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N'Quatqua

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TAB 5



PERSONNEL POLICIES

Personal Copy of _____

I agree to abide by these policies:

Signature

Date

Adopted: March 31, 2011

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1 INTRODUCTION

The purpose of the Personnel Policy is to promote a clear understanding of the workplace for the N'Quatqua Staff.

Personnel policies are finalized by Chief and Council including changes, amendments, and additions.

These policies are based on the original polices including revisions from November 2006, and minor revisions of January 2007, which focused on ensuring consistency with the Canada and BC Labour Codes. Where a disagreement arises between these policies and the applicable Labour Code, the Labour Code shall be taken to be correct.

2 BRANCHES OF GOVERNMENT

N'Quatqua Government is divided into six branches. All employment positions fit within one branch only.

These branches are not silos. All staff are expected to work in close coordination and consultation with all other staff. **This is an automatic inclusion to all job descriptions.** Only by working together can true self-reliance and self-government be achieved.

- Executive
Responsible for strategic direction, overall management of the organization, ensuring implementation of policy, taking and recording minutes and Band Council Resolutions, interfacing between Political Leadership and Administration.
- Health and Wellness
Responsible for charting the course to a future which is happier, with more personal and community wellness. Oversees direct delivery of health, medical, and counseling services. Oversees social assistance, Elders, and others unable to care for themselves.
- Finance
Responsible for ensuring N'Quatqua achieves and maintains certification by the First Nations Financial Management Board¹. Oversees housing rent collection, housing maintenance, new housing construction, and dealing with arrears situations. Controls all accounts payable and all accounts receivable. Maintains ledgers, reports on income and expenditures to all components of the government.

¹ <http://www.fnfmb.com/index.php?lang=en>

Leads development of new policy. Directs economic development initiatives and pursuit of new funding sources. Assists all branches of government in achieving and maintaining up-to-date and accurate financial records.

- **Education, Training, and Youth**
Oversees all education and training programs managed or involved with or by N'Quatqua. Works to upgrade Essential Skills to all N'Quatqua members, to assist staff with upgrading their abilities within their positions. Helps youth define and achieve their goals and meet them.
- **Land Stewardship and Operations**
The direct connection to the land. Oversees, the fish, animals, forests, water, agriculture, energy, and mining from N'Quatqua's Traditional Territory. Also oversees the maintenance of roads, bridges, utilities, cars, and buildings.
- **N'Quatqua Child & Family Development Centre**
Works with the youngest members of N'Quatqua. Provides a safe place for young children, to learn, grow, eat, become self-aware and self-reliant.

2.1 DECISION-MAKING AUTHORITY

This section is meant as a guideline, but it is expected that it will be adhered to in all everyday situations.

Chief and Council, the leadership, provide mainly strategic decisions on questions of long-term importance. They provide the vision, the example, and the voice of the people to the government.

The Administrator, with the Executive Assistant, as the executive, provide the primary information link between leadership and government. The Chief and Council are the voice of the people; the Administrator is the voice of the government. He or she takes the strategic direction provided by the Chief and Council, and works on strategic implementation, using staff as needed and appropriate. He or she also filters the information from the government to Chief and Council.

The five Directorates: Land & Operations, NCFDC, Health & Wellness, Finance, and Education, provide detailed implementation plans, write and update policy, and also get involved in everyday affairs.

The Managers and Professionals are where a large portion of on-the-ground work takes place. Most will have a significant amount of independent decision-making authority, as described by their job descriptions.

Both levels of front-line workers generally have low levels of decision-making authority, but these staff provide the services that everyday are used by the members of N'Quatqua. The front-line workers of today are the Directors of tomorrow, and every opportunity will be made to assist them in achieving their personal objectives.

3.1 HIRING OF STAFF

This policy applies to all employment positions with N'Quatqua including but not limited to: administration, finance, program(s), projects; and part-time positions.

1. Unless a position is only being offered to N'Quatqua members, all positions should be posted at the Band Office, plus if possible in a monthly newsletter, a local newspaper, other government offices, and occasionally internet search engines. All postings shall outline the description of the job; the qualifications required; and the type of employment (i.e. permanent/part-time); request for résumés/applications, whether a criminal record check is required, and deadline for application. The notice must indicate to whom and where the applications should be submitted.
2. Whenever suitable skills are anticipated to exist amongst N'Quatqua members, all postings should have an initial N'Quatqua-only round.
3. All applications shall be considered by a hiring committee with fairness, and each applicant shall have an opportunity to present his/her credentials for employment. The Hiring Committee shall have at least three (3) members. The members of the hiring committee will change for each position interviewed (full-time/part-time/temporary/contract) but should include the following:
 - Direct Supervisor (Band Administrator and/or Departmental Manager)
 - At least one Council member
 - Department Representative(s) from any Departments that will work closely with the incumbent
 - An Elder and a Youth
4. In the Social Services and Education Departments, it is especially critical to protect the health and welfare of children in the community. In these positions, greater care shall be taken in establishing who may work with children in any aspect of N'Quatqua program and project work designed for the youth and children in our community. Criminal record checks are mandatory. For these positions, all applicants must agree and authorize the hiring committee to carry out a thorough and in-depth background check to their satisfaction.
5. Any conflict of interest (real or perceived) must be disclosed to the hiring committee. Conflict of interest includes:
 - Financial interests
 - Family ties (nepotism)
 - Personal animosity or conflict
 - Private knowledge of the individual

(see conflict of interest policy in Tab 3 for full information).

6. The hiring committee must review all of the submitted applications prior to interviews or within one (1) week of the end of the posting.
7. The hiring committee meetings are private and confidential and no member other than the hiring committee can be present during the review process.
8. Any applicant has a right to be informed of Committee members who are reviewing applications in order to disclose a conflict. In the event of a conflict, the hiring committee shall have the option of appointing a temporary member for that particular interview.
9. The decision of the hiring committee is final. A Letter of Offer is to be issued within one week of the decision date and must be signed by the hiree prior to commencement of employment. The Letter of Offer will include the following details:
 - Signature line indicating the incumbent has read and understand N'Quatqua Policy and Procedures
 - Wage and Hours
 - Start Date
 - Name of Immediate supervisor
 - Probationary Period
 - Pension and Vacation Eligibility
 - Requirement for Drivers Abstract, if applicable
 - An agreement by the employee to be bound by N'Quatqua's Policies & Procedures

3.1.1 PROBATIONARY PERIOD

1. All new employees will begin their employment with a 3-month probationary period during which time the employee and employer may assess suitability to the work, the work conditions and the environment.
2. During the Probationary Period, the pay shall be 5% less than that described as year 1 for that payscale (see Organizational Chart for details). Starting day one of the fourth month of employment, 5% of the gross pay will be transferred to the Registered Pension Plan (RPP) upon successful completion of the probationary period.
3. The employer may terminate this position with 1 day's notice, with or without cause, during this probationary period if this is deemed necessary by the Administrator and/or Chief and Council.
4. One (1) week prior to the expiry of the Probationary Period, the Administrator and/or Chief and Council will provide an evaluation to either terminate the employment relationship at that point or make an offer for continued employment, or extend the probationary period.
5. The employee will advise the Administrator and/or Supervisor of his/her decision as to accept continuing long-term employment should it be offered at that time.

