



POLICY # 980 – Human Resources Policy

Adopted by Council: August 11, 2025

Resolution No.: 165-2025

Review Date: August 12, 2028

1. PURPOSE

- 1.1 The purpose of this policy is to establish the framework and authority for human resources management to ensure that consistent, equitable and fiscally responsible programs and guidelines are implemented and administered within the Town of Three Hills.
- 1.2 In the absence of applicable policies or procedures, the *Alberta Employment Standards Code* and any other laws or code of practice governing personnel matters shall take precedence.
- 1.3 **Employees within the Bargaining Unit shall refer to the Collective Agreement. If any term of this Policy conflicts with the Collective Agreement, the terms of the Collective Agreement shall take precedence for unionized employees.**

2. AUTHORITY

- 2.1 The authority for this policy is by resolution of Council.
- 2.2 The Chief Administrative Officer (CAO) is authorized to exercise appropriate managerial judgement to take such actions as may be necessary to achieve the intent of this Policy.

3. WORKPLACE HEALTH AND SAFETY

- 3.1 The Town is dedicated to protecting the health and safety of all Employees, Town resources, and the public at large to the greatest extent possible.
- 3.2 The Town shall create and maintain a safe workplace to minimize and/or prevent occupational injuries and illnesses.
- 3.3 All Employees and contractors working for the Town are required to observe and comply with the requirements of the *Alberta Occupational Health and Safety Act*, *Occupational Health and Safety Code*, and *Workers' Compensation Act* and their regulations.

4. CODE OF CONDUCT

- 4.1 All Employees are to conduct themselves at all times in such a way as to protect the interest and safety of all Employees and the community in which we serve.
- 4.2 All Employees are independently and collectively responsible for adhering to organizational shared areas of accountability and for demonstrating the skills and behaviours included in their job descriptions.
- 4.3 All Employees are expected to conduct themselves professionally and fulfill their duties with courtesy, honesty, respect, integrity, and diligence.

- 4.4 Employees must refrain from any activities which may bring the Town into disrepute or compromise the reputation of the Town.
- 4.5 All Employees shall refer to and abide by all Town Policies and Operational Procedures.

5. CONFLICT OF INTEREST

- 5.1 A conflict of interest is defined as a situation where an Employee has a direct or indirect competing interest with the Town's activities.
- 5.2 The avoidance of the appearance of conflict of interest is as important as avoiding actual conflicts of interest. If an Employee is faced with a situation where a potential conflict of interest may arise, the onus is on the Employee to discuss the matter directly with the CAO and receive direction before acting. Pursuing an activity or enterprise in contradiction to the direction received may result in discipline, up to and including immediate termination of employment.

6. DISCRIMINATION

- 6.1 The Town is dedicated to promoting a workplace in which all policies, procedures, and practices are free of deliberate or unintentional barriers so that no Employee is disadvantaged and can work together to achieve common goals.

7. ANTI-NEPOTISM

- 7.1 The Town recognizes that the employment of people who are related can be challenging due to the potential to create a conflict of interest and an appearance of favouritism.
- 7.2 The CAO may allow existing personal relationships to be maintained or may employ individuals with personal relationships to current Employees and Council if the relationship will not create:
 - 7.2.1 a Supervisor/subordinate relationship; or
 - 7.2.2 an adverse impact on work productivity or performance; or
 - 7.2.3 an actual or perceived conflict of interest.
- 7.3 Employees are required to disclose any relationship which may bring them within the application of this Policy. Employees who fail to disclose personal relationships will be subject to disciplinary action up to and including the termination of employment.

8. DRUGS, ALCOHOL, AND SUBSTANCE ABUSE

- 8.1 The Town is committed to the health and safety of its employees, volunteers, contractors and the public at large. Employees, contractors and volunteers have a responsibility to report to work capable of performing their tasks safely, productively and not under the influence of drugs or alcohol.

9. REMUNERATION

- 9.1 The Town strives to provide fair and equitable total compensation based on internal equity, market comparisons and other factors deemed relevant.
- 9.2 A Human Resources consultant will be hired to conduct an external compensation review once every four (4) years for all non-unionized and management (including CAO) employees to ensure accurate data on comparable and competitive compensation markers.
- 9.3 The Town will use the same comparators for staff as used for Council, which will include: Kneehill County and the Towns of Olds, Crossfield, Gibbons, Hanna, Penhold, Pincher Creek, Sundre and Didsbury.
- 9.4 The Town analyzes comparable municipalities to ensure that non-unionized employee wages are targeted at the 55th percentile.
- 9.5 Generally, non-unionized and management employees, including the CAO, wages shall be tied to the adjustments negotiated with unionized employees.
- 9.6 Council will determine the salary of the CAO based on the wage grid in Schedule A and will utilize the same comparators outlined in 9.3 for the CAO. Changes to the CAO grid will be at the discretion of Council.
- 9.7 Council will conduct an annual Performance Evaluation of the CAO, as outlined in *Policy #960 – Chief Administrative Officer Performance Evaluation Policy*.
- 9.8 Employee wages shall be reviewed annually, and increases in wages shall be at the sole discretion of the CAO.
- 9.9 The Town will establish regular pay periods, and all Employees shall be paid bi-weekly.

