

3.10 HIRING AND RECRUITMENT**INTENT:**

LICA ensures that qualified and adequately resourced staff are in place to carry-out the organization's goals.

3.10.1 DIRECTIVES:

- 3.10.1.1** The LICA Board of Directors will appoint a hiring committee to oversee the hiring and recruitment of an employee.
- 3.10.1.2** The hiring committee will consist of a minimum of two Board Members, preferably with relevancy to the position.
- 3.10.1.3** The hiring committee will work in conjunction with the Executive Director throughout the entire hiring process.

3.10.2 IMPLEMENTATION:**3.10.2.1 Hiring Process****3.10.2.1.1** The hiring process involves the following:

- Review and update the associated job description.
- Discuss employment conditions (i.e., salary, vacation, etc.).
- Development of job posting.
- Determine methods of advertisement.
- Develop interview questions and/or scenario.
- Review and select interview candidates.
- Create and implement interview schedule.
- Conduct interviews.
- Select top two candidates for hire.

3.10.2.2 Job Descriptions**3.10.2.2.1** The job description is the basis for a performance evaluation process.**3.10.2.2.2** Job descriptions must include the following:

- Position title.
- Position summary.
- Key responsibilities and qualifications.

Review Dates: August 25, 2004; Sep 2006; April 25, 2007; December 5, 2013; June 5, 2017;
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3.10.2.3 Meetings

3.10.2.3.1 The Executive Director will arrange meetings with the hiring committee to review and develop the necessary documents throughout the hiring process.

3.10.2.3.2 The hiring committee members may collect a stipend, in accordance with Policy 2.8 *Board and Committee Expenses and Remuneration*.

3.10.2.4 Job Postings

3.10.2.4.1 The Executive Director is responsible for developing job postings for review and approval of the hiring committee.

3.10.2.4.2 Job postings must include the following:

- Position title.
- Position type (i.e., full-time, part-time, etc.).
- Job description.
- Application deadline.
- Application submission details.

3.10.2.4.3 All job postings will be published on LICA's social media and external sources deemed appropriate for the position being filled.

3.10.2.4.4 Job postings will remain published until the position is filled.

3.10.2.5 Interview Process

3.10.2.5.1 The hiring committee and Executive Director will review all applications received and determine the top candidates for hire.

3.10.2.5.2 All hiring committee members and the Executive Director must be present during candidate interviews.

3.10.2.5.3 Interviews will be conducted using behavior-based interview questions and an optional scenario evaluation. These must be reviewed and updated upon every hiring process.

3.10.2.5.4 Candidate scoring and evaluation forms will be completed for each interviewed candidate and retained with the application (see Appendix A).

3.10.2.5.5 The candidate for hire is selected based on their qualifications related to the associated job descriptions (see Appendix B).

3.10.2.6 Reference Checks

3.10.2.6.1 The Executive Director will conduct professional reference checks and employment verification on the selected candidate for the LICA employment position prior to making a job offer.

3.10.2.6.2 A minimum of three references are required from each candidate.

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3.10.2.6.3 Background checks may be required dependent on the position and may include criminal history, drug testing or any other relevant information required for the job. This will be included as an employment condition, should it be deemed necessary by the hiring committee.

3.10.2.7 Job Offers

3.10.2.7.1 Upon conclusion of interviews, the Executive Director is responsible for communicating the offer of employment and notifying candidates who were not selected for the LICA employment position.

3.10.2.7.2 Once an Employment Offer is made by the Executive Director, a candidate will have a maximum of two business days to provide an answer. If the candidate fails to accept an offer of employment within the designated timeframe, the offer may be rescinded by LICA.

3.10.2.7.3 The Executive Director is responsible to develop an Employment Agreement, which includes employment conditions agreed upon by the hiring committee.

3.10.2.7.4 The Employment Agreement must be accepted by the Officers prior to presenting it to the selected candidate.

3.10.2.7.5 The Employment Agreement must include the following:

- Description of duties and responsibilities, with job description attached.
- Probationary period.
- Compensation.
- Group savings plan (if applicable).
- Work hours and/or workload equivalency.
- Vacation and sick leave.
- Termination Clause.

3.10.2.7.6 The Employment Agreement must be first signed by the candidate within 5 business days, followed by two Board designates to be fully Executed. It is then retained in accordance with Policy 3.12 *Personnel files*.

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Appendix A

Key Responsibilities	Applicant #1 Candidate Name	Applicant #2 Candidate Name
#1		
#2		
#3		
#4		
#5		
Overall Score		
Notes		
Personal Impression		
Recommendation		
Hiring Rank		

Scoring Legend of Key Responsibilities

5: Exceptional **4:** Above; **3:** Meets; **2:** Below; **1:** Doesn't meet qualifications

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Appendix B

Review Dates: August 25, 2004; Sep 2006; April 25, 2007; December 5, 2013; June 5, 2017;
June 26, 2017; September 5, 2018; December 8, 2020

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1.1 EXECUTIVE DIRECTOR JOB DESCRIPTION

POSITION SUMMARY:

Under the direction of the Board, the Executive Director is responsible for the successful management of LICA according to its Vision, Mission, Values, bylaws, policies, and strategic plan.