3.2 STAFF RECORDS

For all staff, their personnel records shall include their original resume & job application, letter of employment, written documentation of any concerns with performance or discipline, performance reviews and documentation of pay levels, benefits, and copy of T4.

3.3 HIRING CONTRACTORS

This policy pertains to the hiring of Contractors and Consultants.

1. All contracted positions shall be posted in the same manner as hiring staff.
2. All contractors and consultants must state clearly if there is any conflict-of-interest or potential conflict-of-interest.
3. References must be made available.
4. The contractor or consultant must agree to respect N'Quatqua traditions and reputation.
5. The contractor or consultant must agree to terms of a standard contract.
6. If monies are owed to the N'Quatqua Band by the contractor or consultant, a repayment agreement will be offered for signature and the agreed upon amount will be deducted from the contract fee.

4 HOURS OF WORK

4.1 CALENDAR YEAR

The standard number of working days will be 5 days per week. Mondays to Fridays throughout the year; except Statutory Holidays and Additional Leave according to the policy.

4.2 WORKDAY

Hours for the Band Office are:

(First, third, and fifth week of a month): 9:00 a.m. to 4:30 p.m. Mondays – Thursday.

(Fourth week of a month): 9:00 a.m. to 4:30 p.m. Mondays – Wednesday, and 1pm to 8:30pm Thursday.

Hours for the Health & Wellness Office are: 9:00 a.m. to 4:30 p.m. Mondays – Thursday.

Hours for the N'Quatqua Child & Family Development Centre and the N'Quatqua Central Service Station are variable depending on service needs, under control of their respective managers.

Exceptions are employees who have requested pre-approved overtime or have alternative hours stated in their contracts.

4.3 ALTERNATIVE SCHEDULES

Certain staff are required to work variable hours based on the operational requirements of each program or alternative hours listed in their employment contracts.

4.4 LEAVING WORK EARLY

Any staff member wishing to leave work early must have an explanation and the Administrator's approval.

4.5 SINGLE PARENT STAFF

Single parent staff must inform their supervisor if they are to arrive late and immediate checks should be made at the employee's home if he/she does not arrive at work at his/her scheduled time.

4.6 COFFEE BREAKS

All employees are entitled to one morning and one afternoon paid coffee break of 15 minute duration.

4.7 LUNCH

Lunch break will be between half an hour and an hour in duration and normally be between 12:00 p.m. to 1:00 p.m. depending on the discretion of the Program manager in their work load of that day.

4.8 OFFICE CLOSURES

In the interest of health and safety, the office must be closed during the following conditions:

- Electrical services are interrupted for longer than one hour;
- An epidemic of serious communicable disease(s);
- Any serious danger to health exists.

In respect of N'Quatqua tradition, the office will be closed during funerals and for a period to be determined at the death of an employee;

The office may also be closed for special circumstances or in recognition of important ceremonial occasion(s) as deemed necessary by the Chief and Council.

All N'Quatqua offices will be closed for one (1) week during the Christmas Season. Typically, this will be from the Monday preceding Christmas Eve to the end of Boxing Day; but may alternatively be the week between Christmas and New Year's. This closure period does not affect statutory holiday pay.

Should funding require it, Chief and Council reserve the right to close some or all operations for a full week, to a maximum of one week every three (3) months.

5 STATUTORY HOLIDAYS

All staff are paid the average of the number of hours worked per day for the previous three 5-day weeks. For example, if an employee worked a cumulative total of 63 hours during the 21 calendar days before a statutory holiday, that employee would be paid $63/15=4.2$ hours on that holiday.

If the Statutory Holiday falls on a Saturday or Sunday that is a non-working day for an employee, the employee is entitled to a holiday with pay on the working day immediately preceding or following the Statutory Holiday. Employees must have worked fifteen (15) of the preceding thirty (30) days in order to qualify for the statutory holidays. Statutory Holidays Recognized by N'Quatqua are:

1. New Year's Day, January 1
2. Good Friday (March or April)
3. Easter Monday (March or April)
4. Declaration Day (May 11)
5. Victoria Day (May)
6. Aboriginal Day (June 21)
7. Canada Day (July 1)
8. BC Day (August 1)
9. Labour Day (September 1)
10. Thanksgiving Day (October)
11. Remembrance Day (November 11)
12. Christmas Day (December 25)
13. Boxing Day (December 26)

6 STAFF MEETINGS

6.1 MANAGER'S MEETINGS

Manager's meetings will be held at least once a month on fixed days. If a staff member will be absent from the meeting, he/she is to let the Administrator know ahead of time.

Other staff meetings may be organized or required on an on-going basis.

6.2 ALLSTAFF MEETINGS

All staff will participate on a 2- to 3-day annual staff retreat, to be held off-reserve, normally near the end of a calendar year. The purpose of these retreats is to review the effectiveness and efficiency of operations, review how well workplan items are being achieved, and prepare budgets for the coming year. Leadership and the Administrator will prepare detailed agendas.

No staff member may claim overtime for the annual allstaff meeting, but the Band will cover travel costs, and may provide food in lieu of per diems.

7 REMUNERATION

7.1 PAYDAYS

Pay is processed every second Thursday, and delivered electronically the following Friday. For those employees requiring payment by cheque, the cheque will be mailed on, or may be picked up, the Monday following payday.

7.2 SALARIES

1. All employees are entitled to salaries based on a pay scale which is fair and impartial for work done based on length of service, education and experience (see Section 14). The payscale may allow for increased discretionary pay, to a specified maximum, if the employee has shown considerable success and is positively evaluated at their annual evaluation. This additional pay will apply from the date of the annual evaluation, for a maximum of twelve (12) months to the next annual evaluation.
2. Pay periods are bi-weekly (every two weeks) with a one week hold back.
3. In the event of lay-off, the employee is entitled to a two-week notice or severance pay of two weeks, plus two days per year of full-time employment.
4. In the event of termination severance pay may be suspended at the discretion of the N'Quatqua Chief and Council if the termination of the employee is for just cause.
5. If monies are owed to the N'Quatqua Band, a repayment agreement will be offered to the employee for signature, the amount settled upon in writing in the repayment agreement will be recovered per the agreed upon payment schedule.
6. If monies are owed to the N'Quatqua Band, the entire amount of any raise, including annual payraises or any income from discretionary pay, shall be applied in full to the amount owing.
7. When successful in a new position that involves a step-up in paygrade, one-half of previous year's experience are recognized in application of the paygrade. For example, if an employee has 8 year's of experience in paygrade 2, and they get a new position at paygrade 3, then the applicable rate of pay will be year 4 of paygrade 3. However, pay is not to decline due to this formula. Continuing the example, if year 4 paygrade 3 is less than year 8 paygrade 2, then the employee will be paid at the latter rate, for a period until paygrade 3 is higher.
8. All pay increases may be delayed if funding is inadequate to meet the increased paygrade for the employee. The objective test for this is if the departmental code of the budget for a position is in the negative, after taking into account operating expenses, benefits, and training costs for the position. Staff may not receive retroactive pay if funding increases at a later date.

