



TOWN OF DALMENY COUNCIL POLICY

POLICY TITLE	ADOPTED BY:	EFFECTIVE DATE	POLICY NO.	ORIGIN/AUTHORITY
Attracting, Retention and Succession Planning of Employees	Wilson/Mierau	December 21, 2015	6-2015	Council

1. **PURPOSE**

This policy is intended to set out how the Town of Dalmeny plans to attract and retain its employees through compensation, benefits and employee fulfillment programs. Also, it is to provide job opportunities through succession planning for those employees wishing to pursue additional training and responsibility in their roles and responsibilities with the Town.

2. **DEFINITIONS**

Benefits – defined as a form of compensation, such as paid vacation time, subsidized group insurance, or a pension, provided to employees in addition to wages or salary as part of an employment arrangement.

Compensation – defined as the money received by an employee from an employer as a salary or wages.

Employee Fulfillment Programs – defined as a growing municipality sustained through the power of inspiring people towards a fulfilling experience.

Retention – defined as the condition of retaining (keeping) something. Successful companies need to foster a good working environment so that employee retention remains at a high level.

Succession Planning – is defined as a process for identifying and developing internal people with the potential to fill key municipal leadership positions in the company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available.

POLICY

This policy applies to all employees, unless otherwise stated, of the Town of Dalmeny and consideration will be set out as follows:

Benefits:

1. All full time employees will be eligible for extended health care, dental care, life insurance, accidental death & dismemberment, dependent life insurance, short term disability, long term disability, best doctors, employee assistance program, emergency out of province assistance and a health spending account. The municipality shares in the cost of these benefits with the employees, except for the health spending account, for which the municipality pays 100% of the costs.
2. Group benefits for casual and seasonal full time and part time employees, along with Council members will be considered. The Town's group insurance provider will be contacted to determine new classification(s) and what benefits would be eligible for each classification.
3. All full time employees and dependents are also eligible for optional employee guaranteed acceptance critical illness, spousal guaranteed acceptance critical illness and child guaranteed acceptance critical illness, voluntary accidental death & dismemberment and life insurance. The premiums for these benefits are the full responsibility of the employee.
4. All employees, once eligible, can join the municipal employees' pension plan (MEPP). MEPP is a defined benefit pension plan administered by the Public Employees Benefits Agency (PEBA). Presently, contribution rates for general member are 8.15% and for designated members are 11.35%. The municipality matches each employees' contribution rate.
5. The EI rebate is given to the employees in a multitude of different ways, all of which meet the guidelines of the Canada Revenue Agency (CRA).
6. Educational funding for classes and training approved by the Town. However, if the employee does not pass the class or training, they are responsible to reimburse the Town or pay the second time for the same class or training.
7. Partial payment for monthly cell phone bills.
8. Increased holidays – under consideration.

Compensation

1. Percentage increases and lump sum payments will be considered by Council on a yearly basis. In determining these increases and payments, Council has determined that they will utilize the yearly percentage increase recommended by the Urban Municipal Administrator's Association of Saskatchewan (UMAAS) or the Conference Board of Canada, whichever is the greater.

Employee Fulfillment Programs

1. Recognition of years of Service.
 2. Staff functions – summer barbeque, golf, scavenger hunt, and Christmas party.
 3. Christmas ham or turkey.
 4. Flexible hours, starting earlier – finishing earlier – under consideration.
 5. Earned day off – under consideration.
 6. Medical leave for other family members, including the employee's father and mother – under consideration.
 7. Branding items – jackets, mitts, shirts, pants – under consideration.
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Succession Planning

1. Council will consider promoting from within, provided the employee can demonstrate the qualities of the job and perform the roles and responsibilities of the job. And give employees a clear path of advancement. Employees will become frustrated and may stop trying if they see no clear future for themselves in your municipality.
2. Necessary training and classes will be offered to all those who wish to advance through the ranks of the Town.
3. A commitment to developing career paths for employees which will facilitate your municipality's ability to recruit and retain top-performing employees and volunteers.
4. An external reputation as an employer that invests in its people and provides opportunities and support for advancement.
5. A message to your employees that they are valuable.

Retention

1. Due to the high cost of retraining, the Town will consider all options available to it for the retention of its employees.
 2. Conduct "stay" interviews. In addition to performing exit interviews to learn why employees are leaving, consider asking longer-tenured employees why they stay. Ask questions such as: Why did you come to work here? Why have you stayed? What would make you leave? And what are your nonnegotiable issues? What about your managers? What would you change or improve? Then use that information to strengthen your employee-retention strategies.
 3. Create open communication between employees and management. Hold regular meetings in which employees can offer ideas and ask questions. Hold regular management meetings by-weekly and request managers to have "team" meetings with their staff. It keeps everyone informed and provides an avenue for communication – both up and down. Have an open-door policy that encourages employees to speak frankly with their managers without fear of repercussion.
 4. Get managers involved. Require your managers to spend time coaching employees, helping good performers move to new positions and minimizing poor performance.
 5. Use contests and incentives to help keep workers motivated and feeling rewarded. Done right, these kinds of programs can keep employees focused and excited about their jobs.
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