The Executive Director has a leadership role, managing daily operations, building relationships within and outside LICA's stakeholder community.

KEY RESPONSIBILITIES:

1. Operational Planning and Management

- Facilitate the development and execution of the Association's Strategic Plan and annual work plans.
- Provide quarterly reports to the Board on progress made towards LICA's Strategic Plan and annual work plans.
- Facilitate the efficient and effective operation of the Association.
- Arrange and participate in meetings of the Board and complete follow-up actions as directed.
- Ensure administrative and infrastructure support of committees as designated by the Board.

2. Financial Management

- Adhere to sound financial practice in alignment with the Alberta Government standards and Generally Accepted Accounting Principles (GAAP).
- Assist in the development and oversee execution of the Board approved annual budget that includes all the activities of LICA.
- Review monthly budgets with Program Managers and Financial Manager prior to delivery to the Board.

3. Communication and Advocacy

- Publicize the goals, activities, and accomplishments of the Association.
- With the Board Chair, who is the official LICA spokesperson, be a key communicator for LICA.
- Keep the Board and funding partners informed of LICA activities, the condition of the Association, and important influencing factors.
- Ensure the Association's web page and social media content is appropriate and engaging.
- Assist with the development and dissemination of educational materials and information in the LICA region.
- Maintain collaborative working relations with related agencies and organizations, as well as with the public, to ensure that LICA initiatives, intentions, and significant developments are known and understood.
- Engage stakeholders to ensure LICA's responsiveness to emerging concerns.

4. Human Resources

- Oversee the implementation of human resource policies, procedures, and practices.
- Recruit, hire, train, supervise, discipline, and terminate employees, as specified in employment agreements.
- Conduct annual employee performance reviews, unless otherwise specified by employment agreement.
- Assist the Board with recruitment and orientation of Board and committee members.

2.1 ADMINISTRATIVE PROFESSIONAL JOB DESCRIPTION**POSITION SUMMARY:**

The function of the Administrative Professional is to provide administrative support to the organization and assist in daily office operations in accordance with LICA policies and bylaws.

KEY RESPONSIBILITIES:

- Create and maintain databases for filing, inventory, and mailing distribution systems which include, but is not limited to, a list of current LICA membership, volunteers, sponsors, LICA committees, LICA Board of Directors and contacts, within the LICA region.
- Record and process inquiries in a friendly, courteous manner and forward individuals to the appropriate company, department, or individuals as required.
- Maintain an effective office system for LICA and operate within budget constraints.
- Collect content and prepare documents, including reports, meeting agendas, and meeting minutes.
- Provide information to the board, committees, and general public, in a timely fashion.
- Copy and collate documents for distribution, mailing and filing.
- Attend LICA, Board, and committee meetings to record and distribute minutes.
- Schedule and prepare for Board and committee meetings and manage meeting/board room bookings.
- Compile data, statistics, and research information as requested.
- Establish priorities, work independently, and proceed with objectives without supervision.
- Support the operation and administration of the LICA Board and committees.
- Assure LICA's Mission, Vision, and Values, and services are consistently presented in a strong, positive manner to all stakeholders.
- Become fully familiar with LICA's bylaws, policies, and procedures.
- Complete any other tasks pertaining to LICA business as requested by the Executive Director.

Review Dates: December 8, 2020; June 24, 2021

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3.1 FINANCIAL MANAGER JOB DESCRIPTION

POSITION SUMMARY:

The function of the Financial Manager is to accurately record and report the financial transactions of LICA.

KEY RESPONSIBILITIES:

- Adhere to sound financial practice in alignment with the Alberta Government standards and Generally Accepted Accounting Principles (GAAP).
- Receive and deposit all funds paid to the Association.
- Complete bookkeeping, including monthly payroll, invoicing, source deductions and GST remittances, and month-end/year-end tasks.
- Properly account for the funds of the Association, including allocations and transfers withing LICA accounts.
- Produce financial reports including a detailed listing of expenditures, variance reports, and an updated monthly budget-to-actual report to be presented to the Executive Director.
- Provide the Board with a monthly summary of the Association's revenues and expenditures.
- Work with Executive Director and Accountant on year-end review engagement report.
- Review the overall annual budget totals to ensure the Association's resources are within the budget guidelines approved by the Board, and if not, notify the Executive Director.
- Utilize and implement current office procedures.
- Become fully familiar with the Association's bylaws, policies, and procedures.
- Provide friendly, courteous information to inquiries, and forward individuals to the appropriate company, department or individuals as required.
- Assure the Association and its Mission, Vision, Values, and services are consistently presented in a strong, positive manner to all stakeholders.
- Complete any other tasks as assigned by the Executive Director.

Review Dates: December 8, 2020; April 27, 2021; April 6, 2022

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**4.1 SUMMER STUDENT OR TEMPORARY ADMINISTRATIVE PROFESSIONAL
JOB DESCRIPTION****POSITION SUMMARY:**

The function of the Summer Student or Temporary Administrative Professional is to assist in the delivery of LICA's policies and initiatives.