7.3 ACTING POSITIONS

Whenever an employee leaves a position for more than 2 weeks, their immediate supervisor or an immediate support staff shall agree to fulfill the Essential Duties of the non-present employee.

If this temporary work lasts 14 calendar days or more, the employee fulfilling these duties shall be paid an addition to their regular pay equal to 10% of the pay of the non-present employee.

This policy also applies if a position becomes vacant and another worker fills in the essential duties of that role.

This policy does not apply if the essential duties of a position are not being fulfilled.

7.4 TIMESHEETS

1. Payday is every second Friday.
2. All employees are required to have completed their timesheets for approval by 11:00am on the Tuesday before a payday.
3. Any timesheets delivered after this cut-off time will be paid out on the subsequent cheque run day or pay day.
4. Time is to be rounded to the nearest 15 (fifteen) minutes.

7.5 OVERTIME

7.5.1 GENERAL

1. Except for extenuating circumstances, overtime must be approved by the Administrator before an employee proceeds to work beyond the hours outlined in the general services policy and/or contract.
 2. Periods of overtime less than 15 minutes in duration will not be considered.
 3. Overtime constitutes any time worked over 8 hours worked in any 24 hour period, required work on a statutory holiday, or work undertaken on a 7th consecutive day.
 4. Overtime is paid at 1.5 (one and a half) normal pay rate for time worked that is more than 8 hours and less than 12 in any 24-hour period, and 2 (double) normal pay rate for when more than 12 hours are worked in any 24-hour period.
 5. Overtime is paid at 1.5 (one and a half) normal pay rate for required time worked on a
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statutory holiday or on a 7th consecutive day.

6. If overtime is to be paid as banked time off, it cannot be accumulated longer than six (6) months.

7. Policies related to overtime used for travel:

- a. Travel to and from work-related functions shall normally be paid at half-rate (the employee is expected to contribute their time for the return journey, as they are receiving a personal benefit). For more extensive training programs, other arrangements must be negotiated between the employee and the Administrator.
- b. Travel to and from cultural or staff functions shall be negotiated on an case-to-case manner in advance.

7.5.2 TRAVEL

From time to time, employees may be required to travel on behalf of N'Quatqua. Such travel costs shall be reimbursed by Administration upon return according to the following procedure:

1. A travel form shall be filled out by the employee upon return from the trip to claim these expenses which must be approved by the Administrator before payment.
2. Advances for these trips are allowable for a portion of the total costs which can be estimated at the time of request. Such advances must be accounted for and approved by the Administrator.
3. Lengthy trips (more than 3 days) must have prior approval and no commitments to outside agencies must be made until prior approval from the Administrator is given.
4. A minimum of 5 days is required for processing advance cheques and adequate notice must be allowed for.
5. Time spent on a trip does not constitute overtime unless prior arrangements are made with the Administrator (see section 5.20 Overtime).
6. For travel for training or conferences, only one-half of the travel time shall be paid (see section 5.20 Overtime).
7. Trips paid for by other Agencies where N'Quatqua will benefit from employee involvement, shall be considered and these policies continue to apply.
8. Budget limitations may affect travel expense policies from time to time.
9. Business Insurance coverage is required for vehicles being utilized for work purposes.

10. Where use of personal vehicles is required, mileage shall be reimbursed at a rate of approximately 80% of the current Federal mileage reimbursement rate for the Province of British Columbia. Where use of personal vehicles is required for access to roads in poor condition or in remote areas, additional compensation may be negotiated.

8 EMPLOYEE BENEFITS PLAN

N'Quatqua offers a comprehensive Employee Benefits Plan. To qualify the Employee must:

- 1) Successfully complete the three (3) month probationary period and evaluation (see section 5.10 for probationary period details).
- 2) Employee must work twenty-(25) hours or more per week to qualify.
- 3) Employees working more than one part-time position qualify if the total hours worked for all positions are greater than 25 hours.
- 4) Employees working less than 25 hours a week may pay into the benefits plan through the following formula:

Cost of Employee Benefits Plan X ((25-Number of Hours worked per week)/25)

Upon meeting these requirements the employee must request an enrollment package from the Accounting Department. The package includes:

- 1) Registered Pension Plan

5% of The employee's wage will be contributed to the RPP. This amount will be matched by the Band.

- 2) Extended Health and Life Insurance which includes:
 - a. Group Life Insurance
 - b. Accidental Death and Dismemberment
 - c. Dependent Life
 - d. Long Term Disability
 - e. Extended Health Care
 - f. Extended Vision Care
 - g. Extended Dental

If an employee resigns, retires or is discharged, he/she is no longer entitled these benefits.

9 LEAVE

9.1 ABANDONMENT/FAILURE TO APPEAR

1. Except for certified medical reasons or emergencies, employees not showing up for work, and who did not notify their colleagues or supervisor, may not claim any form of leave compensation.
2. Where a certified medical reason or emergency occurs, the employee shall contact the employer within three (3) calendar days.
3. When an employee, without communication or explanation, does not show up for work for more than four (4) calendar days, Chief and Council may determine that the position is abandoned and vacant. If such a determination is made, the employee may not return to work, but may re-apply when and if the position is re-posted.
4. Failure to appear is a valid reason for disciplinary action.

9.2 SICK LEAVE

1. N'Quatqua protects against dismissal, lay-off, suspension, demotion or discipline because of absence due to illness or injury.
2. After the probationary period, an employee is protected for any absence not exceeding 12 weeks, but must provide a medical certificate of inability to work within 15 (fifteen) days of the commencement of the sick leave. The certificate must have the expected period of absence. Failure of the staff member to appear the day after the period of absence stated in the medical certificate, the position will have be considered vacated.
3. Notwithstanding a special circumstance, N'Quatqua does not provide sick leave compensation.

9.3 VACATION/SICK LEAVE

1. Where an employee has been with N'Quatqua for a long period of time, and receives vacation leave benefits higher than those listed in point 4 below, the employee shall retain their current benefits, until such date that the scale below provides the same vacation leave benefits. At that time, the employee will fall under the scale in point 4.
2. An Employee must complete six months of continuous employment to be entitled to their

initial accrued Vacation Leave. For clarity, that means that new employees may take one week vacation leave between their seventh and twelfth month of continuous employment.