10. HOURS OF WORK

- 10.1 The Town Office will normally be open during the hours of 8:30 am – 4:00 pm Monday through Friday, except on holidays and special closures, as determined by the CAO.
- 10.2 The CAO will designate working hours for specific positions as deemed appropriate and operationally necessary to ensure the effective delivery of Town services.

11. COMPRESSED WORK WEEK

- 11.1 Upon approval of the CAO, the Town may permit an Employee to work a compressed work week, consisting of fewer workdays in the workweek and more hours of work in a workday, paid at the Employee's regular wage rate.
- 11.2 Individual situations relating to compressed work week schedules will be addressed on a case-by-case basis.

12. OVERTIME

- 12.1 For those positions identified as a Supervisor, Manager, Director, CAO or in a capacity concerning matters of a confidential nature, overtime and overtime pay do not apply.
- 12.2 Overtime hours will be paid out at one and one-half (1.5) times the normal rate of pay.

- 12.3 In the event of an emergency situation, all Employees outside of the Bargaining Unit, including management, will be paid overtime at one-and-one-half (1.5) times the normal rate of pay for any overtime accumulated which they are authorized to be involved in as an Employee of the Town.

13. PAID TIME OFF (PTO) DAYS

- 13.1 PTO days are granted in lieu of overtime worked throughout the year for which no compensation would otherwise be given.
- 13.2 PTO days are only available to full-time permanent Employees and will be granted on January 1st of each calendar year.
- 13.3 Those positions identified as CAO or Director shall be granted ten (10) PTO days.
- 13.4 For the salaried positions who are not the CAO or a Director, the CAO is authorized to determine the number of PTO days for those Employees who work unpaid overtime.
- 13.5 One PTO day will be equivalent to one day of the Employee's regular hours of work.
- 13.6 PTO days will be prorated for the calendar year in which an Employee is hired and/or terminated. If the employment relationship was terminated for just cause, PTO days will not be paid out.
- 13.7 Any unused days will be paid out at year's end.

14. HOLIDAYS

- 14.1 The following days shall be recognized as general holidays for this Policy:

New Year's Day	Labour Day
Family Day	Thanksgiving Day
Good Friday	Remembrance Day
Easter Monday	Christmas Day
Victoria Day	Boxing Day
Canada Day	Christmas Float Day
Heritage Day	Truth and Reconciliation Day

- 14.2 Any other day proclaimed as a Civic holiday by the Town, the Provincial Government or the Federal Government for their employees shall be recognized.

15. VACATION

- 15.1 All permanent Employees shall receive annual vacation based on years of continuous service, as defined by employment standards, calculated on the pay period following their anniversary date, as follows:

i. Up to three (3) years date	Fifteen (15) days
ii. At the three (3) year date	Twenty (20) days
iii. At the eight (8) year date	Twenty-five (25) days
iv. At the fifteen (15) year date	Thirty (30) days

- 15.2 At the discretion of the CAO, additional vacation may be granted at the time of hire based on comparable experience within the municipal sector. If additional vacation time is granted at the time of hire, the Employee will accumulate additional vacation time based on the same accrual schedule as other Employees.
- 15.3 Those positions identified as Part Time, Hourly, and Temporary shall be paid vacation pay per the *Employment Standards Code* (R.S.A. 2000), as amended.
- 15.4 An Employee may be permitted to carry over a maximum of two (2) weeks' vacation entitlement from one year to the next at the end of the calendar year with the approval of the CAO. Carry over vacation time shall be taken at a time mutually agreed to by the Town and the Employee, or it may be paid out per the *Employment Standards Code* (R.S.A. 2000), as amended.

16. Personal Day

- 16.1 To meet the Town's obligations to return the employee's portion of the reduced Employment Insurance Premium, permanent Full Time Employees shall be entitled to one (1) personal day with pay per calendar year to be taken at any time during the year, subject to operational requirements. This day cannot be carried over and will not be paid out if the employee does not use it.
- 16.2 Personal days will be allocated on January 1st of each calendar year.
- 16.3 Upon completion of the probationary period, new permanent full-time Employees will be allocated their personal day for the current year.