KEY RESPONSIBILITIES:

- Summer Students or Temporary Administrative Professionals may be employed on an as needed basis to further the achievement of LICA's Vision, Mission and Values.
- Duties of the Summer Student or Temporary Administrative Professional will be outlined in the employment agreement.

5.1 EDUCATION AND OUTREACH COORDINATOR JOB DESCRIPTION**POSITION SUMMARY:**

The Education and Outreach Coordinator is responsible for developing and delivering environmental education programs according to the Board approved annual work plans.

KEY RESPONSIBILITIES:**1. Strategic Development**

- Along with LICA staff, develop the Strategic Plan and Annual Work Plans.
- Implement strategies identified in the Board approved Annual Work Plans.
- Lead the preparation of the Airshed Engagement grant application and execution, along with the associated reporting, as needed.
- Make recommendations to the Board of Directors on continuous improvement of education and outreach programs.
- Evaluate education and outreach program effectiveness and efficiency. Routinely report back and make recommendations to the Board of Directors.
- Seek additional funding and lead the preparation and execution of other grant applications, along with associated reporting, for Board approved Education and Outreach projects.

2. Education and Outreach Program Operations

- Along with LICA staff, be responsible for the execution of Annual Work Plans.
- Participate in provincial education and outreach initiatives with other WPACs and Airsheds.
- Plan coordinate and facilitate Education and Outreach Committee meetings, including annually reviewing and amending committee Terms of References, and drafting meeting agendas.
- Contribute to the development of the budget.
- Ensure operations are within scope of plans and budget.
- Attend Board meetings.
- Attend conferences/workshops as directed.
- Provide direction to temporary employee(s) as required.

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3. Education and Outreach Program Delivery

- Plan, coordinate, facilitate, deliver, and evaluate environmental education and outreach initiatives including:
 - Youth programs.
 - Classroom presentations.
 - Community events and workshops.
 - Community Stewardship action initiatives.
- Develop, create, and maintain:
 - Community programs, events, and workshops,
 - The LICA website and social media platforms,
 - Brochures, newsletters, and other publications.
- Inform current members and volunteers of upcoming events and opportunities.
- Promote membership and volunteer registration.
- Contribute to the preparation of the Annual Report.
- Assist with the planning and delivery of the Annual General Meeting.

4. Environmental Programs

- Assist with the implementation and delivery of environmental programs as required.
- Attend Technical Working Group and Integrated Watershed Management Plan Committee meetings as required.

6.1 ENVIRONMENTAL COORDINATOR JOB DESCRIPTION**POSITION SUMMARY:**

The Environmental Coordinator will support the delivery of environmental programs within the LICA region, with particular focus on watershed programs

KEY RESPONSIBILITIES:**1. Strategic Development**

- Along with LICA staff, develop the Strategic Plan and Annual Work Plans.
- Implement strategies identified in the Board approved Annual Work Plans.
- Lead the preparation of the WPAC grant application and execution, along with the associated reporting, as needed.
- Seek additional funding and lead the preparation and execution of other grant applications, along with associated budgets and reporting, for Board approved projects.
- Contribute to the development of the Strategic Plan budget.
- Make recommendations to the Board of Directors on continuous improvement of environmental programs.
- With the Executive Director, be aware of and plan for emerging issues, initiatives, and technologies.
- Liaise with other stakeholders and partners on technical and project level.
- Evaluate environmental management program effectiveness, efficiency, and contractor's performance. Routinely report back and make recommendations as needed to the Board of Directors.

2. Environmental Program Operations

- Along with LICA staff, be responsible for the execution of the WPAC Annual Work Plan and day to day operations.
- Participate in provincial WPAC meetings, conferences, and summits as required and represent LICA as the WPAC Manager for the Beaver River Watershed.
- Manage the execution of Board approved projects once funding is secured.

- Manage development of an Integrated Watershed Management Plan (IWMP) for the Beaver River Watershed including:

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- Plan, coordinate and facilitate IWMP Committee meetings, including annually reviewing and amending committee Terms of References, draft meeting agendas and work collaboratively with the Committee Chair.
- Organize and help facilitate engagement.
- Oversee and work collaboratively with the contractor.
- Provide content updates for the IWMP website.
- Attend and provide technical expertise at LICA’s Committee’s, as required.
- Develop MOU’s, contracts, and procedures/protocols for the hiring and management of contractors to assist with program implementation.
- Ensure operations are within scope of program work plans and budgets.
- Support the ALMS LakeWatch program.
- Attend conferences/workshops as directed.
- Attend LICA Board Meetings.
- Participate on Watershed Stewardship Groups as directed.
- Provide direction to temporary employee(s) as required.
- Develop strong professional relationships with new and existing partners.
- Conduct field work and assessments, as required.

3. Education and Outreach

- Support the Education and Outreach Coordinator in planning, coordinating, facilitating, and delivering environmental education and outreach programs.
- Develop, create, and maintain community programs, events, and workshops.
- Assist with the development of brochures, newsletters, other publications.
- Contribute to the preparation of the Annual Report.
- Assist with the planning and delivery of the Annual General Meeting and Open Houses.
- Provide content for social media updates.
- Develop and execute release strategies for project reports.