3. Vacation leave for a calendar year shall be calculated and made available on Jan. 1 of every year. The full amount of vacation must be used by employees by December 31 of every year.²

4. An employee earns vacation leave provided as a percentage of hours worked. As determined by N’Quatqua policy, vacation leave accumulates according to length of service³:

First year continuous employment	4%
Second year continuous employment	6%
3 rd year continuous employment	6.4%
4 th year continuous employment	6.8%
5 th year continuous employment	7.2%
6 th year continuous employment	8%
7 th year continuous employment	8.4%
8 th year continuous employment	8.8%
9 th year continuous employment	9.2%
10 th year continuous employment	9.6%
11 th year continuous employment	10%
12 th year continuous employment	10.4%
≥13 th year continuous employment	10.8%

5. All employees must submit a written request to their supervisor or Administrator for Vacation/Sick leave a reasonable period in advance.

6. If the Jan. 1 for vacation leave proves to be too low (in other words, they are working more hours than anticipated), the difference may be carried forward to the next calendar year, or paid out.

7. Vacation/Sick Leave is to be taken yearly and cannot be carried over to the next calendar year unless written approval is given by the Administrator.

8. Monetary payouts of Vacation/Sick leave will be generally be requested only under extraordinary circumstances.

² For example: if an employee is expected to work 25 hours a week for 5 months, is laid off for 2 months, and then works 15 hours a week for five months, and is in their fourth year of continuous employment, the equation for their vacation entitlement will be: $(25 \times 4 \times 5 + 15 \times 4 \times 5) \times 0.068 \times \text{their } \frac{\$ \text{pay rate}}{3}$

days leave FT	10	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
% Equivalent	4	6	6.4	6.8	7.2	7.6	8	8.4	8.8	9.2	9.6	10	10.4	10.8	11.2	11.6	12

9. If an employee changes positions within the organization, so long as no time lapses between the old and new positions, the employee still qualifies for Vacation/Sick leave for total time of service.

10. Should the employee cease to be employed by N'Quatqua, they shall upon their departure be paid out their accrued Vacation/Sick leave entitlement.

9.4 TRAINING LEAVE

The Administrator may authorize or require periods of paid training or conferences to staff-members up to the equivalent of one week of the position's standard hours, per year. Overtime policy will apply to travel.

The Education Leave policy applies to training that will be greater than one week of a position's standard hours, per year.

9.5 BEREAVEMENT LEAVE

1. Bereavement leave will not exceed five (5) working days immediately following the day the death occurred. Should travel time be required, then an additional 2 days is allowable.

2. The Administrator has the right to approve bereavement leave for a death of an employee's immediate family. Immediate family includes mother, mother-in-law, father, father-in-law, brother, sister, spouse including common law, grandparents and children including adopted children.

3. At the discretion of Chief and Council, a certain number of days is granted for bereavement leave for the death of other relations of an employee.

9.6 COMPASSIONATE CARE LEAVE

1. Employees are entitled to up to eight (8) weeks of unpaid compassionate care leave to provide care and support to a gravely ill family member.

2. A medical certificate is required by N'Quatqua Administration from a qualified medical practitioner, stating that the family member has a serious medical condition within twenty-six (26) weeks.

3. Family member includes mother, mother-in-law, father, father-in-law, brother, sister, spouse including common law, grandparents and children including adopted children.

4. Upon requesting compassionate care leave the employee can request that a Record of

Employment (ROE) be issued so that he/she can apply for Employment Insurance Benefits.

5. If the family member continues to be gravely ill past the initial eight (8) weeks, then an additional medical certificate from a qualified medical practitioner will be required stating that the family member has a serious medical condition within twenty-six (26) weeks.

6. Upon return from compassionate care leave the employee will be reinstated to his/her former position, or be given a position in the same location with the same wages and benefits.

7. Extended benefits in section 5.3 can continue during the leave provided the employee pays any contributions that would have normally been paid. Non-payment of contributions would mean a lapse in benefits during the leave period.

9.7 MATERNITY/PATERNITY LEAVE

1. An employee who is pregnant is entitled to maternity leave, not to exceed seventeen (17) weeks and can only be taken up to eleven (11) weeks before the estimated day of delivery of the child. Parental Leave is thirty-seven (37) weeks. Employee needs six (6) months continuous service to take either Maternity or Parental Leave.

2. The employee shall give the Administrator eight (8) weeks notice in writing of the day you intend to begin your leave of absence and provide the Administrator with a certificate of a legally qualified medical practitioner.

3. With the prior approval of the Administrator, a prospective father employee is entitled to a maximum of two (2) days with pay to be present at the birth of his child.

4. In the case of adoption leave, total combined parental/adoption leave cannot exceed thirty-seven (37) weeks starting the day when the child comes into the custody of the adoptive parents.

5. In the case of adoption leave, if both parents are employees, the total combined parental/adoption leave cannot exceed thirty-seven (37) weeks.

9.8 SPECIAL LEAVE

Special leave with or without pay will be granted to an employee at the discretion of the Administrator or Chief and Council under the following conditions:

1. When subpoenaed to appear as a witness;
2. To conduct research, attend conferences and related activities which benefit the community;

3. Other circumstances which the employee must inform the Administrator or Chief and Council of, in writing.

For clarity, it is understood that special leave less than three (3) working days can be authorized by the Administrator at his/her discretion, while three (3) or more days should involve Chief and Council.

9.9 EDUCATION LEAVE

1. Applications for Education leave must be submitted to the Chief and Council. All applications must be accompanied by a statement outlining the program to be followed, and potential value to the employee and the employer.
2. All applications are to be reviewed by the Chief and Council. The employee shall be advised in writing whether the application request has been approved or not.
3. An employee who is a N'Quatqua member, on Education leave for one year, may receive allowances according to Post-Secondary allocations for that year.
4. The condition for the Chief and Council granting leave is that the employee must return to the service of N'Quatqua for a period equal to the period of leave granted. A letter of agreement must be signed, if required by the Chief and Council.
5. Should the employee fail to abide by terms of this agreement, he/she shall repay the employer those allowances paid to them during the term of Education Leave.

9.10 UNPAID LEAVE

The Administrator retains the discretion to approve unpaid leave for any staff member who requests it, and, in the Administrator's judgment, whose workload allows for it.

9.11 COMMUNITY ACTIVITIES

Employees who take part in extra community activity will be allowed to participate, with the Supervisor's consent, if such activities take place during the work day. Suggestions can be made at staff meetings regarding different activities in which employees can be involved. Participation in community events will be included in the staff's evaluation.

Children and Youth under the age of 15 years participating in community activities must have signed written permission from the parent especially if this involves going outside of reserve boundaries. Written permission is required for travel. The parent(s) must be notified if Children

or Youth are going to be taken into the outdoor environment. N'Quatqua employees engaged in these activities must know where the Children or Youth are at all times.

