comply with the *Saskatchewan Employment Act* and regulations.

## **PROCEDURES & GUIDELINES**

4. All Employee Payroll Records are to be contained in a locked cabinet accessible to the Administrative Assistant responsible for Payroll, the Finance Manager and the CAO.
5. Employee Payroll Records include:
  - 5.1. Full name, sex, date of birth and address of the employee;
  - 5.2. The particulars of every employment contract and a current job description;
  - 5.3. TD1;
  - 5.4. Employee payroll banking information;
  - 5.5. T4 records;
  - 5.6. MEPP Forms and required documentation i.e. Birth Certificate, Marriage Contract
  - 5.7. SUMA Benefits Forms

5.8. Copy of Driver's Licence

6. Other payroll information includes:
  - 6.1. Payslips;
  - 6.2. Approved vacation and other leave requests;
  - 6.3. Work schedules;
  - 6.4. Timecards for all employees including Managers and the CAO;
  - 6.5. The total number of hours worked each day and each week;
  - 6.6. The regular rate of pay (hourly wage) and total wages paid;
  - 6.7. Any other records required by the *Saskatchewan Employment Act*.
7. The records of an employee must cover the most recent five years of the employee's employment.
8. The employer shall retain the records for a period of two years after the date on which the employee's employment ended. Employment is deemed not to have ended if the employee is employed again by the employer within six months after the date on which the employment of the employee ended.