17. LEAVES OF ABSENCE

- 17.1 The Town will grant job-protected leaves per Provincial Employment Standards.

18. SICK LEAVE

- 18.1 Sick leave is provided by the Town for the purpose of maintaining the regular earnings of Employees when absent from work due to illness, medical appointments, quarantine, or accident, for which is not payable under the *Workers' Compensation Act*.
- 18.2 One (1) day sick leave per month, or portion thereof, shall be earned by a permanent full-time Employees for every calendar month an Employee is employed, accumulated to a maximum of forty-eight (48) working days.
- 18.3 Employees who retire and/or resign after twenty years of service shall receive a payout of 50% of their accumulated banked sick days.

19. EMPLOYEE GROUP BENEFITS

- 19.1 Permanent Full Time Employees shall be entitled to the following group health benefits, as amended:
 - 1.1.1 extended health; and
 - 1.1.2 vision; and
 - 1.1.3 dental; and
 - 1.1.4 group life insurance, including dependent life and optional life; and

- 1.1.5 accidental death and dismemberment; and
- 1.1.6 employee assistance program; and
- 1.1.7 short-term disability; and
- 1.1.8 long-term disability.

- 19.2 Term and Hourly Employees are not entitled to group health benefits.
- 19.3 Participation in the benefit plan is compulsory after successful completion of the probationary period, unless the Employee has similar or better coverage through another plan, as determined by the CAO.
- 19.4 The Town retains the right to review and change benefit carriers and/or coverage from time to time as it deems appropriate, including terminating coverages. Employees will be advised in writing of any such changes.

20. PENSION PLAN

- 20.1 Permanent Employees who work thirty (30) hours per week or more on a regular basis shall be enrolled in the pension plan. Employees and the Town shall make contributions to such a plan in accordance with the provisions of the plan.
- 20.2 Term and Hourly Employees, even those Term Employees hired under successive short-term contracts, are not eligible to participate in the pension plan.

21. AQUATIC CENTRE PASS

- 21.1 All permanent Employees shall receive a complimentary family pass to the Three Hills Aquatic Centre for the duration of their employment with the Town.

22. SERVICE AWARDS

- 22.1 The Town wishes to acknowledge the service of long-term permanent full-time Employees after each five (5) year phase of continuous employment with monetary recognition as follows:

5 years	\$250
10 years	\$300
15 years	\$400
20 years	\$500
25 years	\$750
30 years	\$1,000
35 Years	\$1,250

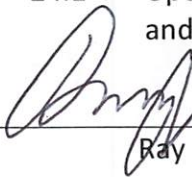
23. OPERATIONAL PROCEDURES

- 23.1 The CAO will establish Operational Procedures to provide clarity and explain the process within the guidelines of this policy related to the areas within this policy, as well as the following areas:
 - 23.1.1 Recruitment and Hiring
 - 23.1.2 Employee Relations, Records, Employment Terms and Conditions

- 23.1.3 Human Resources, such as Performance, Discipline, Phased-In Retirement, Vacation, Sick Leave, Remote Work, etc.
- 23.1.4 Provincially mandated Job Protected Leaves, such as Bereavement, Maternity and Parental, Compassionate Care Leave, etc.
- 23.1.5 Health and Safety
- 23.1.6 Disability Management and Well-being
- 23.1.7 Job Evaluations
- 23.1.8 Payroll and Compensation Structures
- 23.1.9 Benefit Plans and Administration
- 23.1.10 Reimbursement of Expenses
- 23.1.11 Dress Code
- 23.1.12 Professional Development and Training
- 23.1.13 Use of Municipal Resources
- 23.1.14 Use of Electronic Media

24. ADOPTION OF POLICY

- 24.1 Upon Council adoption of this policy, the Human Resources Policy will be effective, and all previous Human Resources Policies will be deemed to be rescinded.



Ray Wildeman,
Mayor



Ryan Leuzinger,
Chief Administrative Officer

Approved On:	August 12, 2025
Next Review Date:	August 12, 2028

SCHEDULE A – CAO SALARY GRID

CAO									
Position Title	Hours	Year	%	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
CAO	1950	2025		\$157,136	\$164,993	\$173,242	\$181,905	\$191,000	\$200,550
		2026	3.25%	\$162,243	\$170,355	\$178,873	\$187,816	\$197,207	\$207,068