All precautions must be taken to ensure Children and Youth are not placed in situations where they may be hurt by adults or left alone without sufficient information and knowledge to contact the employee. Every child must feel he/she can come to the employee if he/she feels there is danger.

10 DRESS AND ETIQUETTE

Managers and the Administrator have the discretion to decide if the fashion of dress or etiquette being exhibited by an employee is inappropriate to the position, and instruct, within reason, the employee to adjust their behavior and/or dress.

11 JOB DESCRIPTIONS

Chief and Council have the right, within reason⁴, to alter Job Descriptions of employees. They also have the right to phase out, change the hours, or terminate positions that no longer hold relevance or can no longer be afforded, but incumbents must be given preferential hiring to any new positions that arise. Changes to job descriptions that will impact an employee's income or which significantly change the hours or conditions of work, must provide a minimum one-month formal notification to the employee in advance.

11.1 QUARTERLY REPORTS

All Directors must complete quarterly reports for themselves and all staff that report to them. The Quarterly Report format is included near the end of the Personnel Policies. **This is an automatic inclusion to the Job Description for all Directors.**

11.2 ANNUAL EVALUATIONS

All staff must be evaluated annually using the form located near the end of this document. Changes to the job description, and discretionary pay rates, are to be discussed at the annual evaluation.

⁴ At a minimum, changes to job descriptions should be made in consultation with the employee and must be justified by a significant organizational objective.

12 TERMINATION WITHOUT CAUSE

Chief and Council may choose to dismiss any employee, at any time, without cause.

If this decision is made, Chief and Council will either:

- Provide the employee with at least two weeks advance notice of the dismissal, plus a severance package at least that required by law⁵; or,
- Dismiss the employee without notification, plus provide a severance package at least that required by law⁶.

In all cases, one member from Chief or Council will personally ensure that the dismissed employee receive a Record of Employment within seven (7) working days of their last day of employment.

In all cases, if no severance agreement has been signed by the last date of the employee's position with N'Quatqua, one member from Council shall ensure that the dismissed employee is provided the minimum severance permitted under this policy, within 5 (five) working days of the employee's last day of work.

In all cases of dismissal without cause, Chief and Council will support the dismissed employee through provision of a positive reference within three (3) days of the employee's last day of work.

In all cases of dismissal without cause, Chief and Council will support the dismissed employee through a self-imposed permanent and irrevocable gag order. Staff will be requested to do the same, should they be found to be gossiping. No negative aspects of the employee's past performance, real or perceived, will be discussed by Chief and Council, with anyone outside Chief and Council, at any time. This is both to help the dismissed employee maintain their reputation as they pursue new work opportunities, and to protect Chief and Council against charges of defamation or unjust dismissal.

13 DISCIPLINE POLICY

Disciplinary measures are not to be used to punish or personally criticize employees. The goal of discipline is to address wrongdoing and performance issues while making a positive contribution

⁵ The Canada Labour Code requires, for both full-time and part-time employees, severance equivalent to the greater of either five full workdays pay OR two workdays for each full year of continuous service, if the employee is given at least two weeks advance notice of termination.

⁶ The Canada Labour Code requires at least ten full workdays equivalent severance (full and part-time employees), plus two workdays equivalent for each full year completed, if the employee is not given advance notice of termination.

to the employees self esteem to increase work productivity and overall morale. For this reason, discipline should not be carried out in public, but done in a way that respects the privacy and dignity of the individual(s) concerned. Discipline which is designed to correct a hurt against another individual must help to heal the relationship between the individuals affected.

13.1 General Duties Of Staff Members

All staff must respect the rights of others, and, the confidentiality of staff records as per the Code of Conduct.

13.1.1 All Staff's Duties towards Community Members

1. Properly assume your first duty is the effective service of your membership.
2. Strive to instill excellence in all your endeavors within the office.
3. Be consistent and just in all your relations with members.
4. Be concerned for the welfare of the members.
5. Strive to promote positive attitudes toward the goals of the community including N'Quatqua history, language, and cultural development.

13.1.2 All Staff Duties towards the N'Quatqua Chief & Council/Administrator

1. Familiarize yourselves with the policies developed and administered by Chief & Council.
2. Cooperate with Chief & Council to improve the quality of community living.
3. Respect the legal authority of Chief & Council.
4. Understand the organization flow of authority regarding Administrative services.
5. Keep and respect the terms of your employment and/or contract with Chief & Council.

13.1.3 All Staff Duties towards the Community:

1. Promote good will among the staff and community.

2. Work closely with the community towards attainment of their goals.

A system of discipline is developed to indicate to each employee what is expected in terms of duties and allows for specific action when an employee refuses to complete tasks.

1. All disciplinary action should be thought of in a serious manner by you, the employee, and employer.
2. Every employee must be given the opportunity to present his/her case to the person responsible for the disciplinary action being taken.

This Code of Discipline is designed to promote and assure proper order, efficient control and acceptable conduct in the management of the Administration. Our desirable objective is to give each employee every reasonable and possible chance to play a positive and satisfactory role in the operation of the Administration and development of full services.

13.2 COMPLAINTS POLICY

Procedures for staff or community member complaints regarding staff conduct and/or work performance:

1. On occasion, staff or community members may encounter or become aware of conduct unbecoming a fellow colleague in the performance of duty, in representing the professionalism of staff or the services of N'Quatqua.
2. The staff or community member who is aware of misconduct may talk to the individual concerned as a colleague and offer to bring any problem to the Administrator in a professional capacity for such individual to obtain help; or,
3. If the individual refuses help and such conduct will adversely affect the services of the Administration, the staff or community member may inform the individual that his/her conduct will be brought to the attention of the Administrator and ultimately to Chief & Council for disciplinary action.
4. Under no circumstance are staff or community members to perpetuate or encourage rumour of any other staff member under any circumstances.
5. If a member of Chief and Council are approached with a complaint in writing, they shall facilitate the complaint being directed to the appropriate staff member, but shall not attempt to deal with the complaint themselves.

13.3 DISCIPLINARY ACTION

As an employee, you may be disciplined and/or discharged for the following reasons:

- a. Incompetence and incapacity in the performance of duties described in your contract;
- b. Disruptive influence at work and/or in the community;
- c. Abandonment for more than 6 (six) days of the position without good cause and without notifying your supervisor;
- d. Misconduct in terms of your attendance, work performance or personal behaviour;
- e. Refusal or neglect in complying with our policy manual and employment agreement;

Any of the following five (5) steps can be taken for disciplinary action:

1. Oral Reprimand
2. Written Reprimand
3. Suspension with pay
4. Suspension without pay
5. Termination of Employment/Contract

All N'Quatqua Employees are subject to this Code of Discipline. Although disciplinary interviews will be conducted in private, this does not prevent the affected employee from having a representative of the employees or a colleague who agrees to be present if the presence of a witness is wanted or warranted. All communication will be with the band unless a legal arrangement to the contrary is signed by the employee.

13.3.1 ORAL REPRIMAND

An oral reprimand is normally a first step and is used to:

- a. Make an employee aware of the problem;
- b. Emphasize the need for improvement, and
- c. Plan for corrective behaviour.

While this is the least severe of disciplinary actions, an employee should see this as a signal to correct whatever the shortcoming is that is identified by the Administrator and prevent further severe action;

An oral reprimand is given in private. In an interview, the Administrator or Supervisor will bring the problem to the attention of the employee and talk about the need for improvement until a joint plan is worked out for constructive ways to overcome the problem; a record of dates will

be kept detailing any:

- a. Meetings
- b. Training Sessions
- c. Warnings
- d. Performance Reviews

13.3.2 WRITTEN REPRIMAND

If an oral reprimand does not appear to be an option for disciplinary action, or, in having given one, does not have the desirable effect, the Administrator will give an interview in which the employee is informed of the severity of his/her action, and/or, that his/her conduct has not improved. The employee will receive a written reprimand which confirms the interview with the employee regarding the problem identified to him/her; encourage the employee and outline what is required as far as change or correction in behavior is concerned. It is expected that the employee will sign off on the letter in order to indicate that they have read and understood the concerns and agree to work on remediating the issue(s).

The employee will be given an opportunity to make explanations on his/her own behalf either in writing or orally to have the situation or problem clearly understood by both parties. The employee will be asked if they need assistance in communicating their side of the story; if so, such assistance will be provided.

The purpose of the written reprimand is to begin a record of employee competence and productivity on the job and will be placed on the employee's personnel file. This purpose should be stated in the written reprimand and the fact it will be on the record of his/her file and will remain on file until three (3) years after the employee for any reason, vacates the position.

13.3.3 SUSPENSION WITH PAY

Suspension is a signal to the employee of the seriousness of his/her actions which will begin to affect his/her association with colleagues. This action is not to be taken lightly and requires authority from Chief & Council who must be fully informed of the circumstances which involve neglect and/or breach of duty. Suspension is an enforced temporary absence from duty not exceeding ten (10) working days. If misconduct is serious, suspension may be imposed immediately.

An unbiased investigation must be made and the suspension must be confirmed in writing once the employee is notified of the suspension. Written confirmation must include details of the problem and investigation with conclusions.

13.3.4 SUSPENSION WITHOUT PAY

This action requires the authority of Chief & Council after being fully informed of the breach of duty or circumstances involving serious neglect. It is the most serious disciplinary action the Chief & Council can take before an employee is terminated for cause, and, directly affects the livelihood of the employee.

Suspension without pay is an enforced temporary absence from duty not exceeding ten (10) working days in which the employee will not be paid for those 10 working days.

An unbiased investigation must be carried out. The employee must be notified in writing which outlines the breach of duty and/or neglect, the investigative procedures undertaken, the results of the investigation and interview and the details of suspension without pay.

13.3.5 TERMINATION OF EMPLOYMENT

Upon recommendation of the Administrator, the N'Quatqua Chief & Council may, where a serious violation of the employment standards or policy manual seriously affects the welfare of the community, terminate its employment with an employee, with written notice.

Usually, an employee is discharged only after other corrective measures have been tried but failed in their objectives. Where the offense warrants it, the employee will be discharged without any prior disciplinary actions being taken.

Only the N'Quatqua Chief & Council may discharge an employee with cause. The employee must receive written notice of the decision to discharge him/her and the basis for the action.

14 DANGER AND ANNOYANCES

14.1 SAFETY & SECURITY

- 1.** All safety equipment is vital to the safety and welfare of all staff and visitors to the office.
- 2.** Tampering or interfering with any safety equipment is against the governing laws and policy of N'Quatqua.
- 3.** N'Quatqua Administration will ensure that all safety equipment adheres to appropriate regulations and standards including fire extinguishers, exit lights and posted evacuation routes.

14.2 ACCIDENTS, INJURIES, SICKNESS

1. Accidents must be reported to the Administrator immediately. In case of serious injury:
 - Call for medical help immediately;
 - If medical help is not immediately available, have the administrative office arrange for emergency help.
2. All emergency numbers and procedures will be kept visible and available in the Administrative Assistant's office. Every office must have this information visible in bold letters and employees made regularly aware of the procedures.
3. Fire Safety: Staff must be made aware of primary exits in case of fire.

14.3 FIRE ALARM & DRILLS

The fire alarm and drill procedure is as follows:

1. Keep calm.
2. Check your doors for heat. If the door is hot, do not open the door. Wait in the closed room for help or exit a window if possible.
3. The Receptionist must be aware of all children and members of the community in the office in the event of a fire and ensure they are safe.
4. Everyone must leave the building in an orderly fashion: no running, pushing, shoving or shouting. Walk quickly. If there is smoke, do not walk, crawl on hands and knees.
5. Once outside, remain at least 30 feet (10) meters away from the building, in front of it and be willing to help account for everyone in the building at the time. Anyone missing should be brought to the attention of firemen immediately.
6. No one should re-enter the building.

14.4 SEXUAL HARASSMENT POLICY

Definition of Sexual Harassment: any conduct, comment, gesture, or contact of a sexual nature that is likely to cause offence or humiliation to an employee; or that might, on reasonable grounds, be perceived by that employee as placing a condition of a sexual nature on employment or on any opportunity for training or promotion.

- 1) Every employee is entitled to employment free of sexual harassment or false charges of sexual harassment.
- 2) N'Quatqua will make every reasonable effort to ensure that no employee is subjected to sexual harassment or being falsely accused of sexual harassment;
- 3) The Stl'atl'imx Tribal Police will be notified of any case likely to involve an accusation of sexual harassment.
- 4) Chief & Council will take disciplinary measures against anyone who is shown to have subjected any employee to sexual harassment or a false accusation of sexual harassment;
- 5) N'Quatqua will not disclose the name of the complainant or the circumstances related to the complaint to any person unless disclosure is necessary for the purposes of investigating the complaint or taking disciplinary measures in relation to the complaint;

14.5 HEALTH AND SAFTY POLICY

Statement of Policy: N'Quatqua is committed to providing a safe workplace for all of its workers.

We recognize that all workers have the right to work in a safe and healthy environment, consistent with the Occupational Health and Safety Act, the Regulations for Construction Projects and any other applicable legislation.

N'Quatqua is committed to take every reasonable effort to eliminate the hazards that cause accidents and injuries.

Disregard or willful violations of this Policy by employees at any level may be considered cause for disciplinary action.

14.5.1 RESPONSIBILITIES

14.5.1.1 Senior Management/Administrator

Senior management/the Administrator shall:

- Ensure that equipment, materials, and protective devices are provided and maintained in good condition
- Review annually N'Quatqua's written health and safety policy
- Provide the necessary resources to implement, support, and enforce N'Quatqua's health

and safety policy and program

- Review all accident reports at least quarterly (use WCB reports)
- Promote the exchange of health and safety information with outside groups
- Review site training plans for health and safety and ensure adequate measures are available
- Review the site health and safety program with all N'Quatqua's Managers and all subcontractors to N'Quatqua, identifying their responsibilities and emphasizing cooperation among all parties
- Provide compensation and time necessary to N'Quatqua employees who are selected as a Health & Safety Representative or as a Joint Health & Safety Committee member.
- Appoint one full-time employee as the First Responder/Safety Coordinator, and ensure this employee has at least a current Level 1 First Aid Certificate (Level 3 or equivalent preferable)Managers/supervisors

14.5.1.2 All Managers/Supervisors shall:

- Ensure that employees use or wear the equipment, protective devices or clothing that N'Quatqua requires to be used or worn
- Ensure that employees work in the manner and with the protective devices, measures and procedures required by the Occupational Health & Safety Act and applicable Regulations
- Provide orientation for new employees
- Conduct weekly safety talks for outdoor and field crews
- Inspect safety equipment weekly for outdoor and field crews
- Inspect tools and equipment at least weekly and ensure that they are properly maintained
- Review safety aspects of each task with employees
- Conduct accident investigations
- Report safety problems to N'Quatqua's senior management
- Ensure housekeeping is done at least daily
- Review MSDSs with employees before using hazardous materials
- Review minutes of safety minutes, Ministry of Labour orders, and safety directives with employees.

14.5.1.3 Employees

All employees shall:

- Work safely in accordance with N'Quatqua's Health & Safety Policy and Program, and with the project or client's health and safety program (including the Occupational Health and Safety Act and Regulations)
- Use or wear the equipment, protective devices or clothing that N'Quatqua requires to be used or worn
- Report hazards or unsafe conditions to their manager/supervisor after taking appropriate immediate action
- Report all accidents, injuries, and near-misses to their manager/supervisor or safety coordinator (if applicable) as soon as possible

- Clean up their own work area at least daily
- Inspect personal protective equipment before use and report defects or damage to their manager/supervisor.

14.5.1.4 Subcontractors

All subcontractors to N'Quatqua shall:

- Work safely in accordance with N'Quatqua's Health & Safety Policy and Program, and the project or client's health and safety program (including the Occupational Health and Safety Act and applicable Regulations)
- Ensure that all their employees comply with the site Health & Safety Policy and Program
- Provide training to their employees in the requirements of the site safety policy and program
- Ensure that their employees are properly licensed, qualified as required by contract, or trained for their duties
- Provide, inspect, and maintain necessary safety equipment as required for their direct-hire employees
- Monitor site conditions daily and record all injuries, accidents, or near-misses
- Notify N'Quatqua's supervision of any lost-time injuries or medical aid cases occurring on the project
- Conduct clean-up of work areas daily
(NOTE: If waste and debris create a hazard and are not cleaned up in a reasonable time, they will be cleaned up by N'Quatqua at the expense of the subcontractor.)
- Conduct regular weekly toolbox talks in addition to specific hazard training when required

14.6 INCIDENT INVESTIGATION PROCEDURE

14.6.1 Policy Statement

N'Quatqua requires all employees to immediately report to their manager/supervisor all accidents and incidents that result in injury or property damage, and all near misses with the potential for serious injury or property damage. Managers/supervisors will report the accident promptly to senior management to ensure timely submission to WCB. Each incident will be analyzed to determine causes and contributing factors and the analysis will be used to reduce or eliminate the risk of further incident.

14.6.2 Definitions

An **Accident** is defined as an unplanned event that causes harm to people or damage to property. Accidents are categorized as one of the following:

- **Lost Time Injury (LTI)** refers to any injury that prevents a worker from coming to work on the day following the day of the injury.
- **Medical Aid** refers to any injury not severe enough to warrant more than the day of injury off, but where medical treatment by a doctor is given.
- **First Aid** refers only to injuries that can be treated on the job without any days lost.
- An **Incident** is defined as property damage but with no injury to workers.
- A **Near Miss** is a situation in which no injury or damage occurred but might have if conditions had been slightly different.
- **Occupational Illness** is defined as a condition resulting from a worker's exposure to chemical, biological or physical agents in the workplace to the extent that the health of the worker is impaired.
- **Critical Injury** is defined as an injury of a serious nature that:
 - a) Places life in jeopardy;
 - b) Produces unconsciousness;
 - c) Results in substantial loss of blood;
 - d) Involves the fracture of a leg or arm but not a finger or toe;
 - e) Involves the amputation of a leg, arm, hand or foot but not a finger or toe;
 - f) Consists of burns to a major portion of the body; or
 - g) Causes the loss of sight to an eye.

14.6.3 Role of Manager/Supervisor in an Accident Investigation

The manager/supervisor and the Senior Management must investigate all accidents and incidents that involve workers. This includes completing the Accident Investigation Report, taking statements from witnesses and collecting any other pertinent information and ensuring the injured worker has received the necessary medical assistance.

The manager/supervisor is responsible for ensuring that all accident reports are transmitted to Senior Management as described below. If a worker sustaining a First Aid later seeks medical aid, the manager/supervisor must advise Senior Management and have the treating practitioner complete a Functional Abilities Form.

If we are not the Constructor, report the accident to the Constructor through their Safety Coordinator or Project Manager.

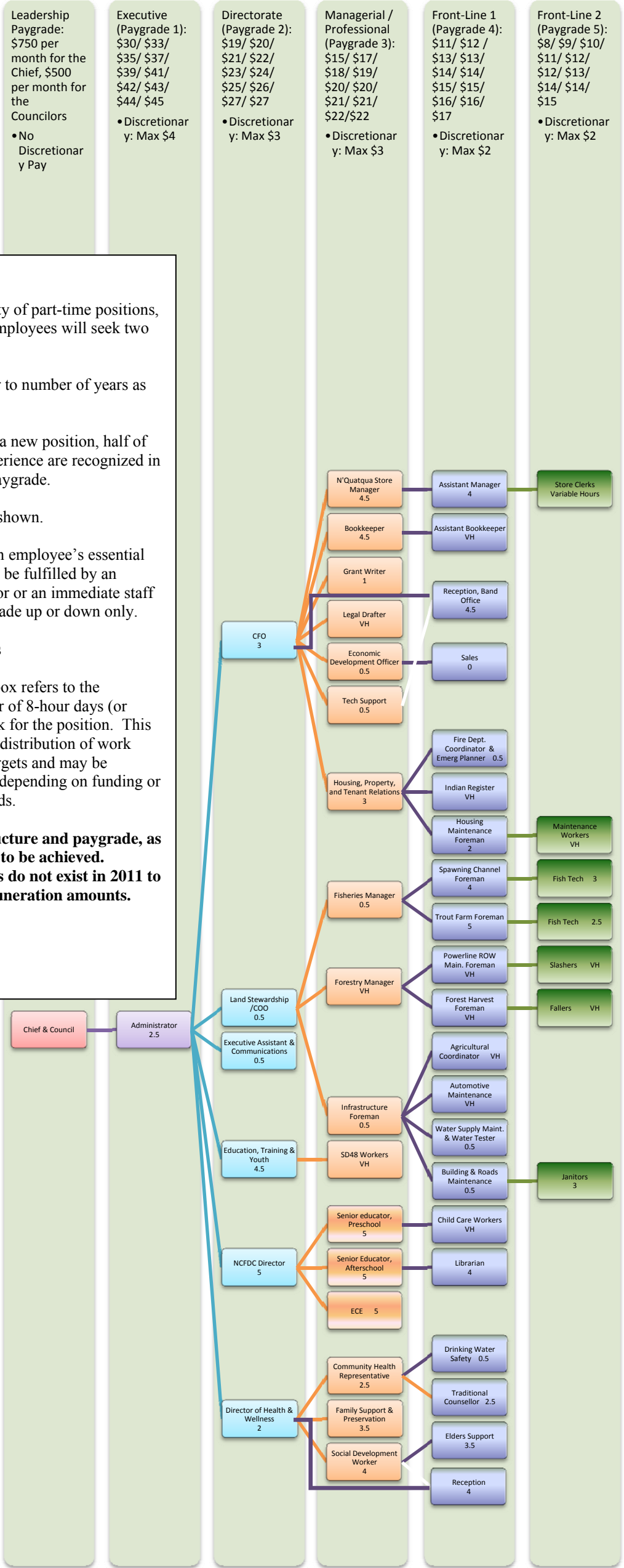
The manager/supervisor should contact the injured worker as frequently as the injury deems, or

at least once a week. If you require assistance, contact Senior Management.

Procedure:

1. The employee reports a work related accident
2. Administer first aid as required
3. Arrange for transportation for injured employee to medical treatment if required
4. Ensure Return to Work package accompanies worker
5. Eliminate the hazard if possible or guard the accident scene if worker is critically injured
6. Investigate the cause of the accident and report findings in the Accident/Incident Report form. Ensure all areas of the form are completed.
7. Send copy of the form to N'Quatqua Band Office
8. Report all accidents/incidents as follows:
 - Lost Time Injuries
 - Medical Aid
 - First Aid
 - Incidents and Near Misses

15 ORGANIZATIONAL CHART



KEY:

Due to the propensity of part-time positions, it is expected that employees will seek two or more roles.

Paygrade steps refer to number of years as an employee.

When successful in a new position, half of previous year's experience are recognized in application of the paygrade.

Reporting lines are shown.

When on holiday, an employee's essential duties will normally be fulfilled by an immediate supervisor or an immediate staff member, one pay grade up or down only.

VH=Variable Hours

The number in the box refers to the approximate number of 8-hour days (or equivalent) per week for the position. This does not impact the distribution of work hours. These are targets and may be adjusted as needed, depending on funding or anticipated workloads.

This reporting structure and paygrade, as of 2011, is the goal to be achieved. Financial resources do not exist in 2011 to support these remuneration amounts.

16N'Quatqua Employee Performance Evaluation Form

Purpose: A meaningful and effective performance appraisal system promotes and enhances development and support of both the employee and the organization. It is an opportunity to address performance issues and creates a direct dialogue between the employee and the supervisor to ensure work place cohesion.

Objectives: To enhance an employee's performance. Identify professional development requirements. Address any misunderstandings related to job performance. Identify areas in need of improvement. Ensure organization Vision, Mission, and Goals are incorporated into employee performance.

Method: The employee will do a self-evaluation by filling out this form. The supervisor will do an evaluation of the employee's performance. The two parties will meet to discuss the two evaluations and prepare a final evaluation that must be signed off by both parties.

Employee: _____

Position: _____

Supervisor: _____

Date of evaluation: _____ **Start Date of Employment:** _____

Type of Evaluation: _____

Starting Wage: _____ **Current Wage:** _____

A. Job Description / Roles and Responsibilities

1. Does the employee understand the content of the job description and/or work plan?
2. Does the employee observe/meet deadlines effectively with reasonable supervision?
3. Is the employee able to communicate effectively with colleagues and clients?
4. Other duties added or performed by employee that are not covered in the job description and/or work plan:
5. Are these extra duties supported by the organization and how?
6. Does the employee understand the N'Quatqua Policies and Procedures? Identify areas of question.

B. Items for Discussion Regarding Job Performance

1. Overall performance of core responsibilities?
2. Areas that need enhancement, clarification or support?

3. Are quarterly reports, or contributions to quarterly reports, delivered within one month of the end of a quarter?
4. Have workplan items been achieved on time?
5. Have budgets been adhered to through all quarters?

C. Professional Development/Capacity Building Requirements

1. Has the employee participated in professional development activities in the past year? (If so, please list.)
2. If so, how have they helped you develop?

D. Mutual Benefits

1. Has the employee benefited from being employed in this position? How?
2. Has the community & organization benefited from having this person employed? How?
3. Has the Organization benefited from having this person employed: How

E. Specific Objectives/Action Plan and Agreement

F. Discretionary Pay Recommendation to Chief & Council:

Employee Signature / date (print name)

Supervisor signature / date (print name)

Elder signature / date (print name)

Councilor signature / date (print name)

17 QUARTERLY REPORT FORM

Directorate⁷: _____ **Fiscal Year:** _____ **Quarter (Apr-Jun is Q1):** _____

Budget Item #1:

Budget Department #:

Total Budgeted Expenditures:

Actual Expenditures:

Summary of Services Provided (include client counts if applicable):

Comments/Concerns:

Budget Item #2:

Budget Department #:

Total Budgeted Expenditures:

Actual Expenditures:

Summary of Services Provided (include client counts if applicable):

Comments/Concerns:

Budget Item #3:

Budget Department #:

Total Budgeted Expenditures:

Actual Expenditures:

Summary of Services Provided (include client counts if applicable):

Comments/Concerns:

⁷ Executive, Finance, NCFDC, Health & Wellness, Education Training & Youth, or Land & Operations

Budget Item #4:

Budget Department #:

Total Budgeted Expenditures:

Actual Expenditures:

Summary of Services Provided (include client counts if applicable):

Comments/Concerns:

Budget Item #5:

Budget Department #:

Total Budgeted Expenditures:

Actual Expenditures:

Summary of Services Provided (include client counts if applicable):

Comments/Concerns:

Budget Item #6:

Budget Department #:

Total Budgeted Expenditures:

Actual Expenditures:

Summary of Services Provided (include client counts if applicable):

Comments/Concerns:

Budget Item #7:

Budget Department #:

Total Budgeted Expenditures:

Actual Expenditures:

Summary of Services Provided (include client counts if applicable):

Comments/Concerns:
