



HORSE LAKE FIRST NATION

Administrative Policy and Procedures Manual

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Table of Contents

1: HORSE LAKE FIRST NATIONS GOVERNANCE

HORSE LAKE FIRST NATION INTRODUCTION.....	1.00
HORSE LAKE FIRST NATION STRUCTURE.....	1.01
VISION AND MISSION STATEMENT.....	1.02
GOALS AND OBJECTIVES.....	1.03
COUNCIL	1.04

2: GENERAL

PUBLIC RELATIONS.....	2.01
FACILITIES.....	2.02
COMPLAINTS.....	2.03
PROFESSIONALISM.....	2.04
INTERNET AND SOCIAL MEDIA.....	2.05
DRESS REGULATIONS.....	2.06
HUMAN RIGHTS.....	2.07
PROHIBITIONS.....	2.08
EMPLOYEE GRIEVANCES.....	2.09
CONFLICT OF INTEREST.....	2.10
SEXUAL AND OTHER HARASSMENT.....	2.11
EMPLOYEE ASSISTANCE	2.12
GUIDELINES FOR ADDRESSING COMPLAINTS AGAINST STAFF.....	2.13

3: PROGRAMS AND SERVICES

PROGRAM DEVELOPMENT.....	3.01
REQUEST FOR FUNDING OR RESPONSES TO REQUESTS POTENTIAL FUNDERS TO	
EXPAND OR START PROGRAMS.....	3.02
PROJECT, PROGRAM DESCRIPTIONS.....	3.03
INTAKE PROCEDURES.....	3.04
MEMBERS FILES	3.05
COOPERATIVE CASE MANAGEMENT.....	3.06
MEMBERSHIP RIGHTS.....	3.07
REQUEST FOR INFORMATION.....	3.08
REPORTING OF INCIDENTS.....	3.09
MONTHLY AND STATISTICAL REPORTS.....	3.10
UNIVERSAL PRECAUTIONS AGAINST THE SPREAD OF INFECTIOUS DISEASES.....	3.11

4: TERMS OF EMPLOYMENT

STATUS/CONDITIONS OF EMPLOYMENT	4.01
JOB DESCRIPTION AND QUALIFICATIONS.....	4.02
APPLICANT QUALIFICATION.....	4.03
RECRUITMENT AND SELECTION.....	4.04
CHILD WELFARE INFORMATION SYSTEM CHECK (CWIS).....	4.05
CRIMINAL RECORDS CHECK.....	4.06
COMMENCEMENT OF EMPLOYMENT.....	4.07

SALARY CLASSIFICATION.....	4.08
PROBATIONARY PERIOD.....	4.09
ATTENDANCE.....	4.10
NOTICE OF LAY-OFF.....	4.11
TERMINATION OF EMPLOYMENT.....	4.12
EMPLOYMENT OF FAMILY MEMBERS.....	4.13
ACCESS TO AND DESTRUCTION OF PERSONNEL AND BAND MEMBER RECORDS...	4.14
CONFIDENTIALITY.....	4.15
INSUBORDINATION.....	4.16
DISCIPLINE.....	4.17

5: SALARY, LEAVES AND BENEFITS

HOURS OF WORK AND OVERTIME.....	5.01
TIME SHEETS.....	5.02
SPECIAL SALARY & WORKING CONDITIONS.....	5.03
SALARY ADMINISTRATION.....	5.04
STATUTORY HOLIDAYS.....	5.05
VACATION PAY.....	5.06
SHORT TERM DISABILITY.....	5.07
ASSISTANCE TO EMPLOYEES TO ADDRESS PERSONAL OR WORK RELATED PROBLEMS	
.....	5.08
CASUAL ILLNESS/SICK LEAVE.....	5.09
BEREAVEMENT / COMPASSIONATE LEAVE.....	5.10
MATERNITY / PARENTAL LEAVE.....	5.11
ELECTIONS / VOTING.....	5.12
JURY DUTY.....	5.13
EDUCATIONAL LEAVE.....	5.14
SPECIAL LEAVE OF ABSENCE.....	5.15

6: PERFORMANCE AND TRAINING

PERFORMANCE APPRAISALS.....	6.01
PERFORMANCE GOALS & TRAINING.....	6.02
CORE SKILLS FOR ALL EMPLOYEES.....	6.03
TRAINING.....	6.04
QUALITY OF TRAINING.....	6.05

7: FINANCIAL MANAGEMENT

FINANCIAL POLICY CHANGES.....	7.01
YEAR END PREPARATION.....	7.02
PROPOSALS AND CONTRACT NEGOTIATIONS.....	7.03
BUDGETS.....	7.04
BANK ACCOUNTS.....	7.05
INCOME / REVENUE.....	7.06
EXPENDITURE APPROVAL / AUTHORITY.....	7.07
NON BUDGETED REQUESTS.....	7.08
PETTY CASH.....	7.09
LONG DISTANCE TELEPHONE CALLS AND FAX.....	7.10
RECEIPT OF GOODS.....	7.11

TRAVEL AND EXPENSE REIMBURSEMENT.....	7.12
FIXED ASSET LEDGER.....	7.13
RECONCILIATION OF BANK STATEMENTS.....	7.14
PROPERTY / EQUIPMENT LEASE.....	7.15
LOANS TO MEMBERS.....	7.16
VEHICLE USAGE	7.17
INSURANCE.....	7.18

FORMS

AUTHORIZATION FOR EMPLOYEE TRAINING & DEVELOPMENT
 AUTHORIZATION OF DRIVER INFORMATION
 CRIMINAL RECORD CHECK
 EXPENSE REPORTING FORM
 NOTICE OF CONCERN / SUGGESTION MEMO
 OFFICIAL OATH
 OVERTIME AND TIME OFF-IN-LIEU AGREEMENT
 WEEKLY EMPLOYEE TIME SHEET
 MONTHLY EMPLOYEE TIME SHEET
 VACATION / LEAVE OF ABSENCE REQUEST

HORSE LAKE FIRST NATION Administrative Policies and Procedures

Introduction

These *Operational Policies and Procedures* apply to all employees of the Horse Lake First Nation (HLFN). The nation's employees and their working relationships are shown on the organizational chart. The HLFN Administrator may, from time to time, make administrative rules and regulations to further define these policies and procedures. Administrative rules and regulations, however, may not alter the purpose and intent of these policies and procedures.

If it is necessary to depart from a strict application of these policies and procedures, the Administrator shall determine the reasons for departure and explain these reasons to the HLFN Chief and Council.

Chief and Council have the authority to make changes to these *Operational Policies and Procedures*. Chief and Council may consider recommendations from the HLFN Administrator and from other HLFN Directors where appropriate. Any HLFN employee may make suggestions for changes to these *Operational Policies and Procedures*. Suggestions for changes should be made to the appropriate HLFN Director and will not be construed as changing the terms and conditions of the employment relationship.

All staff, departments, programs and services under the mandate of the Horse Lake First Nation must abide by these *Operational Policies and Procedures*. In addition, HLFN departments and programs may establish their own policies and procedures for the delivery of programs or services. Program- or service-specific policies and procedures that are developed must be consistent with these *Operational Policies and Procedures*.

All policies and procedures, including program- and service-specific policies and procedures, must be approved by the HLFN Chief and Council. Chief and Council, having regard for the *Canada Labour Code* and other applicable legislation or regulation, shall be the final authority in the interpretation and application of HLFN policies and procedures.

Organizational Structure

Policy The organizational structure of the Horse Lake First Nation will be clearly defined and communicated to staff, community members and stakeholders.

Procedures

1. The Organizational Chart will be made available for viewing by the members of the First Nation and non-First Nation community-at-large upon request.
2. The Administrator will ensure the Organizational Chart will be updated within 30 days of any changes to the structure of the organization.
3. Each position within the organizational structure will be defined through a job description.
4. Each employee will have a copy of his/her respective job description when hired and whenever updated.

HORSE LAKE FIRST NATION Organizational Chart

Final

Vision and Mission Statement

Policy The Horse Lake First Nation's Vision and mission statements will reflect the beliefs and principles of the community and guide its operation.

Procedures

1. The Vision and Mission Statements will be reviewed, at a minimum, every year to affirm or revise them to ensure they reflect the current needs and values of the community.
2. A committee will be established by the Chief and Council, which will include the Administrator, and other staff to review and update the Vision Statement and Mission Statements.
3. The revised Vision and Mission Statement will be ratified by the Chief and Council.

Goals and Objectives

Policy The Horse Lake First Nation's goals and objectives will be clearly written and guide its operation.

Procedures

1. The goals and objectives will be reviewed on an annual basis to ensure that they reflect current needs.
2. A committee chaired by a member of the Chief and Council, and the Administrator, and/or staff as required, will be established to review and update the goals and objectives.

Chief and Council

Policy Horse Lake First Nation Chief and Council is a governing body. As a governing and policy Council, the Chief and Council are responsible to provide strategic directions and establish policy for the overall operation of the organization.

Procedures

1. The composition and replacement process of the Chief and Council will be clearly stated in the Horse Lake First Nation governing policy.
2. The Chief and Council will define in writing the responsibilities delegated to the Administrator of the Horse Lake First Nation Administration.
3. The Chief and Council will provide an annual written evaluation of performance to the Administrator.
4. The Chief and Council will meet in accordance with the schedule set forth in the governing policy, or more often as necessary. Minutes of all meetings will be taken and maintained as a permanent record in the files and will be made available for viewing by members of the First Nation and non- First Nation community-at-large upon request.
5. All members of the Chief and Council will receive formal orientation on the vision, mission, principles, goals and objectives, and programs (where applicable) of the First Nation.

Public Relations

Policy The Horse Lake First Nation will ensure that a positive image is presented to the community at all times.

Procedures

1. The Chief Council, or designate, of the Horse Lake First Nation will be the designated spokesperson on all matters related to the First Nation.
2. Issues or concerns regarding the operation of the will be discussed and resolved within the First Nation. Such information will not be shared with individuals outside of the First Nation.
3. Employees of the Horse Lake First Nation, including Chief & Council, consultants, associates, volunteers, practicum, or placement students, etc. will conduct themselves, both publicly and in private, in a manner which does not tarnish the image of or otherwise bring disrepute to the Horse Lake First Nation.

Facilities

Policy The Horse Lake First Nation will develop a facilities plan to ensure that sufficient space is available to meet organizational needs and that the facility is well maintained.

Procedures

1. The Horse Lake First Nation's facilities plan will reflect the ongoing needs and operations of the organization.
2. The facilities plan is to be reviewed and revised as necessary on an annual basis, to ensure that space allocation is sufficient to meet organizational needs.
3. Renovations or obtaining new space to accommodate program needs will be reviewed with the Chief and Council prior to proceeding.
4. The Horse Lake First Nation will maintain a repair and maintenance schedule of the facilities and all equipment to ensure health and safety requirements, e.g. fire alarms, fire extinguishers, smoke detectors, painting, damages to walls, etc.
5. The facilities plan will ensure that there is adherence to all required building, health, and safety codes and regulations.
6. An emergency evacuation plan will be developed for the facility. Practice emergency evacuations will be undertaken at least once per year.

Complaints

Policy All complaints received by the Horse Lake First Nation from the general public, staff, other agencies, and members will be handled in a prompt and courteous manner.

Procedures

1. Complainants will be encouraged/asked to put their complaints in writing.
2. Complaints pertaining to the Nations operations or its services will be referred to the Administrator. If the complaint is against the Administrator, the complainant will be advised to address the complaint to the Chief and Council.
3. The Administrator, or the Chief and Council, as the case may be, will determine if the complaint warrants and investigation. The complainant will be advised both verbally and in writing with ten (10) working days that the complaint has been received and of the action which will be undertaken along with the time frame in which the action will take place.
4. The Administrator, or the Chief and Council, as the case may be, will undertake or designate a person or review committee to investigate the complaint, if it is the decision to investigate, and report the finding within a timely and specified time frame. The findings and decisions will be presented to the complainant in writing. A face-to-face discussion with the complainant regarding the decision may occur, if the complainant requests such.
5. The Chief and Council will determine how a complaint against the Administrator shall be resolved.
6. All complaints, findings and final decisions will be documented and maintained on file.

Professionalism

Policy All Horse Lake First Nation employees and Chief & Council shall act in a professional manner when interacting with personnel both within and outside of the First Nation.

Procedures

1. All employees and Chief & Council shall be thoroughly knowledgeable of the vision, mandate, policies, and related legislation and regulations.
2. Supervisory Staff are responsible for keeping up-to-date with new theories and methodologies in their field and, with appropriate professionalism, share the information and provide training to staff members.
3. Effective member advocacy is a critical component of providing supports and services. In order to advocate effectively for members, employees and Chief & Council must develop and maintain the respect and cooperation of other professionals who deal with the member group.
4. Employees and Chief & Council shall give member needs and rights the highest priority. In this regard, employees and Chief & Council shall be cognizant of the fact that they must be able to separate member needs from the needs and aspirations of individual staff, the First Nation, and other components of social service system.
5. Employees and Chief & Council shall work effectively and cooperatively as a team member to ensure positive outcomes.
6. Employees and Chief & Council shall work cooperatively with other agencies and service groups to improve the overall quality of the service system.
7. Professionalism involves the ability to objectively critique the policies and the service system, and to propose socially responsible and cost effective measures for improving the quality of service.
8. Employees and Chief & Council shall promote a positive image of the First Nation in the community and maintain confidentiality on member issues, member identities, and staff issues and discussions.

Internet and Social Media

Policy Horse Lake First Nation employees, contractors, subcontractors and any subsidiaries of Horse Lake First Nation shall endeavor to use the internet and social media in a productive, safe and responsible manner. It is the responsibility of every User to understand and follow these internet and media procedures.

Procedures

1. Technology and equipment owned by the Horse Lake First Nation is intended for business purposes. All online activities are subject to monitoring, including sites visited.
2. Under no circumstances is an employee authorized to engage in any activity that is illegal under local, provincial, federal, or international law while utilizing Horse Lake First Nation owned resources. The following activities are by no means exhaustive, but attempt to provide a framework for activities which fall into the category of unacceptable use. Employees may be exempted from these restrictions during the course of their legitimate job responsibilities. The following activities are strictly prohibited, with no exceptions:
 - a. Violations of the rights of any person or Company protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including, but not limited to, the installation or distribution of "pirated" or other software products that are not appropriately licensed for use by the Company.
 - b. Unauthorized copying of copyrighted material including, but not limited to, digitization and distribution of photographs from magazines, books or other copyrighted sources, copyrighted music, and the installation of any copyrighted software for which the Horse Lake First Nation or the end user does not have an active license is strictly prohibited.
 - c. Introduction of malicious programs into the network or server. (Examples: viruses, worms, Trojan horses, email bombs).

- d. Users will not employ Horse Lake First Nation computer facilities or internet links to create, edit, distribute, archive, transmit, view, print or store any pornographic material or any offensive, obscene or indecent images, data material or data capable of being converted to obscene or indecent images or material.
 - e. Employees are prohibited to access non-work related web-sites, including gambling and gaming sites, personal and dating sites, sites promoting intolerance and hate, and illegal sites, or sites promoting illegal activities, including child pornography
 - f. Users are not to create, transmit or print material that libels, slanders, or harasses others.
 - g. Making fraudulent offers of products, items, or services originating from Horse Lake First Nation.
 - h. Making statements about warranty, expressly or implied, unless it is a part of normal job duties.
 - i. Providing information about, or lists of, Horse Lake First Nation employees to parties outside of Horse Lake First Nation.
 - j. Revealing any network passwords, including Horse Lake First Nation Wi-Fi networks.
 - k. Reconfigure, change or remove policies, change or remove Mobile Device Management (MDM), or modify any internal settings programmed to a Horse Lake First Nation Device.
 - l. Deliberately performing acts that waste or unfairly monopolize computer resources such as sending large files via email or using on-line radio for non-business related purposes.
3. Employees may use the internet and social network sites (e.g., Facebook, MySpace, Twitter, YouTube, LinkedIn, etc.) during breaks, in accordance with the following rules:
- a. It does not interfere with the normal work performed of the user or others and it does not pre-empt any business activity.

- b. Employees are prohibited to blog about or post any insulting, disruptive, offensive, defamatory or harassing information concerning any other employee, client or other person associated with the Band Council. Employee grievances, complaints or issues with any other employee, customer, or other person associated with the Band Council must never be the subject matter of messages sent, or posted, by an employee on a social networking site. Such grievances, complaints or issues should be addressed internally, through communications with supervisors.
 - c. Employees are prohibited to post any confidential information obtained as a result of their employment with the Horse Lake First Nation, including information related to other employees, clients, finances, research, operational methods, plans and policies of the Band Council.
 - d. Employees are prohibited to hold themselves out on a social networking site, or on any other internet site, as representing the views, opinions or position of the Band Council on any matter, without clear authorization to do so from Chief and Council.
4. Employees at Horse Lake First Nation using email and/or other internet communication activities as a part of their duties must do so in accordance with the following rules:
- a. Always use acceptable and appropriate language.
 - b. Subscribe only to newsletters, mailing lists, chat rooms or newsgroups that specifically relate to your role at Horse Lake First Nation.
 - c. Notify the supervisor immediately upon receipt of unsolicited email (spam) and threatening or objectionable communications.
 - d. Only those employees or officials who are authorized may speak on behalf of Horse Lake First Nation.
 - e. Do not open any attachments that look suspicious or are from an unknown sender.
 - f. Refrain from non-business related communications or transmission that include chain letters, political campaign material, religious work, objectionable material, junk mail, advertising material or business schemes for personal gain.
 - g. Refrain from any form of harassment via email.

5. Approval must be given prior to purchasing, loading, downloading, installing, or distributing any software, shareware, MP3 files, screensavers or any other applications.
6. While Horse Lake First Nation desires to provide its employees with a reasonable level of privacy, all data created on Horse Lake First Nation IT systems remain the property of Horse Lake First Nation. Therefore all information (including personal or sensitive/confidential information) placed on or transmitted over Horse Lake First Nation's IT systems may be examined, recorded, audited, copied, used, or disclosed by Horse Lake First Nation for authorized purposes, such as any administrative, civil or criminal action or proceeding, with or without the consent, presence or knowledge of the involved employee.
7. The privileges of using the internet and/or social networking sites may be taken away within any sector or department where they are found to impact workplace performance.
8. Employee use of work email or internet social networking sites outside work hours are subject to the same restrictions that apply to employee use of work email and social networking during work hours set out in Section 3(b), (c) and (d), and Section 4 above.
9. Breach of this policy can result in workplace discipline, up to and including termination, where circumstances warrant.

Dress Regulations

Policy Employees of the Horse Lake First Nation shall dress appropriately for the work setting, professional meetings, and engagements both within and outside of the office.

Procedures

1. Employees shall maintain a dress code that is consistent with work setting, keeping in mind that they are role models and representatives of the Horse Lake First Nation.
2. Clothing shall be clean and well maintained.
3. As a general rule, employees may be dressed in casual clothing while at the office. If meetings are scheduled with outside officials, more formal attire may be required.
4. Cut-offs, shorts, tank tops, and similar clothing are not considered appropriate for the work setting. Female employees should not wear clothing that is revealing or provocative, e.g. sheer blouse, short skirts, etc.
5. If an employee is dressed inappropriately, the immediate supervisor shall ask the employee to go home and change into more appropriate clothing. If the employee continues to dress inappropriately, disciplinary actions may result.

Human Rights

Policy The Horse Lake First Nation recognizes the terms of the individual Rights Protection Act and shall honor the principles embodied in this legislation.

Procedures

1. The Horse Lake First Nation shall not directly or indirectly impede or discourage anyone from making an honest complaint to the Human Rights Commission.
2. The Horse Lake First Nation shall ensure, to the greatest degree possible, that there will be no adverse implications to anyone who makes an honest complaint.
3. As determination of the validity of any complaint is beyond the jurisdiction of the Horse Lake First Nation, no disciplinary, corrective, or remedial action shall be taken the Horse Lake First Nation pending determination of the validity of the complaint, except as necessary to ensure that ongoing functions are being performed.
4. The Horse Lake First Nation shall comply with any final decisions made pursuant to the terms of the Individuals Rights Protection Act.

Prohibitions

Policy Employees of the Horse Lake First Nation are prohibited from any unlawful or illegal activities which may potentially damage the reputation of the Horse Lake First Nation.

Procedures

1. All equipment, materials and supplies purchased by the Horse Lake First Nation are the property of the Horse Lake First Nation and are to be used for the purposes only.
2. Personal use or removal from the First Nation premises of any materials and supplies purchased by the Horse Lake First Nation shall constitute theft, and the employee may be subject to disciplinary procedures up to and including termination of employment and possible criminal charges.
3. Employees shall not report to work while under the influence of alcohol or illegal drugs, nor shall they consume alcohol beverages or illegal drugs while on the premises of their respected work area, Nation buildings and on site related to Horse Lake First Nation.
4. Employee consumption of food purchased by the Horse Lake First Nation or the removal of food from the premises (except as through approved function or program activity with staff and / or members) is prohibited.
5. Personal use of office supplies such as stamps, papers, pens, etc. is prohibited.
6. Personal long distance telephone calls by employees is inappropriate except in emergency situations. If it is determined that an employee has placed a personal long distance call, the charges for this call shall be deducted from the employee's pay.

Employee Grievances

Policy The Horse Lake First Nation shall maintain a grievance process whereby all employees are assured the opportunity of expressing and obtaining resolution to individual concerns.

Employees may file a grievance for any disciplinary or other action taken against them by their supervisor or First Nation management or First Nation policy they believe to be discriminatory, or affects their promotional opportunities, rate of pay, ability to transfer to other positions within and career development plans.

Disciplinary action includes letters of reprimand, suspensions with or without pay and dismissal.

Procedures

Step 1 - Prior to filing a grievance, the employee must discuss the issue with his/her supervisor.

Step 2 - If, after, discussing the issue, it has not been resolved to the employee's satisfaction, the employee may submit the grievance in writing to the Administrator within a fifteen working days after discussing it with the supervisor outlining the reason(s) for not being satisfied with the decision of the supervisor.

The Administrator shall communicate in writing his/her decision within fifteen working days of the date the grievance as submitted to the Administrator.

Step 3 - Can only be undertaken if the grievance has gone through the previous two steps.

To initiate step 3, the employee making the grievance must submit a letter to the Chief and Council, requesting a formal grievance hearing, outlines the decision being grieved, the actions taken by the individual to address the issue, and reasons for believing the decision is unfair or prejudicial.

The Council shall appoint a Grievance Panel of three neutral members. The Panel shall review all relevant documentation and at their discretion, interview the parties affected by the grievance.

Once the Panel has made a decision, it will be communicated in writing to the person who launched the grievance and relevant supervisory staff within 30 days of the date the grievance was adjudicated.

The decision of the Panel shall be final and binding.

Conflict of Interest

Policy The Horse Lake First Nation shall establish and maintain a reputation for applying the highest ethical standards in all its dealings. Employees shall always be on guard against circumstances which are susceptible to fraud, forgery or corruption.

Procedures

1. Members of the Chief and Council, consultants, volunteers and staff persons of the First Nation shall have no direct or indirect interest in the assets, leases, business transactions or professional services of the First Nation unless following outlined procedures.
2. If an employee or Council member has a material interest or otherwise personal involvement in a business or partnership that conducts business with the First Nation, the employee or Council member must declare this interest and refrain from any involvement in the transaction that the business has with the First Nation.
3. If an employee is suspected of violating this section of the policy, that employee shall be suspended without pay until the investigation is complete. If the employee is found innocent of such activities, full restitution shall be provided upon his/her return to full active work. If the employee is found guilty, his/her position shall be terminated without pay effective the day of the suspension.
4. Employees may not accept monetary or other payment in addition to normal salary or expenses for duties which they perform in the course of employment.
5. Employees may take supplementary employment including self-employment, unless it:
 - a. Causes an actual or apparent conflict of interest; is performed in such a way as to appear to be an official act or to represent policy;
or
 - b. Interferes with regular duties (e.g. Telephone calls, meetings etc.);
or

- c. Involves the usage of premises, equipment, materials, supplies, unless otherwise authorized in writing by the supervisor.
- 6. Where there is evidence that a conflict of interest may arise in taking supplementary employment, it is the duty of the employee to notify his/her supervisor in writing as to the nature of the employment. The supervisor in turn shall notify the Administrator.
- 7. Where a difference of opinion exists as to whether a conflict of interest exists, the employee may request that the decision be reviewed by the Administrator and the Chief and Council.
- 8. No personal loans shall be provided by the First Nation to employees, members of the Chief and Council, or members of their families.

Sexual and Other Harassment

Policy The Horse Lake First Nation believes that every employee is entitled to a working environment free from sexual or other harassment. The Horse Lake First Nation shall not tolerate sexual or other harassment on the job and shall take disciplinary measures against any person under its direction who subjects any employee to sexual or other harassment.

Harassment in any conflict, gesture or contact of a sexual nature that is likely to cause offense, discomfort, or humiliation to any employee; or that might, on reasonable grounds, be perceived by the employee as placing a condition of a sexual nature or abuse of power on employment or any opportunity for training or promotion.

Procedures

1. All employees have the right to file a complaint under the Canadian Human Rights Act if they have been harassed on the job.
2. Any complaint of harassment can be brought to the attention of the Horse Lake First Nation by following the "Grievance Procedures". Any level of the grievance will be waived if a person hearing the grievance is the subject of the complaint.
3. The Administrator shall take every precaution to ensure confidentiality of the complainant's identity and the circumstances of the complaint in a sexual harassment case, except as necessary for the purpose of investigating the complaint or taking related disciplinary actions.

Employee Assistance

Policy The Horse Lake First Nation believes that it has a responsibility to provide assistance to employees in solving personal and/or work related problems which are affecting their ability to cope and function effectively in their work environment.

Procedures

1. The supervisor shall discuss any performance deficiencies with the employee to ascertain reasons for the lack of performances. If the employee requests outside assistance, the First Nation shall refer the employee to the appropriate counseling agency.
2. Alcoholism and drug dependence shall be recognized as an illness and, as such, shall be treated with dignity and the care and concern which any other illness would receive.
3. After the employee has agreed to counseling and taken the necessary step to bring the situation under control, the Chief and Council may extend the sick leave policy if treatment requires time off the job.
4. Subsequent performance by the employee on the job shall be measured against the standards for both performance and conduct which is set by the for all employees.
5. If the employee fails to take the necessary steps which may include outside counseling to improve performance, termination of employment may result.

Guidelines for Addressing Complaints against Staff

Policy Complaints from another staff, a person outside the First Nation or a member regarding the performance of a staff member shall be treated seriously and fully investigated in a manner that is sensitive to the importance of the issue, and the rights of the worker whose performance is in question.

Procedures

1. When an individual has a complaint against an employee, he/she shall be encouraged to first meet with the employee prior to taking any other action.
2. If after meeting with the employee, the complaint is not resolved, the individual has the right to take the complaint to the employee's immediate supervisor. If the matter remains unresolved, the individual is encouraged to take the complaint through the line of authority until the issue is resolved.
3. The individual making the complaint shall be encouraged to put the complaint in writing, whenever appropriate. If the supervisor feels the complaint warrants investigation, the staff shall be told of the specific nature of the complaint as soon as possible.
4. The employee against whom the complaint is filed shall have the opportunity to meet with his/her supervisor and the complainant (if appropriate), review all correspondence and present his/her perspective on the issue. The supervisor may withhold correspondence and prevent a face-to-face meeting, if he/she believes this to be appropriate and has the approval of the next level of supervision.
5. Once the supervisor has heard the employee's perspective, and believes further investigation is warranted, he/she shall explain the process for gathering information and making a decision. The employee shall be provided with an opportunity to provide his/her input on the plan. The employee shall also be told the potential implications for him/her should the complaint be confirmed.
6. If the investigation is carried out over an extended period of time, the employee against whom the complaint is made shall be provided with regular updates on the investigation.

7. The employee shall be notified in writing of the final decision and any action which will be taken.
8. Any documentation to be placed on the employee's personnel file shall be shared with the employee and signed by him/her.
9. This process does not preclude good supervision practices such as: consultations at higher levels in the organization, or encouraging the person who made the complaint to first try and resolve the problem with the staff in question, before addressing it directly.
10. If the complaint is a grievance, the formal "Grievance Procedure" shall be followed. If the complaint is an allegation of abuse, the appropriate policies or allegations of physical, emotional or sexual abuse must be followed.

Program Development

Policy The Horse Lake First Nation will ensure that all program development initiatives are carefully planned and reviewed in order to ensure they are responsive to community needs, effective, high quality and achieve the desired outcomes.

Procedures

1. All supervisors/employees are responsible for ensuring that they are aware of the current literature and research in their program area.
2. All program development plans will reflect current research and trends.
3. Supervisors / employees must discuss any program ideas with the Administrator or designate prior to undertaking their development to ensure that the ideas are consistent with the overall goals and objectives of the First Nation.
4. The Administrator or designate will review all program development plans. As indicated in policy 2.02, the Chief and Council must approve all new and enhanced programs or projects.

Request for Funding or Responses to Requests Potential Funders to Expand or Start Programs

Policy Approval by the Chief and Council is required for all new projects, programs or program expansions, whether initiated by the First Nation or the funding organization.

Procedures

1. The development of submissions for new projects, programs or program expansion will be discussed and reviewed by the Administrator or designate prior to submission to the Chief and Council to ensure the initiative is compatible with the First Nation's operational plan and mandate, and that the project is feasible.
2. The supervisor and/or employee will keep the Administrator apprised of ideas and issues during the development of the submission.
3. All requests by other agencies to enter into a partnership or to develop a joint submission will be reviewed and approved by the Administrator or designate.
4. All new programs proposals and requests for the development of new programs, along with relevant information and recommendation, will be presented to the Chief and Council by the Administrator for review and approval prior to proceeding.
5. If approval is granted to raise funds for a program or for program enhancement, all fund raising strategies, activities, events, correspondence, and mailing/contact lists will be approved in advance by the Administrator.

Project, Program Descriptions

Policy The Horse Lake First Nation Administrator will ensure that service descriptions are developed and maintained up-to-date for all projects and programs it offers.

Procedures

1. The Administrator will ensure that service descriptions are developed for all projects and programs the Nation offers. The service descriptions will, at a minimum, describe the purpose of the service, the individuals to be served, referral procedures, expected outcomes, evaluation processes and reporting requirements.
2. Descriptions will be maintained on a master file and on file in each project and program department.
3. Each project and program will be presented in a brochure that is made available to the community.
4. Descriptions and brochures will be reviewed and updated on an annual basis by the program directors with the final approval of the Administrator or when revisions are required as a result of substantive changes to the projects or programs.

Intake Procedures

Policy The Horse Lake First Nation will develop and establish an intake procedure for each program. The intake procedure will be based on the information requirements for each program and will ensure the confidentiality of information.

Procedures

1. An intake form will be established for members accessing services of Horse Lake First Nation to gather the information that is necessary to provide effective services.
2. All intake interviews will be conducted in a private area away from other people so as to respect the privacy of the member and ensure the confidentiality of information.
3. All staff, volunteers, and practicum students will be provided with training (through workshops and discussions, both formal and informal with Elders) in the area of cultural awareness and sensitivity so as to better meet the needs of the members.
4. Once completed, the individual will review and sign the intake form to ensure accurate and completeness of the information.

Members Files

Policy Each individual receiving services from the Nation will have an up-to-date file which reflects all major actions, plans, and events during his/her participation in Horse Lake First Nation services.

Procedures

1. File entries will be legible and concise and will include the date and the initials/signature of the staff making the entry.
2. A member file will, at minimum, contain the following:
 - Background information and confidential reports as available (field in chronological order)
 - Release of information form
 - Contact notes
 - Referral to other agencies
 - Authorization for services
3. The Program Supervisor will review each member file on a regularly established interval, but at no less than once every three months, to ensure that files are maintained in a legible, concise and up-to-date manner.
4. Member file information, upon written consent by the member, will be shared with:
 - The member
 - Monitoring and supervisory staff related to the project or program
 - As directed by the member
5. Member files will be closed when the member is no longer receiving services from the Horse Lake First Nation or by member's request.
6. When closing a file, the following procedures will apply:
 - Files will be maintained for a two year period following closure
 - All personal correspondence and documents such as letters, birth certificates, family photographs, case notes, etc. will be forwarded to the member.

- Member information will be made available to members at any time during this two year period
 - All identifying information not forwarded to the member will be destroyed for the protection of the member.
7. Member files will be stored in a locked cabinet where access to the files is managed by the Administrator or designate. Procedures will be maintained for accessing files, including sign out of documents or the entire file.

Cooperative Case Management

Policy All programs and service agencies providing services to Horse Lake First Nation members will have written Service Delivery Objectives and practices that address the following:

Procedures

1. Purpose – A statement of purpose for the program will be presented.
2. Entrance Criteria – the particular group of members to be served by the program will be described. The entrance criteria relates to the statement of the purpose and normally includes relevant characteristics such as age, sex, single mothers, couples, behaviors of persons to be served, etc.
3. Referral Procedure – The referral procedure will be described who and how the referral is made, and the service eligibility is determined, and the selection process. Time lines will be included. The referral procedure will be made available to potential service users and agencies, government departments, and others who may make referrals.
4. Intake and Assessment – The intake and assessment procedure describes what takes place during the initial interview and how the assessment of initial needs will be conducted.
5. Implementation of Action Plan, Ongoing Assessment, and Review Procedures.
6. Exit Summary, Follow-Up, and Evaluation
 - The exit summary will state who made the decision regarding service termination, or the readiness of the member to advance to another service available, and how this will be done.
 - If applicable, the follow-up service(s) to be provided will be stated including by whom, where, how often, and the duration.

- The evaluation will state the issues, what was accomplished and the outcome measures.
- Upon termination, each case will be reviewed with the member and the Program Supervisor. The review will include an evaluation of the outcomes achieved, whether the program was meeting the individual's needs, reason for closure, etc.

Membership Rights

Policy The Horse Lake First Nation will maintain and protect membership rights including rights specified in the Canadian Charter of Rights and Freedoms, the Alberta Individual Rights Protection Act, confidentiality of information and respect for privacy.

Procedures

1. The Horse Lake First Nation will inform members of their rights and the services to be provided.
2. No information will be released to any other person or program service on any present or previous member of the Horse Lake First Nation without the written consent for release of information having been obtained from the member, the guardian of the member if the member is under eighteen, and/or the member's social worker (of the child is a ward of the government).
3. The Horse Lake First Nation will ensure that the member is fully informed and comprehends the nature of the request prior to signing a consent for release of information. The consent for release of information will be in effect for a period not to exceed one year.
4. When members of the Horse Lake First Nation are involved in research conducted on behalf of, or by the Nation, the identity and privacy of the members will be protected throughout all stages of the research

Request for Information

Policy Information regarding a current or past member of the Horse Lake First Nation will be released only through the written consent of the member.

Procedures

1. Member confidentiality will be maintained at all times. Information will only be provided to those directly involved in the service delivery plan.
2. A release of information form signed by the member and dated will be required when information is requested by individuals not directly involved in the service delivery plan. Release of information forms are valid for up to 3 months from the date of signing and only for the purposes described on the form.
3. If an employee is unsure as to whether or not the release of information is appropriate, the matter will be referred to the Administrator.

Reporting of Incidents

Policy Employees of the Horse Lake First Nation will provide accurate written documentation of all major and minor incidents occurring within the organization.

Procedures

Major Incidents – Major incidents include, but are not limited to:

- Death, serious injury or illness
 - Assault on staff or member
 - Unprofessional conduct of an employee, Council member, volunteer
 - Serious vandalism to property
 - Violation of legal or human rights
 - Fires
 - Substance abuse
1. Any major incident involving serious risk to life, or likely to receive public attentions, or complaint from funders, or the community will be communicated to the Chief and Council via the Administrator immediately.
 2. Major incidents will be documented in detail and forwarded to the Administrator. A copy will be sent to the Chief and Council.

Minor Incidents – Minor incidents include but are not limited to:

- Emergency medical attention
 - Minor vandalism of First Nation, staff, or member property
1. Minor incidents will be documented and reported immediately to the Administrator or designate.
 2. The Administrator or designate will notify the relevant authorities as appropriate.

Monthly and Statistical Reports

Policy A monthly summary of activities will be completed by each employee of the Horse Lake First Nation.

Procedures

1. Each employee will be required to maintain a log of activities which was undertaken each month.
2. The number of individuals served, programs and activities and results achieved will be included in a monthly program activity report.
3. The report will be written in the format that is established for the Horse Lake First Nation.
4. The report will be submitted by the 15th of the following month.

Universal Precautions against the Spread of Infectious Diseases

Policy In order to reduce the risk of infection in the workplace and to or between program participants, employees of the Horse Lake First Nation shall practice universal precautions at all times.

Procedures

1. The Horse Lake First Nation shall have a properly equipped First Aid Kit and a Universal Blood and Body Fluid Cleaning Kit on site which shall be kept up-to-date at all times.
2. All employees shall be trained in the handling of blood and body fluids and this training shall be documented on the employees' personnel files.
3. Employees shall always use disposable latex or vinyl gloves when handling body fluids or materials contaminated by body fluids.
4. Proper disposal of materials contaminated by body fluids shall be maintained at all times.
5. An appropriate disinfecting solution shall be used on surfaces contaminated with body fluids.

Status/Conditions of Employment

Policy All decisions to hire an employee shall be made on the basis of the candidate's ability to carry out the responsibilities of the position and the candidate's developmental potential.

Procedures

A. Recruitment

1. In accordance with exemptions to the laws governing equal opportunity in employment, preference in recruitment shall be given to people provided they meet the specified qualification requirements.

B. Categories of Employment

1. Permanent Full Time Employment – Employees, having satisfactorily completed the probationary period and work the normal work week hours as determined by the Horse Lake First Nation. These employees are entitled to full benefits.
2. Permanent Part-Time Employment – Employees having satisfactorily completed the probationary period, who consistently work less than the regular work week hours but work on a permanent basis, pre-determined weekly schedule for a minimum of 20 hours per week. These employees are entitled to benefits prorated according to number of hours worked.
3. Part-Time/Casual Employment – Employees who work as replacement staff in cases of illness, leaves of absence, special projects, summer employment, etc. and are paid an hourly wage, are entitled to paid statutory holidays if they have worked the required thirty days.
4. Contract Employment – A contract worker is an individual who is contracted by the Horse Lake First Nation to complete a project in a certain period of time for an agreed sum of money. A contract worker is not entitled to benefits.

C. Seniority

1. For the purpose of computing length of service with the Horse Lake First Nation, seniority will accumulate from the first day that the employee last entered the service to the First Nation.
2. Seniority will not be affected by reason of sickness or accident, not exceeding 12 months, or an authorized leave of absence.

D. Employment Anniversary & Appraisal Dates

1. The anniversary date is the date upon which an employee commenced employment in his/her position.
2. Performance Appraisals shall be conducted with an employee on his/her anniversary date.

E. Notice of Employment

1. The employee's Letter of Appointment or Notice of Employment shall serve as the record of any terms and conditions of employment which are specific to the employee.
2. All letters of appointment or notices of employment for staff must be signed by the Administrator.
3. The Letter of Appointment or Notice of Employment for the Administrator shall be signed by the Chief of the Chief and Council.

F. Bonding

1. All personnel with signing authority shall be bonded.
2. Employees who are not able to be bonded shall not have access to the Horse Lake First Nation funds.
3. Bonding shall be at the expense of the Horse Lake First Nation.

G. Outside Employment

1. Outside employment shall be permitted for full-time employees only if the employment does not affect the employee's performance.
2. If an employee's performance is being affected by other employment, the Administrator will address the matter with the employee.

Job Description and Qualifications

Policy Job Descriptions shall be established for all positions within the Horse Lake First Nation.

Procedures

1. The Administrator shall be responsible for ensuring that all job descriptions are developed.
2. All job descriptions shall be reviewed every two years and updated as required.
3. All employees shall be provided with a copy of the job description for the position which he/she is hired for upon commencement.
4. All job descriptions must be signed by the new employee and his/her Supervisor.
5. One copy of the job description shall be kept on the employee's personal file, and one copy shall be provided to the employee.
6. Qualifications for all positions shall be included in the job description and shall be adhered to.
7. When a job description is revised, it shall be signed by the employee. One copy shall be placed in the employee's personal file and one copy shall be provided to the employee.
8. All job descriptions and subsequent revisions shall be approved by the Administrator.
9. Copies of all job descriptions shall be maintained in a file with the Administrator and Director of Finance.

Applicant Qualification

Policy The status of any applicant shall be determined to be either qualified, unqualified, or disqualified.

Procedures

1. Applicants for any position with the Horse Lake First Nation shall be screened on the following criteria:
 - **QUALIFIED** – an applicant is qualified if he/she meets or exceeds the minimum qualifications for the job as stated.
 - **UNQUALIFIED** – an applicant is unqualified if he/she lacks any of the required qualifications established for the job.
 - **DISQUALIFIED** – an applicant will be disqualified from the competition if:
 - He/she falsifies an application or attempts to deceive in connection with the application, if, after the employee is hired, it is found that some portion of the application was falsified, this may be grounds for termination.
 - There is material evidence of conduct that would be prejudicial to the purpose and working relationships of the Horse Lake First Nation.
2. Only applicants who meet the “qualified” criteria shall be invited for interviews for the position advertised.
3. No notice is required to the “unqualified” applicants provided a statement including that this is included in the competition advertisement.

Recruitment and Selection

Policy The Horse Lake First Nation shall ensure fair and equal access to positions within the organization through a formal competition and screening process.

Procedures

A. Recruitment

1. The decision to hold an internal or external competition for a vacant position shall rest with Administrator.
2. All part-time and full-time staff and registered volunteers are eligible to apply on internal competitions.
3. All employees may apply for any advertised position for all external job competitions. All resumes on file will be considered.
4. All internal candidates who meet the qualifications for the position shall be granted an interview, unless the candidate has been interviewed for a similar position in the last three months.
5. If selected as the most suitable candidate for a position, the applicant shall be given reasonable time (a minimum of 24 hours) to make a decision regarding acceptance for the position and adequate time to resign from his/her current position and relocate (a minimum of two weeks).
6. The Administrator may laterally transfer an employee to an equivalent position of the same classification without competition.

B. Application of for Employment by Chief & Council

1. Chief & Council may apply for employment at the Horse Lake First Nation provided they resign their position from the Council prior to submitting an application for employment.

C. Selection

1. The Administrator shall be hired by a committee comprised of members of the Chief and Council. Outside resources shall be used in this selection process as deemed necessary by the Chief and Council. Recommendations for the successful candidate will be submitted to the Chief for final approval.
2. The Administrator and/or designate and a Council representative shall be involved in selecting all supervisory positions.
3. The Administrator and/or designate, the applicable supervisor and one Council member shall be involved in selecting full-time and part-time staff.
4. The applicable Supervisor, in consultation with the Administrator, and/or designate shall select part-time, wage, relief and seasonal staff.
5. All selection decisions shall be made solely on the basis of the candidate's ability to carry out the responsibilities of the position and the candidate's potential development.

D. Appointment

1. Confirmation of appointment for the position of the Administrator shall be made by the Chief of the Chief and Council.
2. Confirmation of appointment for all positions under the Administrator shall be made by the Administrator or designate. Appointment to the position is not confirmed until a written Letter of Appointment is provided to the candidate and signed by the individual.

E. Oath of Confidentiality

1. Each Council of Director, employee, student, or volunteer shall complete the Oath of Confidentiality declaration prior to commencing work with the Horse Lake First Nation.

Child Welfare Information System Check (CWIS)

Policy The Horse Lake First Nation shall conduct a Child Welfare Information System (CWIS) check for all potential employees, student placements, and volunteers who will be working directly with or providing services to children and families.

Procedures

1. A CWIS check must be made by the person applying for the position. As such, the CWIS check will be done by the prospective employee prior to commencement. The results of this check must be submitted to the Administrator prior to an offer of employment being extended to the prospective employee.
2. If an applicant is reported on the CWIS check, the Administrator shall interview the applicant in order to obtain a detailed description of the circumstances surrounding the incident, and related events that have occurred since then.
3. If the Administrator decides to hire the applicant, he/she should submit a memo to the personnel file, documenting the information gathered, and the reasons for making the decision.
4. If an employee is involved in an incident, whether work related or not in which CWIS file is opened for him/her, that employee is obliged to inform the Administrator. Failure to do so shall result in disciplinary action. Such information shall be provided to the Chief as soon as possible.
5. When making a decision on hiring the applicant, the primary principle to be considered is the best interest of the members. The application will be turned down or the employment will be terminated if the Administrator, in consultation with the Chief, if the person's record poses a risk to the members.

Criminal Records Check

Policy The Horse Lake First Nation shall conduct a criminal records check for all potential, employees, student placements, and volunteers.

Procedures

1. Prior to offering employment to an individual, a criminal records check will be completed, and the results reviewed to ensure that there is no record that would pose a risk to other employees or members of the First Nation.
2. The completed criminal records check application will be forwarded to the appropriate law enforcement agency for completion.
3. If the security check is not clear, the person's criminal record must be submitted to the Horse Lake First Nation. The results of the criminal records check shall be received and reviewed by the Administrator before an offer of employment is extended to a prospective employee.
4. The Horse Lake First Nation shall not employ or allow any person to volunteer who has a criminal record of sexual abuse, physical abuse, spousal abuse, family violence, child abandonment and any other convictions related to above noted offences.
5. When making a decision on hiring the applicant, the primary principle to be considered is the best interests of the members. The application will be turned down or the employment will be terminated if the Administrator, in consultation with the Chief, is of the opinion that the person's record poses a risk to members.
6. If the Administrator decides to hire the applicant who has a criminal record, a memo shall be submitted to the personnel file, documenting the information gathered, and the reasons for making the decision.
7. If an employee is charged with a criminal offense while employed with the Horse Lake First Nation, he/she shall inform the Administrator immediately. Failure to do so may result in disciplinary action. Such information shall be reported to the Chief as soon as possible.

Commencement of Employment

Policy All employees, (and student placements and volunteers as applicable) shall complete and agree to the conditions as outlined below prior to commencement of employment or volunteer work.

Procedures

1. The Administrator shall ensure that all documentation is completed and meet with the appropriate policy requirements.
2. The Administrator shall make clear to the prospective employee that there is a three month probationary period.
3. The Administrator shall ensure that the following forms are signed, where required, by the employee. Copies of all these items will be kept in the employees personnel file:
 - a) Letter of Appointment/ Notice of Employment
 - b) Agency Application Form or Resume
 - c) Educational Transcript (as applicable)
 - d) Job Description
 - e) Criminal Records Check Application and results (as applicable)
 - f) Child Welfare Information System Check (as applicable)
 - g) Interview record and personal reference checks
 - h) Oath of Confidentiality
 - i) Tax Form TD1
 - j) Driver's Abstract (as required)
4. Employees shall provide the Horse Lake First Nation with a current record of next of kin, in the event of an emergency situation.
5. Upon commencement, all employees shall receive an orientation and an orientation package and letter of acceptance, with a copy of the signed job description and letter of appointment/notice of employment shall be given to all new employees on the date of commencement.
6. Personnel files will be secured at all times, and retained on site.
7. The Administrator shall confirm that the Commencement of Employment process has been followed by signing the checklist.

Salary Classification

Policy The Horse Lake First Nation shall:

- Establish pay levels that are competitive to ensure that individuals with the necessary skills and experience may be attracted, acquired, and retained.
- Assign each employee to a salary range that is related to the employee's education, experience/skills, duties and responsibilities
- Adopt a Salary Grid System to assist with the application of the First Nation's salary administration policy.

Procedures

1. Entry qualifications for each position are defined in the approved Job Description for that specific position. No employee shall be hired into a position if he/she fails to meet all of the minimum qualifications of the position. Any exceptions to this policy must be approved by the Chief.
2. The salary level of an employee shall be based on the number of years of directly related experience academic background. All salaries must be within the salary range for the classification established by the Chief and Council.
3. Recommended adjustments to an employee's salary shall be made by the supervisor to the Administrator.
4. Salary adjustments shall only occur once a year and on the month the employee commenced employment.
5. If an employee with the Horse Lake First Nation is the successful candidate in a competition for a higher level position, his/her salary will be adjusted. However, if the entry level salary for the new position is lower than the salary received in his/her former position, an increase to the next salary level may be made providing this adjustment falls within the range for the new position and within the Horse Lake First Nation budget.

6. The Chief and Council will annually determine the salary, allowances, and salary range of the Administrator. The Chief and Council, or a committee designated by the Chief and Council shall appraise the Administrator's performance at least annually, on the anniversary of the month in which he/she was hired. Depending on the performance, job responsibility and the economic conditions of the First Nation, an increase may be given. The Chief will review the results of the evaluation with the Administrator.
7. The Chief and Council may approve general increases to salary ranges as economic conditions allow.

Probationary Period

Policy All new employees of the Horse Lake First Nation shall be required to serve a period of probation before being considered for permanent status.

Procedures

1. All new employees shall serve a probationary period unless otherwise specified in the Letter of Appointment / Notice of Employment.
2. Probationary periods are established based on the level of position that is occupied, as follows:
 - a. Entry level position/non-management – 3 months
 - b. Department Head/Supervisor – 6 months
 - c. Senior Management – 1 year
3. The probationary period may be extended for an additional sixty (60) days if there are questions regarding for the performance of the employee. Following this sixty (60) day period, a decision must be made to place the employee on permanent status or relieve the employee of his/her duties.
4. On satisfactory completion of the probationary period, seniority shall be established from the date of employment.
5. Existing employees moving to a higher level position will serve a probationary period consistent with the above-noted schedule, providing the individual has successfully completed the initial probationary period. If this is not the case, the length of probationary period may be extended as determined by the Administrator.

Attendance

Policy It is expected that all employees ensure regular attendance at work including arriving and leaving on time as absences affect the efficient operation of the Horse Lake First Nation.

Procedures

1. Employee wages will be calculated according to the time recorded on the time sheets.
2. If an employee has to leave the First Nation during regular work hours, details of reasons for departures and time expected returns shall be reported to the Supervisor.
3. Employees shall provide reasons for any lateness in reporting to work.
4. Supervisors shall be responsible for applying disciplinary action for unauthorized continuous late arrivals and early departures.
5. All employees are to provide advance notice of absence, when possible, to the supervisor.
6. Employees may be required to obtain a doctor's certificate to confirm illness, at the discretion of the Supervisor.
7. An individual record shall be maintained on file for each employee that shows all absences, their length of absence and the date of notification and reason.
8. As much as possible, employees should do their personal business during their time off.
9. Employees arriving late or leaving early for personal reasons shall make up the time within the same work week or have their pay deducted according to the following:
 - 15 minutes – no deduction
 - 16-30 minutes- 30 minutes will be deducted
 - 31-60 1 hour will be deducted

10. Lateness or early departure of less than fifteen minutes will be deducted but chronic lateness or repeated early departure will be dealt with appropriately.
11. Employees are expected to arrive at work and be ready to commence their shift on time.

Notice of Lay-Off

Policy There are occasions when programs and/or positions are phased out. The Horse Lake First Nation shall provide advance notice and support in locating a new employment for all affected employees.

Procedures

1. Whenever it appears highly probable that a program will be terminated or staffing complement reduced, all parties affected by this decision shall be informed by the Administrator.
2. As soon as the decision is finalized to reduce the number of staff, the staff affected by the lay-off shall be notified in writing. The notice shall include the reason for the lay-off and any employment opportunities within the First Nation.
3. Lay-off notices shall be issued by the Administrator and presented to the employee in person.
4. When possible, the lay-off notice shall be issued at least two weeks in advance of the lay-off date.
5. In the event that a position becomes available within the First Nation, those who were laid off within a three-month period shall be given first consideration. Consideration shall be given based upon qualification, experience, and suitability of the employee.
6. Notice of the vacant position shall be presented to the individuals laid off by means of a letter or by telephone.
7. In the event an individual who was laid off is successfully regaining employment with Horse Lake First Nation within three months from the date of the lay-off, eligible benefits shall commence immediately and no probationary period shall be instituted.

Termination of Employment

Policy The Horse Lake First Nation shall employ fair and consistent procedures for handling all employee termination.

An employee may be dismissed for any of the following reasons without notice:

- Instances of member or other staff abuse
- Instances of illegal behavior such as theft
- Working while under the influence of alcohol or drugs

Procedures

A. Resignation of Employee

1. Termination of employment shall be made in writing. Written notice of two weeks is requested. Minimum notice according to Employment Standards is:
 - 1 week if employed more than 3 months but less than two years.
 - 2 weeks if employed 2 years or more.

Exceptions may apply as per Employment Standards Code 59 (2).

2. All vacation entitlements and days off in lieu of overtime shall be taken before the effective termination date.
3. In exceptional circumstances, the accumulated vacation of an employee terminating his/her work with the First Nation may be provided as cash payment following the separation with the agreement of the Administrator.
4. Used unearned vacation time shall be deducted from the final pay cheque.
5. If notice of resignation is provided by the employee, their final pay cheque will be issued within 3 days of the last day of employment.

6. If no notice of resignation is provided by the employee, their final pay cheque will be issued within 10 days after the date on which the notice would have expired had it been given (i.e., within 10 days after the two week notice period, if notice had been given).

B. Termination by Employer

1. Termination of employment shall be at the discretion of the Horse Lake First Nation. Written notice shall be given according to Employment Standards, as follows:

- 1 week if employed more than 3 months but less than 2 years.
- 2 weeks if employed 2 years but less than 4 years.
- 4 weeks if employed 4 years but less than 6 years.
- 5 weeks if employed 6 years but less than 8 years.
- 6 weeks if employed 8 years but less than 10 years.
- 8 weeks if employed over 10 years.

Or

- the wages the employee would have earned for the applicable period of notice,

Or

- A combination of written notice of termination and the wages the employee would have earned for the applicable period of notice.

Exceptions may apply as per Employment Standards Code 58(1).

The terms of termination shall depend upon the conditions of termination. The employer may terminate access to the building, files, and members of the Horse Lake First Nation immediately.

2. Should the employee choose to not work during the period between the termination notice and the termination date, he/she shall not be paid for that time.
3. Termination of benefits shall be effective on the last day actually worked.
4. In situations where the employer has terminated an employee's employment with notice and/or pay in lieu of notice, the employee's final pay cheque and Record of Employment will be issued within 3 days after the last day of work.

5. If an employee has been terminated and no termination notice is required to be given, the employee's final pay and Record of Employment will be issued within 10 days after the last day of work.
6. All employees may appeal termination or suspension (see Grievance Procedures).

Employment of Family Members

Policy The Horse Lake First Nation shall endeavor to ensure that possibilities for bias or conflict of interest due to family ties between employees or Council member and employees are minimized.

Procedures

10. Individuals within the immediate family of an existing employee or Chief & Council shall be eligible for employment with the Horse Lake First Nation.
11. In such cases, the Council member or respective employee will abstain from voting or making any decisions pertaining to that family member.
12. Immediate family includes spouse, common-law spouse, mother, father, sister, brother, children, step-children, mother-in-law, father-in-law, grandparent, sister-in-law, brother-in-law or grandchild.
13. An employee's tenure of employment shall not be affected if, subsequent to becoming an employee, a member of his/her family is employed by the or is elected or appointed to the Chief and Council.
14. Family members will not provide direct supervision to other family members. If family members are employed by the First Nation, a non-family member will be delegated supervisory responsibility for the employee.

Access To and Destruction of Personnel and Nation Member Records

Policy The Horse Lake First Nation shall maintain confidential Personnel Files of each employee and Band member who are accessing Horse Lake First Nation services.

Procedures

A. Any data collected by Horse Lake First Nation is an important resource used for management, planning, monitoring, improvement, and research. Therefore all Horse Lake First Nation employees and Band members accessing Horse Lake First Nation services agree to give Horse Lake First Nation consent to collect and store any information required in their database.

B. Access to Personnel Records

1. The Administrator shall have unrestricted access to all personnel records.
2. No employee may have access to personnel records of an individual other than themselves.
3. Chief & Council shall not have access to personnel records of any employees. The exception to this is that the Chief shall have access to the personnel record for the Administrator due to the formal reporting relationship to the Chief.
4. Supervisors shall have access to personnel records of employees under their supervision.
5. An employee may have access to their own personnel record, and the record will be provided to the employee upon verbal or written request.
6. Upon request, appropriate arrangements shall be made allowing access to the personnel record.
7. Personnel files shall not be removed from the designated area.
8. Personnel files are the property of Horse Lake First Nation and not the employee. No employee can review their file without having the keeper of the file and/or the Administrator present.

B. Destruction of Personnel Records

1. The Administrator shall maintain the personnel file of an employee after the termination or the employee voluntarily leaves the employ of the Horse Lake First Nation, according to the requirements of the contract which funded the position.

Confidentiality

Policy Upon commencement of employment, each employee shall be required to sign an Oath of Confidentiality. Failure to comply with this oath may result in disciplinary actions up to and including termination of employment.

Procedures

1. No employee, during or after termination of employment, except in the proper course of his/her duties or with prior approval in writing from the Administrator, shall divulge or make use of any confidential information, correspondence, accounts, connections, or dealing of the First Nation or its members or of any knowledge gained during his/her employment.
2. No employees shall, in any way; use information obtained through his/her employment with the Horse Lake First Nation, for financial gains.
3. No employee shall release information concerning a member to a third party without the member's consent in writing except as required by law to do so.
4. Disclosure of medical information concerning an employee or member with a serious illness may have an impact on the individual's relationships, employment prospects, and self-esteem. Therefore every precaution will be taken to maintain confidentiality. Employees who are made aware of a serious medical condition of another person shall not share their knowledge with any other employee or member unless they have permission to do so from the person with the medical problem.
5. The must have written permission of the employee to disclose financial or work history information etc. to banks or other organizations.
6. An employee who is uncertain about the confidentiality process and/or requirements shall consult with the Administrator.
7. Any employee who breaches this policy is subject to disciplinary action up to and including dismissal.

Insubordination

Policy If an employee is found to be insubordinate, the “Disciplinary” procedures will be undertaken.

Procedures

The following are considered instances of insubordination:

1. When an employee takes an initial issue, problem, concern or complaint to a staff member who is at a higher organizational level than their own Supervisor (unless it is a case of sexual harassment, in which case the employee may go directly to the Administrator).
2. Unless the situation is an emergency, the employee shall always speak to their Supervisor (or designate) prior to taking the concern to a higher level. The Supervisor shall be provided the first opportunity to resolve the issue. If, after speaking with the Supervisor, his/her problem is unresolved, the employee may discuss the concern with the Administrator, as long as he/she has advised the Supervisor that they would be doing so.
3. When an employee refuses to take direction from his/her Supervisor or a staff member who is in a higher position than him/herself.
4. When an employee shows disrespect toward his/her Supervisor or a staff member who is in a higher position than him/herself through verbal or other means.

Discipline

Policy The Horse Lake First Nation shall maintain a uniform and fair disciplinary procedure to deal effectively with instances of inappropriate behavior.

Disciplinary action is defined as an oral reprimand, written reprimand, suspension without pay, demotion to a position of lesser authority or termination of employment.

Procedures

1. Disciplinary action must be reviewed and approved in advance by the Supervisor or his/her designate.
 2. An employee may be disciplined for any of the following reasons:
 - Breach of ethics
 - Actions deemed by a supervisor to endanger members, co-workers or the First Nation
 - Poor performance or refusal to perform duties specified in their position description or employment contract
 - Negligence in the performance of duties
 - Excessive absenteeism or constant tardiness
 - Poor cooperation with First Nation personnel
 - Abuse of equipment or vehicles
 - Violation of , professional or government policies
 - Actions identified in the "Prohibitions" section of this manual
 - Use of profane or abusive language toward other staff or members
 - Any reason deemed by the Administrator to be contrary to the interest of the members or the First Nation.
 3. Management has the prerogative to enter the disciplinary procedure, depending upon the severity of the conduct being addressed, at whatever step is deemed appropriate.
- A. Discipline – The following are specific steps which represents a progressive disciplinary action to be followed:

Step 1

Informal Discussion – Upon identification of an inappropriate behavior, an informal discussion between the employee and the supervisor shall

take place. No formal documentation regarding the discussion is necessary; however, the supervisor should make a note for future reference if the inappropriate behavior is not corrected.

Step 2

Formal Discussion (Verbal Reprimand) – If the informal discussion between the employee and the supervisor does not correct the inappropriate behavior, a formal discussion between the employee and his/her immediate supervisor shall take place. The supervisor's expectations shall be clearly outlined, an offer of assistance to meet the expectations shall be given, and a reasonable time-frame shall be set out in order for these expectations to be met.

If this exchange does not resolve the difficulty, step 3 shall be taken. This discussion will be documented as a note to file.

Step 3

Formal Discussion and Written Direction (Written Reprimand) – If the formal discussion does not correct the inappropriate behavior, a discussion between the employee and his/her immediate supervisor shall take place. This discussion shall be followed by a written memorandum to the employee which shall be issued in consultation with the Administrator. The written memo shall provide a statement outlining the difficulty, a summary of the previous discussions, a clear statement(s) of the expectations by the supervisor, and an offer of assistance to address the identified difficulty. In the case of a performance issue, a reasonable time-frame shall be established in order for these expectations to be met. If disciplinary action is a possible consequence, this shall be clearly stated to the employee both verbally and in the memo.

This discussion shall be documented by the supervisor and signed by the supervisor, the employee, and the Administrator. A copy shall be provided to the employee and a copy placed on the employee's personnel file.

Step 4

Suspension – If step 3 does not resolve the difficulty, the employee may be suspended from work with or without pay (depending on the nature of the difficulty) for a specified period of time. The supervisor shall provide the employee with a letter outlining the decision, the reason(s) for the decision, and the possible consequences if the difficulty is not addressed.

Step 5

Dismissal – As a last resort, if the difficulty is not resolved, the employee shall be dismissed, reasons for the dismissal shall be given. A letter signed by the Administrator outlining the decision and the reason(s) for the decision shall be provided to the employee.

It is expected that as the disciplinary process moves through steps 1-3, the offers of assistance become more specific. Each step requires thorough documentation. In case of violation of a major rule, the disciplinary process may bypass steps 1 to 3 and proceed directly to step 4 with a suspension of the employee pending investigation. No employee will be released from employment without a review involving the Administrator and the Chief and Council.

B. Causes for Dismissal

1. The following causes for dismissal are designed to protect, at all times, the Horse Lake First Nation's assets, its members, employees and resources:
 - Falsifying information to obtain employment, additional pay or other compensation or for other purposes;
 - Dishonesty, fraud or embezzlement;
 - Withdrawal of the employee's fidelity bond by the bonding company;
 - Violating confidentiality regarding member transactions which are held in confidence and trust, and all internal matters pertaining to the First Nation's operating and employee relations;
 - Stealing the 's property, equipment or the personal property of a fellow employee;
 - Consuming or being intoxicated by alcohol or abusive use of drugs during working hours (abuse refers to the use of illegal drugs or the inappropriate use of non-prescription and/or prescription drugs);
 - Insubordination or willful disobedience of instructions or directions issued by a supervisory employee;
 - Willful neglect of duties;
 - Willful damage to property or equipment; or
 - Disregard for the 's conflict of interest policy.
2. No employee shall be dismissed "on the spot", but may be suspended without pay pending a complete review of the situation by the supervisor and the Administrator.

Hours of Work and Overtime

Policy Regular hours of work shall be scheduled in accordance with Employment Standards legislation.

Procedures

A. Hours of Work

1. Full-time employees shall work a 75 bi-weekly work period alternating one 40 hour week with a 35 hour week, unless otherwise stated in their Letter of Employment. The normal hours of work during the first week shall be Monday to Friday 8:30 a.m. to 4:30 p.m., with a one-hour unpaid lunch break (40 hours). The second work week shall be Monday to Thursday 8:30 a.m. to 4:30 p.m., with a one-hour unpaid lunch break, and Friday 8:30 a.m. to 12:00 p.m. (35 hours).
2. Employees may be required to work evening and weekend shifts to accommodate member needs. These shifts shall be pre-scheduled, and wherever possible, their day time hours adjusted accordingly in order to reduce the accumulation of overtime.
3. Employees may be required to be on call to accommodate member needs. This arrangement shall be documented and compensatory time off and/or monetary payments shall be explicitly stated. Compensation will only be provided in instances where the employee is required to perform work-related duties during their on-call shift.
4. Time sheets showing the daily number of hours worked, including any overtime worked, shall be completed by all employees.
5. An employee who is late for work shall call his/her supervisor as soon as possible. Late times shall be made up within the same work week. Time sheets shall be marked accordingly.
6. An employee who is absent for personal reasons or appointments other than for medical reasons or leaves identified under Special Leaves, and does not make up the time, shall not be paid unless given prior approval by the Supervisor.

B. Overtime

1. Overtime shall be calculated on a seven (7) day period and applies after 8 hours per day or 44 hours per week. (per employment standards).

2. All employees are required to sign an individual overtime agreement with Horse Lake First Nation.
3. All overtime shall be approved in writing in advance by the immediate Supervisor. The exception to this would be an emergency, critical, or serious incident in which case a written report of the incident shall be submitted to the immediate Supervisor.
4. When permission is granted for overtime, the employee and Supervisor agree to the period during which an equivalent amount of time will be taken off. This time off shall be taken within three (3) months and no more than two (2) days of overtime shall be accumulated unless authorized by the Administrator.
5. If overtime is not taken within three months, compensation for overtime is calculated at one and one-half the normal rate of pay.
6. An employee who is not advised prior to leaving work and is called back to work not continuous with regular working will receive not less than three hours straight time off in lieu.
7. No overtime will be granted for less than half an hour (30 minutes) of overtime worked in one day. Lateness which exceed one half hour shall not be paid.
8. The Administrator and Supervisors are responsible to plan the workload so that use of overtime is minimized.

Management Entitlement

1. Managers are expected to work as many hours as are required to fulfil their responsibilities and vary their hours to accommodate evening and weekend work. Managers are not entitled to claim overtime or time off in lieu benefits.
2. Management employees are defined by their job description and the nature of their duties and responsibilities.
3. The Horse Lake First Nation shall provide management employees with an annual management entitlement with pay.
4. A management employee who has completed 12 full months of service will receive 5 days management entitlement on January 1.

5. A management employee who has completed less than 12 months continuous employment on January 1 shall receive .4 days of management entitlement per month of employment.
6. In no case shall a management employee be entitled to management entitlement days before earning them.

Flex Time

1. If an employee other than a manager regularly works Horse Lake First Nation's programs and events on weekends and evenings, employees must flex their work schedules to minimize the accumulation of overtime. Managers are not eligible for flex time. For example,

An employee attending a program every Monday evening for three hours, as part of their ongoing employment responsibilities must arrange their work schedule to allow them to come to work at 11:30 a.m. the following morning.
2. Under the direction of the Administrator, employees are permitted to arrange their work schedules at their own discretion so long as the job requirements are being met, the standard number of hours is being worked in each week period, and other employees' jobs are not adversely affected.

Time Sheets

Policy All employees of the Horse Lake First Nation shall complete times sheets every two weeks.

Procedures

1. All employees, regardless of their job classification, shall complete time sheets.
2. Completed and signed time sheets shall be submitted to the Administrator or designate.
3. The Administrator or designate shall be responsible for verifying that the information is correct. Their signature on the time sheet shall serve as verification.
4. Time sheets shall be forwarded to the finance area for payment and then filed.
5. Wage time sheets shall be submitted before deadline for that pay period. Time sheets received after the deadline shall be paid on the following pay period.
6. In order to monitor human resources, supervisors shall complete a monthly summary of time sheets at the end of each month summarizing vacations, overtime, statutory holidays, sick days, etc. and submit it to the Administrator.

Special Salary & Working Conditions

Policy All special agreements concerning salary or working conditions shall be carefully reviewed and approved to ensure fairness and equity and to protect the Horse Lake First Nation.

Procedures

1. All employee reclassification shall be approved by the Administrator.
2. All salary adjustments shall be approved by the Administrator. Salary Adjustments for the Administrator shall be approved by the Chief.
3. Leaves, working hours, vacations, pay rates, exemptions from duties, or special duties that do not routinely fall under policy shall be approved by the Administrator.

Salary Administration

Policy The Horse Lake First Nation shall develop and maintain an equitable salary administration program.

Procedures

1. Equal pay will be provided for equal work on jobs requiring equal skill without regard to race, sex, or age.
2. Any employee who is requested to work at a senior position for more than one month duration shall be compensated at the base level of pay for the period worked, retroactive to the first day worked at the senior position, unless the base level of the senior position is equal to or lower than the employee's current rate of pay. In this case, the rate of pay shall be agreed to prior to commencement of the senior position.
3. Pay periods will be on a bi-weekly basis or 26 pay periods per year.
4. Mandatory deductions for all staff are Income Tax, Canada Pension Plan, and Employment Insurance. No other deduction shall be made from an employee's pay unless there is written authorization from the employee.
5. Casual, wage, and temporary employees shall be automatically paid their vacation pay at the end of each pay period.
6. Causal and wage staff will be paid only for the hours worked.

Statutory Holidays

Policy The Horse Lake First Nation will determine any additional paid holidays that employees will be entitled to (in addition to those paid holidays established by Employment Standards).

The Horse Lake First Nation recognized that employees are sometimes required to work on Statutory Holidays. When this occurs, employees shall be compensated accordingly.

Procedures

1. The Horse Lake First Nation shall provide employees with 14 statutory or paid Holidays:

New Year's Day	Civic Holiday (August)
Family Day	Labour Day
Good Friday	Easter Monday
Thanksgiving Day	Victoria Day
Remembrance Day	Canada Day
Christmas Day	Aboriginal Day
Boxing Day	Treaty Day

2. When a day designated as a holiday falls during an employee's normal work schedule and the employee is not required to work, the employee will be granted leave on that day. The employee shall be paid for that day the equivalent of their average daily wage. This applies to both full and part time employees.
3. When an employee is required to work on one of the above holidays, the employee will receive either time and one-half pay for all hours worked, or time and one-half off for all hours worked.
4. When a day designated as a holiday falls on an employee's day off, the employee shall be granted holiday leave on the first working day following that holiday, unless they are specifically required to work that day.
5. When a day observed as a holiday falls within an employee's annual vacation leave, the employee will receive one day off in lieu.

6. When a day is to be taken off in lieu, the particular day to be taken will be arranged with the employee's immediate supervisor.
7. Casual employees who are required to work on a statutory holiday will be reimbursed at a rate of time and one-half.
8. Employees must have completed 30 days of work with the First Nation in order to qualify for statutory holiday pay.

Vacation Pay

Policy The Horse Lake First Nation shall provide all employees with vacation entitlement as outlined in this policy. The vacation year will run from January 1 to December 31 each year.

Procedures

A. Full Time Permanent Employees

1. Vacation shall be earned from the employee's date of commencement.
2. Vacation time or pay shall be earned at the following rate:
 - Upon commencement, employees shall receive ten (10) days of vacation to be taken after the first year.
 - Ten (10) days will be earned annually the first three years of employment.
 - Fifteen (15) days of holidays will be earned during 3 to 5 years of consecutive employment.
 - Twenty (20) days of holidays shall be earned from year 5 and more of consecutive employment
3. Payment shall not be made in lieu of vacation of permanent employees.
4. All holidays shall be taken within the vacation year unless otherwise approved by the Supervisor.
5. Statutory holidays which occur during an employee's vacation may extend the vacation period by the length of the statutory holiday.
6. Accumulated overtime shall be allowed to extend the employee's vacation period only with the consent of the Administrator.
7. Accumulated vacation of an employee terminating his/her work with the may be paid in cash following separation, with the approval of the Administrator, and subject to funds being available within the program budget under which the employee is employed.

B. Part Time and Causal Employees

1. Part time and causal employees are entitled to vacation pay in accordance with Employment Standards, as follows:
 - Up to five years of continuous employment, part time and casual employees will be paid 4% of their regular wages for vacation pay.
 - After five years of continuous employment, the rate of vacation pay increases to 6%.
2. Vacation pay shall be paid out to part-time and casual employees on each pay cheque.

C. General

1. All employees must have their vacation schedule approved by their immediate supervisor.
2. Vacations shall be scheduled at least one month in advance, if the employee is taking more than five working days.
3. Every attempt shall be made to schedule vacations as requested. In the event that two or more employees whose work interrelates request the same date, the employees affected shall first attempt to reach a compromise amongst themselves. If a resolution cannot be reached, the Supervisor shall attempt to mediate. If an impasse continues, the Supervisor shall make the final decision. In arriving at a decision, the Supervisor shall take into consideration such issues as who made the request first, any special needs (e.g. school ages children, special events such as a wedding, etc.) and the seniority of the employees.

Short Term Disability Leave

Policy The Horse Lake First Nation shall provide employees with short term disability leave under specified circumstances.

Procedures

A. Short Term Disability Leave

1. Full time employees may be granted disability leave without pay for up to 15 weeks without loss of service. During such leaves, the employee shall access disability compensation through Employment Insurance.
2. An employee on short term disability benefits does not earn holidays or sick days.
3. Employees commencing disability leave during their probationary period shall be required to extend their probationary period upon their return to work for the amount of time equivalent to the disability leave.
4. Employees shall provide a copy of a medical certificate from their doctor to confirm the disability at the date of request for leave.
5. An employee on disability leave for a period up to six (6) months shall return to his/her original position following the disability leave (providing the position still exists). Re-employment with the Horse Lake First Nation is not guaranteed if the employee remains off work for more than six (6) months.
6. An employee who has been on approved short term disability leave for more than six weeks shall be required to provide two weeks' notice of their return to work and a doctor's letter confirming their capacity to work.

B. Worker's Compensation

1. Employees who are injured while performing their job may be eligible for worker's compensation benefits. Eligibility for compensation through Worker's Compensation will be determined by Worker's Compensation.
2. Leave without pay will be granted without a loss of service.

3. Employees shall provide a copy of the medical certificate from their doctor and complete appropriate documentation at the date of the request for leave.
4. An employee commencing Worker's Compensation does not earn holidays or sick days.
5. Employees commencing Worker's Compensation leave during their probationary period may be required to extend their probationary period upon return to work. The length of extension shall be for the same length as the leave of absence.

Assistance to Employees to Address Personal or Work-Related Problems

Policy The Horse Lake First Nation is committed to supporting employees in solving personal or work-related problems that are affecting their ability to cope and function effectively in their work environment.

The Horse Lake First Nation recognises addictions as illnesses and, as such, shall deal with these illnesses with the dignity, care and concern that any other illness would receive.

This policy and procedure describes the process of identifying and responding to problems an employee may be experiencing as identified through his or her on job performance. Employees may, on their own, request counselling for personal or work-related problems.

Procedures

1. The supervisor shall discuss any performance deficiencies with the employee to determine the reasons for the lack of performance. If the lack of performance comes from a personal or work-related problem that counselling might help, the supervisor shall recommend that the employee seek outside assistance.
2. The supervisor shall inform the employee how long he or she has to seek outside assistance before disciplinary action is taken, and what, if any, that disciplinary action would be. If the employee agrees, the Horse Lake First Nation shall refer the employee to an appropriate counselling agency.
3. After the employee has agreed to counselling and taken the necessary steps to bring the situation under control, the Administrator may extend the sick leave policy if treatment requires time off from the job.
4. Horse Lake First Nation may provide payment to full-time, permanent employees for treatment expenses at an AADAC funded facility which are not covered by Alberta Health. The payment of such expenses is not to exceed \$500 per treatment program.

5. Horse Lake First Nation will provide payment for treatment no more than two times to an affected employee during their employment at HLFN and no more than once per calendar year. Further assistance for treatment will be at the discretion of the employee's supervisor and HLFN Council.
6. Subsequent performance by the employee on the job will be measured against the standards for both performance and conduct the Horse Lake First Nation sets for all its employees.
7. If the employee fails to take the necessary steps to improve performance, which may include outside counselling, disciplinary action may result.
8. Any employee found to be discussing personal and/or work-related problems and concerns with clients of the Horse Lake First Nation will be subject to disciplinary action.

Casual Illness / Sick Leave

Policy After the first six (6) months of employment, casual illness/sick leave with pay will be granted.

Procedures

1. An employee may accumulate sick leave credits at the rate of 12 working days per calendar year, earning one day per month worked.
2. Employees cannot borrow against future unearned sick leave credits. Nor can unused sick leave credits be carried forward into future years.
3. Sick leave credits cannot be applied to maternity leave, vacation time.
4. In cases of illness, an employee must telephone his or her supervisor at minimum one hour before shift. If the employee does not call in to report illness, the employee will not be paid their sick day.
5. An illness of 3 or more days must be supported by a medical certificate (doctor's note).
6. Upon termination of employment, employees are not entitled to payment of accumulated sick leave credits.
7. An employee is not eligible to receive sick leave benefits if the absence is due to an injury suffered while concurrently in the employment of another employer.
8. The Administrator may require the employee to provide satisfactory proof of illness where reasonable doubt exists that an absence was due to illness. The Administrator must make the request within 15 days of the employee returning to work. Such proof may be taken in the form of a medical certificate or a sworn statutory declaration.

Bereavement / Compassionate Leave

Policy Bereavement / compassionate leave shall be provided to employees under circumstances specified in the following:

Procedures

1. Full time employees may be granted a special leave of absence of up to three (3) days with pay in the case of death, serious illness or other pressing emergency in the employee's immediate family.
2. Immediate family includes spouse, common-law spouse, mother, father, sister, brother, children, step-children, mother-in-law, father-in-law, grandparent, sister-in-law, brother-in-law or grandchild.
3. Where travel outside of the immediate area is required, the employee may be granted an additional two (2) days with pay for travel.
4. The maximum number of days of leave shall not exceed five (5) days.
5. Requests for bereavement/compassionate leave require prior approval by the Supervisor. Leave beyond the five (5) days shall be at the discretion of the Administrator and may be granted with or without pay, as determined by the Administrator.

Maternity / Parental Leave

Policy Employees shall be provided with maternity and parental leave under specified circumstances.

Procedures

1. Full-time and part-time employees must have 52 weeks of continuous employment with the Horse Lake First Nation to be eligible for maternity or parental leave.
2. Employees who have not completed 52 weeks of employment will be permitted to take a leave of absence, but will not be eligible for guarantee of retaining their current or similar position with the First Nation. Such situations will be reviewed on a case-by-case basis and a determination made by the Administrator. Employees in these instances will not have protection of benefits, vacation entitlement, etc.

A. Maternity Leave

1. A full time female employee may be employed during the first two trimesters of her pregnancy unless her doctor confirms her medically unfit to do so. Following the second trimester, the employee may continue work until an agreed upon date, tender her resignation, or be granted maternity leave.
2. The shall grant maternity leave of absence without pay. Such leave shall not exceed twelve months (52 weeks) and shall be taken without loss of service. The 52 weeks consists of up to 15 weeks maternity leave and 37 weeks of parental leave.
3. A minimum of six (6) weeks following the date of birth is required before resumption of duties. Resumption of duties prior to six (6) weeks is subject to the approval of the employee's doctor.
4. The employee shall provide two weeks' notice in writing of the day upon which she intends to commence maternity leave and provide a medical certificate certifying that she is pregnant.
5. An employee on maternity leave shall apply for Employment Insurance benefits.

6. If, in the opinion of the Administrator, the pregnancy is interfering with work performance, the employee may be given notice at any time during the twelve (12) week period prior to the estimated date of delivery, requiring the employee to commence maternity leave.
7. The employee shall provide the First Nation with a two (2) week advance notice of the date she wishes to return to work. A doctor's certificate is required indicating she is medically fit to return to work.
8. The shall attempt, whenever possible, to return the employee to her former position. If this is not possible, the shall provide employment of a similar nature at no less rate of pay.
9. The employee's seniority and benefits held before maternity leave shall be reinstated upon her return to work.
10. An employee on maternity leave does not earn holidays or sick days.

B. Parental Leave

3. A permanent full time male employee may be granted paid leave on the day of the birth of his child and the following day.
4. In order to qualify for this leave, the father must be living with his spouse at the time of the birth.
5. Fathers and adoptive parents are eligible for up to 37 weeks of unpaid, job-protected parental leave. Adoptive parents can take parental leave when they adopt a child under the age of 18.
6. If both parents are employees, the 37 weeks of parental leave may be taken entirely by one of the parents or can be shared between the mother and father.
7. If both parents are claiming parental leave, the total that may be claimed by both parties is 37 weeks (i.e., the time is shared between the two parents).

Elections / Voting

Policy Employees may be granted paid or unpaid leaves of absence to seek nomination/election or to fulfill their rights to vote in a local, provincial or federal election.

Procedures

Nomination / Election

1. An employee may be granted a reasonable leave of absence without pay to seek nomination, or to run as a candidate and to fulfill the duties of a municipal, provincial, or federal elected office.
2. Any employee who runs for office shall take leave from the date of the nomination to the date of the election, without pay. The employee may return to work if he/she decides to withdraw from the election.
3. If the employee is not elected, he/she shall return to the same position. Employees will not accumulate sick leave or holidays while on leave of absence.

Voting

1. In the event of a local, Provincial or Federal election, all employees entitled to vote will be allowed the necessary time, with pay, to vote, up to a maximum of 3 hours.
2. Employees whose normal work hours end three or more hours prior to the poll closing do not require additional time off to vote.

Jury Duty

Policy Employees will be allowed absence from their job in order to fulfil jury duty.

Procedures

1. Any full-time employee required by law for jury or witness duty shall be allowed time off with pay during his or her absence.
2. Any fee received as a juror or witness shall be paid to the Horse Lake First Nation.

Educational Leave

Policy Time off shall be granted to an employee to pursue further education.

Procedures

1. The employee requesting an educational leave of absence must have a minimum of three consecutive years of satisfactory employment with the Horse Lake First Nation.
2. The employee must demonstrate that the proposed educational program will assist in his/her professional development.
3. A maximum of two years educational leave may be granted at the discretion of the Chief and Council. All terms and conditions of the proposed leave must be established in a letter of understanding three (3) months prior of the starting date.
4. Employees who wish to take a longer leave will be required to terminate their employment with the Horse Lake First Nation. Every attempt shall be made to re-employ employees upon completion of their educational program, but a position cannot be guaranteed.
5. The vacated employee's position shall be posted for competition temporarily filling the proposed term of absence.
6. All expenses incurred by the employee during the educational leave of absence period shall be the responsibility of the employee, unless otherwise agreed to in writing by the Chief and Council.
7. If financial assistance is provided as part of the educational leave of absence, the employee may be asked to provide a guaranteed number of days of return service.
8. The Horse Lake First Nation may cover all or part of the costs for courses that are a part of, or relevant to an employee's job function or future growth with the program. The employee will be reimbursed for all or part of the course costs, provided he/she completes the course successfully, as agreed with the Supervisor, prior to the employee taking the course.

Special Leaves of Absence

Policy Employees may be granted special leaves of absence under specified circumstances.

Special Leaves of Absence are unpaid, unless an exception has been granted by the Administrator. Employees are expected to use banked time and vacation time before requesting unpaid leave.

Procedures

Special Leaves of Absence may be granted in the following circumstances:

Leave of Absence **without** Pay

1. Leave of absence without pay for a period of 2 weeks may be granted in special circumstances to an employee provided that the employee has no current accrued or accumulated vacation leave available.
2. Request for such leave must be submitted in writing.
3. Under special circumstances, the Administrator will make every effort to grant a request for leave under this section for a period in excess of 2 weeks.
3. Employees on unpaid leaves of absence do not accumulate benefits or entitlements such as holidays or sick leave.
5. Any special leave exceeding two consecutive weeks will be brought to the attention of the Chief.

Personal Leave

1. As much as possible, employees are to schedule personal appointments during their time off. However, if this cannot be done, personal leave allows employees to attend medical and dental appointments or assist family members to attend appointments. It also allows employees to deal with illness in their immediate families.

2. For the purposes of personal leave only immediate family means spouse, son, daughter, mother, father, sister, brother, grandparent, grandchild.
3. Personal leave is taken as time off without pay. The employee may use vacation days, sick leave credits, unpaid leave or arrange with his or her department head to work additional hours to make up for the work missed.
5. Personal leave is to be taken at the discretion of the individual and must be reported on weekly time sheets. It may be taken as a full day or a half-day. Any time less than a half-day taken will be recorded as a half-day.
6. The employee shall submit proof of attendance at a medical, dental or optical appointment when time off work is granted to attend such appointments.

Moving of Household Effects – 1 Day

Moving of household effects shall apply to an employee who maintains a self-contained household and where moving his or her place of residence requires moving his or her household effects during normal working hours.

Disaster Conditions - 2 days.

Disaster conditions mean a critical condition that requires an employee's personal attention in a disaster (flood, fire, etc.).

Cultural Leave – 5 days

1. Full-time employees may apply for an unpaid leave of absence to foster and maintain their culture up to five days per year.
2. Cultural leave must be pre-approved by supervisor.
3. Employees are expected to use banked time and vacation time before requesting unpaid leave.

Performance Appraisals

Policy The Horse Lake First Nation shall maintain a performance appraisal system to provide employees with an evaluation of their performance including both strengths and weaknesses, advise employees about future development plans, and enable employees to develop and improve performance and achieve career goals.

Procedures

1. A performance appraisal shall be conducted at the end of the probation period and on the anniversary of the employee's commencement date every year thereafter.
2. Performance appraisals shall be conducted by his/her immediate supervisor. All employee appraisals shall be reviewed with the Administrator before comments are reviewed with the employee. This will be followed by a discussion between the employee and his/her immediate supervisor. The discussion provides both parties with an opportunity to discuss past performance and future plans.
3. Both the employee and supervisor shall sign the appraisal. A copy of the completed performance appraisals shall be provided to the employee and the original placed on the employee's personnel file.
4. As part of the performance appraisal, the supervisor shall ensure that the employee maintains all necessary professional certifications and license requirements necessary for the employee to maintain the position.
5. Appraisals shall also be completed in the following circumstances:

Job Transfer – an appraisal shall be completed at the time of transfer to document performance of the previous job. If a formal appraisal has been completed within the last six months, only a brief update is necessary.

Unsatisfactory Performance – an appraisal will be completed and communicated immediately. This appraisal must include the following:

- Documented evidence of deficiencies in performance;
 - Specific action plans for correction of performance
 - Standard performance to be achieved by the employee with the help and guidance of the supervisor; and
 - Deadline by which time the standards must be achieved.
6. The supervisor shall consult with the Administrator when dealing with employees who are experiencing difficulties with their performance. The Administrator shall be responsible for ensuring that the above noted appraisals are completed on time.

Performance Goals & Training

Policy Clear performance standards shall be developed and reviewed regularly for all employees of the Horse Lake First Nation to ensure clear direction for employees and a fair system of evaluation.

Procedures

1. The employee's job description shall be reviewed with the employee upon commencement of employment. The supervisor and the employee shall establish performance goals in relation to major functions of the position.
2. Goals and standards of performance shall be in writing and signed by both the employee and the supervisor. Dates shall be established to review the accomplishments of these goals. Goals shall be realistic, observable, measurable, and achievable in light of the employee's background, education, experience and position to be held.
3. A training plan shall be developed and mutually agreed upon to assist the employee to meet performance goals and standards.
4. Performance goals and training plans shall be reviewed at regular intervals and shall be the basis for developing performance appraisals by the supervisor.

Core Skills for All Employees

Policy Administrative and professional employees shall establish core skills to ensure that they can function effectively and efficiently.

Employees shall normally be hired with the necessary skills to perform their jobs. However, sometimes a specific skill set is deficient in an otherwise qualified employee. Deficiencies in any of the foregoing skills shall be identified with the employee, form part of Performance Goals and Training Plan, and be assessed within the Performance Appraisal process. Training opportunities shall be provided to employees to address and deficiencies.

Procedures

1. Basic core skills which all employees are expected to have include:
 - Writing Skills
 - Professional Telephone Manners
 - Conflict Resolution, Coping with Stress
 - Professionalism at Work
 - Organizational Skills
2. In addition to the basic core skills identified above, skills which all professional employees are expected to have shall include:
 - Computer Skills
 - Records Management
 - Development Effective Office Systems
 - Basic Bookkeeping
3. In addition to the basic core skills identified above, skills which all professional employees are expected to have shall include:
 - Understanding Community & Organizational Development
 - Project Planning & Development
 - Report Writing
 - Team Work
 - Basic Interviewing and Assessment Skills
 - First Aid and C.P.R.
 - Staying current with new legislation which impacts their work.

4. In addition to the basic core skills identified above, skills all supervisors and managers are expected to have shall include:
 - Supervisory Skills
 - Management Techniques
 - Conducting Performance Appraisals

Training

Policy The Horse Lake First Nation shall ensure that all employees have opportunities for training which are both essential and optional.

Procedures

1. The Administrator and supervisory personnel shall provide leadership in the training and development of all employees.
2. Primary responsibility for training and development shall be that of each employee's supervisor.
3. All training provided shall be in conjunction with needs which have been identified in the employee's performance appraisal. Training shall be used to help employees become fully functional in their present position and also prepare them for advancement and greater responsibilities in the future.
4. The may consider reimbursing an employee for courses which he/she initiates and which will show a direct benefit to the employee's ability to do his/her job. Travel expenses shall not be reimbursed for these types of courses. Prior approval must be obtained from the employee's supervisor. Expenses shall only be reimbursed if the employee passes the course.
5. Courses which the Administrator wishes its employees to take shall be arranged by the supervisor and the cost, including travel expenses if applicable, shall be paid by the First Nation.
6. The Administrator may consider providing the employee with a Leave of Absence to pursue extended course work or may adjust the work schedule to accommodate and employee who is taking a work-related course during their regular work hours.
7. Where expenditure by the Nation is required for an employee to participate in an educational development program, authorization shall be obtained from the supervisor first.

Quality of Training

Policy The Horse Lake First Nation shall ensure that all training it provides or arranges for employees shall be of high quality.

Procedures

1. All training to be provided to First Nation employees shall first be approved by the Administrator.
2. The shall ensure that all individuals contracted to provide training are qualified and have references. This requirement shall not apply if trainers or instructors are provided through government departments or accredited educational institutions.
3. The shall monitor the effectiveness of training provided by asking employees to complete an evaluation form at the end of all training sessions. These forms shall be reviewed by the Administrator and an assessment shall be made as to the instructor's effectiveness in knowledge and delivery of the training.
4. Where training is provided in an area that requires special certification, such as First Aid or C.P.R., the First Nation shall ensure that the instructor has the required qualifications.

Financial Policy Changes

Policy All policy changes in the financial areas of the Horse Lake First Nation shall be approved by the Chief and Council and all procedural changes in the financial areas shall be approved by the Administrator.

Procedures

1. All requests to amend or create any financial policies shall be submitted to the Chief and Council in a proposal format.
2. The Treasurer of the Chief and Council shall be included in all financial policy or procedure changes to ensure that appropriate Council representation has been obtained.
3. All financial policies shall be ratified by the Chief and Council prior to implementation.
4. The Administrator or designate shall be responsible for preparing and distributing all amendments to the appropriate parties and for maintaining a tracking system of the amendments and additions.

Year End Preparation

Policy All supervisory and management personnel shall be familiar with yearend preparation requirements and work cooperatively with the Administrator or designate to prepare the necessary year end documentation and meet the requirements of individual program contracts.

Procedures

1. The bookkeeper shall prepare a Monthly Financial Report which shall be provided, along with bank reconciliation statements, to the Administrator.
2. The Administrator shall review the Monthly Financial Report and identify any issues which may require adjustments and forward the concerns to the bookkeeper or designate within 5 working days for clarification and/or adjustments.
3. The Monthly Financial Reports shall be used for the preparation of the Audit Statement. Audit Statements shall be prepared according to Audit Guidelines for each individual signed agreement and distributed within the required time lines.
4. Invoices for goods and services ordered prior to year end shall be submitted to the bookkeeper or designate no later than fifteen (15) days after each individual program contract year end. Invoices received subsequent to this period will be charged to the next fiscal year and will have implications for the fiscal year budget.
5. Areas requiring review prior to audit are:
 - Accounts Receivable/Payable
 - Investments and Interest Accrual to Year End Date
 - Fee For Service
 - Prepaid
 - Accrued Vacations

6. Upon completion of the Audit Statements, the Treasurer of the Chief and Council shall sign two (2) copies of all statements. The Administrator or designate shall provide one copy to the appropriate funding source and one copy shall be retained in the central files of the First Nation.

Proposals and Contract Negotiations

Policy The Horse Lake First Nation shall maintain a consistent standard format for individual contract proposals and negotiations to ensure uniformity of contract conditions and ease of processing.

Procedures

1. A contract shall contain the essential elements to the agreement, the cost or budget, services to be provided, and time lines for performance.
2. Prior to development, proposals shall be discussed with the Chief and Council to ensure that the services proposed fall within the mandate of the Horse Lake First Nation.
3. The project manager shall prepare the proposal in consultation with the Administrator or designate and shall be accompanied by working papers and calculations to support the submission.
4. Proposals shall be prepared well in advance of the year end or the Request for Proposal deadline to allow for thorough review prior to submission.
5. The Administrator shall review the proposal with the Chief and Council and ensure that Chief & Council are fully informed of all major program and funding requirements.
6. Any major changes to contracts, either additions or deletions shall be highlighted and brought to the attention of the Chief and Council.

Budgets

Policy The Chief and Council of the Horse Lake First Nation shall review and approve all budget submissions one month prior to each fiscal year end.

Procedures

1. The Administrator shall be responsible for the preparation of all working papers and final draft of the overall budget and the administration budget.
2. The draft of the budgets shall be presented to the Chief and Council along with all supporting documents to ensure that the Council is fully informed and in agreement with the proposed budgets.
3. Approval of all the budgets shall be noted in the minutes of the Chief and Council budget meeting.

Bank Accounts

Policy The Horse Lake First Nation's Administration shall be the only body that is permitted to have a bank account set up in the name of the Horse Lake First Nation.

Procedures

1. Under no circumstances shall any employee open any type of bank account in any area under the name of the Horse Lake First Nation. There shall be no situation or circumstance for this to be necessary.
2. In the event that the Horse Lake First Nation's Administration is required to open an account in the name of the Horse Lake First Nation (such as a Fundraising Account), the proper documentation and the proper authority through the Chief and Council shall be obtained.
3. In all circumstances, approval of the Chief and Council shall be documented in the minutes before the Administrator or designate can open a bank account.

Income / Revenue

Policy The Administrator or designate shall be responsible for the deposit of all Contract Grants Receivable, reimbursement, and any other funds received by the Horse Lake First Nation.

Procedures

1. The Administrator or designate shall ensure that proper procedures are followed for the deposit of incoming funds.
2. Projects or programs receiving cash or cheques shall forward deposits directly to the Administrator or designate along with program allocation information.
3. The following procedures shall apply for all cheques received:
 - a) All cheques for deposit shall be stamped "For Deposit" immediately upon receipt.
 - b) Cheque totals and cheque numbers shall be recorded in a ledger prior to deposit
 - c) Cheques in excess of or totaling \$500 shall be deposited on the same day they are received.
 - d) Copies of cheques deposited shall be maintained on file.
4. The following procedures shall apply for all cash received:
 - a) Receipts shall be written for all cash transactions upon receipt.
 - b) Cash amounts and receipt numbers shall be recorded in a ledger prior to deposit.
 - c) Cash in excess of \$100 shall be deposited on the same day as they are received.
 - d) Copies of receipts shall be maintained on file.
5. All cheques and cash shall be placed in a safe and secured place until deposited.

Expenditure Approval / Authority

Policy Program expenditures for the Horse Lake First Nation shall be in accordance with generally accepted accounting principles.

Procedures

1. The Administrator shall be responsible for managing the program budget according to the guidelines of each individual contract and as approved by the Chief and Council.
2. The policies stipulated by the funders of the individual programs shall be adhered to with reference to the purchase of capital assets.
3. Routine ordering may be delegated and such expenditures shall be authorized by the Administrator prior to the purchase, and indicated on the cheque requisition.
4. Employees shall not order items for personal use through the Horse Lake First Nation account in order to receive discounts.
5. Requests for payment must be approved by the person who has been delegated signing authority for that program. The authorization of this delegation shall be approved by the Administrator.
6. All travel reimbursements shall be approved by a person who is at least one level higher than the person who is requesting the reimbursement.
7. Routine purchases are defined as purchases of goods or services as defined in the contract, and excludes such items as costs, salaries, wages, payroll benefits, or other items that are fixed for the term of the contract.
8. Non-routine purchases are defined as unanticipated purchases which are necessary to achieve the program objectives, but due to their nature, were not budgeted for. Examples of these types of expenditures are repair or maintenance of buildings, or equipment which is above the spending limit if the program. All non-routine purchases require documentation supporting approval from the Contract Grant Authorities, and this approval shall be attached to the requisition for payment.

9. Fixed assets are defined as items having a useful life benefiting more than one period. This would include items such as vehicles, equipment, furniture, or any purchases over \$1000.

10. **The Administrator may approve expenditures in accordance with the approved budget. Any expenditure that exceeds the budgeted amount for that category must be approved by the Chief and Council.**

Non Budgeted Requests

Policy All major non-budgeted charges shall go through the proper levels of authority prior to the expenditures being made.

Non-budgeted charges are items that have not been identified in the current operating contract such as salary changes, purchases of furniture or equipment, or shifting funds across major categories.

Procedures

1. The Administrator shall submit the request for non-budgeted charges to the Chief and Council along with documentation supporting the expenditures for approval.
2. Once approval is obtained from the Chief and Council, the funding source for the specified program shall be approached for authorization.
3. **Under no circumstances shall any commitments be entered into or arrangements made until approval is received from the Chief and Council and authorization in writing is obtained from the funding source and in accordance with the Financial Management Policy.**

Petty Cash

Policy A Petty Cash fund of a maximum of \$200 shall be available for the Horse Lake First Nation.

Procedures

1. The Petty Cash fund shall be monitored by the Administrator or designate.
2. A written request along with a rationale shall be submitted to the Chief and Council for approval if more than \$200 is required for the Petty Cash fund.
3. The Administrator or designate shall ensure that the Request for Petty Cash form is completed prior to issuing the petty cash. Copies of the request shall be retained on file.
4. Expenditures shall be itemized and receipts shall accompany requests for reimbursements.
5. Petty cash shall be used for the purchase of small miscellaneous items only.
6. As a general rule, petty cash shall be reimbursed at a maximum of once per month.
7. A reconciliation of the petty cash shall be conducted on a monthly basis by the bookkeeper, and signed by the Administrator.
8. Payments from the petty cash fund shall be kept to a minimum.
9. Petty cash funds shall be secured in a cash box under one person's control and placed in a secure location.

Long Distance Telephone Calls and Faxes

Policy Long distance telephone calls and faxes shall be carefully tracked to ensure that they are for the Horse Lake First Nation business only.

Procedures

1. Each employee shall keep a record of long distance telephone calls and faxes noting the name of the person called, the date and time of the call, and a brief explanation for the call.
2. The record of long distance telephone calls and faxes shall be submitted to the bookkeeper for verification and to attach to the monthly telephone invoices.
3. Employees shall not make long distance telephone calls or faxes of a personal nature through the Horse Lake First Nation.

Purchase and Receipt of Goods

Policy The Horse Lake First Nation shall ensure that all purchased goods are received in satisfactory condition and that they fulfill the requirements of the purchase request.

Procedures

1. All goods shall be checked against the original order for accuracy of price, quality, quantity and that the products are not defective or damaged. Any discrepancies shall be communicated immediately to the company concerned.
2. The person receiving the goods shall sign the original invoice (if available) or the shipping/packing slip and ensure that all information is accurate.
3. When the invoice is received, the signed shipping/packing slip shall be matched for accuracy and to ensure the invoice reflects any discrepancies which were found and reported when the goods were received. Payments should not include any items back-ordered.
4. Providing the invoice is in order, payment shall be processed. A description of the item, the appropriate account code as indicated in the original invoice, and the shipping/packing slip shall be attached to the documents prepared for payment of the invoice.
5. If the GST is not shown on receipts, it should be calculated to ensure that allowable rebates are claimed.
6. Records of all payments shall be maintained on file.
7. Special attention shall be paid to payment dates to avoid unnecessary charges for late payments.

Travel and Expense Reimbursement

Policy The Horse Lake First Nation shall provide reimbursement for all approved travel for Horse Lake First Nation business.

Procedures

1. Reimbursement by receipt shall be limited to reasonable amounts and generally not be significantly higher than the meal allowance for that meal. Meals claimed on a receipted basis shall exclude charges for alcoholic beverages. Meal charges shall be detailed and shall include gratuities of up to 15% of the receipted meal costs.
2. The employee may not claim meal allowances for any meal which is provided to the employee and which does not require expenditure. For example, meals are frequently covered in the cost of seminars or training programs, or the host of the organization with which the employee is conducting business may pay for the meal.
3. Reimbursements for hotels, motel, and other lodging shall be limited to reasonable amounts and may not exceed the single occupancy rate. Receipts must be submitted for reimbursement, or the private accommodation allowance of \$13.00 may be claimed without receipt.
4. Chief & Council shall be reimbursed for approved travel at the same rates as employees of the First Nation.
5. Travel and expense reimbursements shall not be claimed through the Petty Cash funds.
6. All travel claims shall be signed by the Administrator or designate. The Chief of the Chief and Council shall sign travel claims for the Administrator.
7. Mileage allowance shall be provided for all approved Horse Lake First Nation related travel.

8. Travel expenses shall be reimbursed at the following rates:

- Meals – Breakfast x \$12.20, Lunch - \$15.00, Supper - \$35.00
- Mileage - \$0.485/km
- Hotels/Motels – upon receipt
- Total Incidentals - \$20.00

9. Long trips and any out of province travel in personal vehicles will not be approved unless there are special circumstances.

10. While on travel status, eligible meal times are as follows:

Breakfast	leaves before 7:30 am
Lunch	returns after 12:30 pm
Supper	returns after 6:30 pm

11. The Administrator and the Chief may claim a business meal when hosting another person. The person's name and reason for expense will be noted on receipt.

12. Any travel / accommodation reimbursement received shall be paid to the Horse Lake First Nation.

Fixed Asset Ledger

Policy The Horse Lake First Nation shall maintain an effective control and tracking system to ensure that fixed assets are purchased and disposed of in a proper manner.

Procedures

A. Fixed Asset Ledger

1. The Fixed Asset Ledger provides the Horse Lake First Nation with an up-to-date and readily available record of equipment.
2. The Record of Assets shall be used as a basis for acquiring replacement funding of capital equipment.
3. All equipment with a purchase value of \$250.00 or \$1000.00 or greater, and with a life expectancy of one year or more shall be inventoried.
4. Under the terms of the contract agreements, the Horse Lake First Nation is responsible for the care and custody of equipment purchased from the funds provided.
5. The Equipment is considered to be the property of the Horse Lake First Nation, unless otherwise specified by the funding source, and shall be included in the general inventory at the date of purchase.
6. The Record of Assets shall include:
 - Name of item
 - Model name and number
 - Serial number
 - Purchase value
 - Date of purchase
 - Program name and location
 - Condition (good, okay, poor)

B. Disposal of Obsolete or Damaged Goods

1. Equipment which is damaged, worn out, or obsolete may be traded in on new equipment, sold as surplus, donated, or otherwise disposed of. Any of the foregoing actions require the approval of the Administrator in writing.
2. The record of all damaged, worn out, obsolete disposed of shall include:
 - Date it was disposed of
 - Selling price (if sold)
 - Method of disposal (if not sold)
3. The proceeds of the sale shall be credited to the account originally charged. Credits to other accounts require prior approval by the Administrator.
4. The bookkeeper or designate shall be responsible for updating the fixed assets records.
5. The fixed asset inventory shall be signed by the Administrator on an annual basis.
6. The fixed assets records shall be updated when new equipment and furniture are purchased and be verified at a minimum of once per year, and shall normally occur at the fiscal year end.
7. All items disposed of shall have the approval of the Administrator and a record of disposal shall be maintained on file.
8. An updated list of fixed assets shall be submitted to the Horse Lake First Nation's insurance company (upon request) prior to fiscal year end.

Reconciliation of Bank Statements

Policy The Horse Lake First Nation shall designate a person of authority to be responsible for reconciling the First Nation's bank statement.

Procedures

1. The bookkeeper shall be responsible for receiving or picking up cancelled cheques and bank statements from the bank at a specified date every month.
2. The bookkeeper shall reconcile the bank statement and cancelled cheques by the 15th day of each month, and submitted to the Administrator for review and approval.
3. The Administrator shall review and approve properly formatted bank reconciliations by initialing the document.
4. All bank accounts and cheques shall require two authorized signatures for the purpose of debits and withdrawal of funds.
5. Once the bank statements are reviewed and initialed, the Administrator or designate shall ensure that all statements are maintained on file.
6. Reconciliation of bank statements shall be done upon receipt. Any discrepancies shall be reported immediately and action taken as necessary to correct the discrepancies.
7. Spot audits of the reconciliation and the process shall be conducted to ensure that proper controls are in place.

Property / Equipment Lease

Policy Property and equipment leases shall be approved by the Administrator prior to entering any commitment.

Procedures

1. Supervisors and employees may research and recommend to the Administrator that the Horse Lake First Nation enter into an agreement for property or equipment leases.
2. Any formal agreement shall be reviewed thoroughly prior to any commitments.
3. Agreements for lease or purchase shall only be signed off by the Administrator.
4. Upon approval, the Administrator or designate shall proceed with the lease or purchase.

Loans to Members

Policy Employees, contract staff, volunteers, and practicum/placement students will not lend money to members.

Procedures

1. Loans, regardless of the amount, will not be provided to members from funds.
2. The Horse Lake First Nation will assume no liability for any financial arrangements or transactions made between employees and members.

Vehicle Usage

Policy Horse Lake First Nation shall provide vehicles to Horse Lake First Nation staff that require a vehicle for work purposes. Any personal use of a Horse Lake First Nation vehicle shall be deemed a taxable benefit in accordance with Revenue Canada.

Procedures

1. Full time employees of Horse Lake First Nation will have access to a Horse Lake First Nation owned or leased vehicle during work hours in order to carry out the requirements of their job.
2. Wage or temporary employees will have access to a Horse Lake First Nation owned or leased vehicle if available, and at the discretion of their supervisor.
3. If an employee is unable to be provided with a Horse Lake First Nation owned or leased vehicle they will be reimbursed in accordance with the Travel and Subsistence Policy.
4. Employees may rent a vehicle directly from the private sector only if a Horse Lake First Nation vehicle is not available and the Administrator has approved the request.
5. Vehicles will be made available to Directors and Committee members only if it does not interfere with the operations of Horse Lake First Nation.
6. Directors and Committee members attending conferences, seminars, etc., and requiring rent a vehicle shall require approval from the Council.
7. Employees shall acknowledge that having a vehicle is a benefit and abuse could result in disciplinary measures and/or removal of the vehicle benefit.
8. Employees may be authorized to use a vehicle for travel between their residences and their place of work when:
 - a. It is advantageous that an employee leave directly from his/her place of residence on Horse Lake First Nation business, or

9. On a continuous basis it can be shown to be in Horse Lake First Nation's interest to allow an employee to provide secure parking or care during a period of inclement weather and there is no charge to Horse Lake First Nation.
10. Employees who have authorized use of a vehicle must keep a daily log of all kilometers traveled each day, with the kilometers used for personal and work purposes being recorded separately.
11. Employees traveling outside of Horse Lake First Nation may be allowed to travel with spouses and/or family members, provided there is no additional expense for Horse Lake First Nation, with final approval having been granted by the Administrator.
12. Non-adherence with any of the above clauses in this policy may result in the removal of the vehicle benefit.

MAINTENANCE AND OPERATION OF VEHICLES

1. Vehicle operators shall hold a valid Alberta Operator's License and other operating certificates required for the class of vehicle they are operating.
2. Employees required to use a vehicle shall supply a driver's abstract to their immediate supervisor upon demand.
3. Operators shall at all times consider safety first when operating in and around a vehicle.
4. Operators shall adhere to all traffic laws and regulations and shall drive in accordance with conditions of the road. Operator is responsible for any traffic tickets he/she receives- deductions will be made.
5. Operators will perform a vehicle inspection prior to operating the vehicle to ensure that the vehicle is in safe operating condition, and that there are no hazards in the immediate vicinity of the vehicle.
6. Only authorized personnel or Directors shall operate Horse Lake First Nation owned or leased vehicles. All volunteers shall not operate the Horse Lake First Nation vehicles without prior authorization of the Administrator.
7. Vehicles will be equipped with a first-aid kit, a fire extinguisher and approved warning devices (flares).
8. All vehicles will be kept clean and properly maintained at all times.

9. Maintenance inspections shall be carried out every 5,000 km and major maintenance inspections will be carried out at 30,000 and in accordance with Horse Lake First Nation policy. In accordance with established maintenance schedules recommended by the vehicle manufacturer.
10. Vehicles requiring repairs in excess of \$250.00 shall have a maintenance report completed and submitted to the Administrator for approval and available funds.
11. Employees and Directors are responsible for paying costs of any repairs that are caused by the employee, fines, which may be incurred such as speeding or parking tickets.
12. Records of repairs and maintenance shall be filed in the Horse Lake First Nation office.

Insurance

Policy The Horse Lake First Nation shall ensure that the necessary insurance coverage for all aspects of the First Nation is maintained annually and according to the requirements of individual program contract agreements.

Procedures

1. The necessary insurance coverage shall be put into place according to the terms of all individual contracts upon commencement of service.
2. The Horse Lake First Nation shall provide insurance coverage in the areas of:
 - a. Directors and Officers Liability
 - b. General Blanket Bond – Crime
 - c. Bonding of Employees Handling Funds
 - d. Composite Mercantile:
 - Buildings and Content
 - Office Contents
 - Tenants Legal Liability
 - Comprehensive General Liability
3. These costs shall be considered as part of the operating cost of the Horse Lake First Nation.
4. The Horse Lake First Nation shall ensure that employees using their own private vehicles for business have the necessary insurance coverage.
5. All equipment, furnishings, etc. shall be covered for their full replacement value against risks of loss or damage.
6. The deductible under this policy shall be no higher than \$500.

HORSE LAKE FIRST NATION

Authorization for Employee Training and Development

Name: _____

Position: _____

Course Title: _____

Location: _____

Address: _____

Dates: _____

Reason for taking Course: _____

Depart Date & Time _____

Return Date & Time _____

Additional Information Attached _____

Estimated Cost:

Course Fee _____

Meals: _____

Hotel: _____

Mileage: _____

Employee Signature

Date

Office Use Only

___ Not Approved – Reason _____

___ Approved _____

Supervisor Signature

Date

___ Approved _____

Manager Signature

Date

HORSE LAKE FIRST NATION

Authorization of Driver Information

Date: _____

I, _____ hereby give my consent to (HLFN)
Insurance to obtain a copy of my Driving Abstract.

Driver's License #: _____

Date of Birth: _____

Address _____

Insured Driver's Signature

Vehicle Mainly Driven: _____

HORSE LAKE FIRST NATION

Criminal Record Check

To: R.C.M.P.

Horse Lake First Nation wished to conduct a criminal record check on
_____ who has applied to become a(n) employee / volunteer.

Horse Lake First Nation

Date

Applicant Information

Surname: _____ First Name: _____

Middle Name: _____ Maiden Name: _____

Other Names: (i.e. nicknames) _____

Date of Birth: _____

Telephone: _____

Mailing Address: _____

Street Address: _____

If less than five years at above address, give previous addresses for past five years only: _____

Identification #1 _____ Identification 2# _____

Statement of Consent

I, _____ being an applicant for a position associated with Horse Lake First Nation agree to a police records check.

Signature _____ Date _____

FOR POLICE USE ONLY: Please check applicable box.

_____ This is to certify that the applicant has a criminal record

_____ This is to certify that the applicant does not have a criminal record.

Expense Reporting Form

Department

Notes:

Employee
Signature: _____

Date:

Approval
Signature: _____

Date:

Final

HORSE LAKE FIRST NATION
Notice of Concern / Suggestion Memo

Date: _____

Time: _____

Name: _____

Phone: _____

Address: _____

Community _____

Nature of
Concern/Suggestion

Taken by: _____
Time: _____

Date & _____

Forwarded to: _____
Time _____

Date & _____

Time _____

Date & _____

Instructions

Call Returned Yes ☐ No ☐

Action

Taken:

Final

OATH OF OFFICE AND CONFIDENTIALITY AGREEMENT

I, _____ an employee of the Horse Lake First Nation, declare that, in carrying out my duties as an employee of HLFN, I will:

1. Exercise the powers of my office and fulfill my responsibilities in good faith and in the best interests of the HLFN.
2. Exercise these responsibilities, at all times, with due diligence, care and skill in a reasonable and prudent manner.
3. Respect and support HLFN policies, Code of Conduct, and decisions of the Chief and Council and membership.
4. Keep confidential all information that I learn about HLFN 's matters specifically determined by Chief and Council motion to be matters of confidence including matters dealt with during in-camera meetings of Chief and Council.
5. Conduct myself in a spirit of collegiality and respect for the collective decisions of the Chief and Council and subordinate my personal interests to the best interests of the HLFN.
6. Immediately declare any personal conflict of interest that may come to my attention.
7. Immediately resign my position as an employee of HLFN in the event that I, or Chief and Council, have concluded that I have breached my 'Oath of Confidentiality '.

Declaration

Employee Signature

Date

Witness Signature

Date

SO HELP ME GOD.
(omit if affirmed)

Taken and subscribed before me

at _____

this _____ day of A.D.20__.

Commissioner of Oaths

Final

Overtime and Time Off-In-Lieu Agreement

1. IT IS AGREED BETWEEN:

_____ Of _____

-and-

HORSE LAKE FIRST NATION

That Horse Lake First Nation will provide and the employee will take time off with pay in lieu of overtime for those hours worked in excess of eight (8) hours in a day or forty (40) in a week, with each week comprising of the period Sunday to Saturday.

2. The time off in with pay in lieu of overtime shall be provided, taken, and paid at a regular rate of wages at the time that the employee could have worked and received wages from the Horse Lake First Nation.
3. The time off in lieu of overtime shall be provided, taken, and paid within three (3) months of the end of the pay period in which it was earned, unless:
 - a. this agreement is part of a collective bargaining agreement and the collective bargaining agreement provides for a longer period of time within which time off with pay is to be provided and taken; or
 - b. the Director of Employment Standards issues a permit providing for a longer period of time.
4. If the time off in lieu of overtime is not provided, taken, and paid in accordance with Clause 3, the employee shall be paid at an overtime rate of at least 1.5 times the employee's wage rate for the overtime hours worked.
5. Time off in lieu shall be treated as hours of work and remuneration paid in respect to time off in lieu of overtime pay shall be treated as wages.
6. Horse Lake First Nation shall provide a copy of this agreement to the employee.
7. No amendment or termination of this agreement shall be effective without at least one month's notice in writing by one party to the other.

Dated This ____ Day Of _____ 2_____.

Employee

Horse Lake First Nation

HORSE LAKE FIRST NATION

Semi-Monthly Employee Time Sheet

Name: _____ Month/Year: _____

Supervisor: _____ Project: _____

DAY	TIME IN	TIME OUT	TIME IN	TIME OUT	TOTAL HOURS	REG. HOURS	BANKED HOURS EARNED	BANKED HOURS SPENT TOIL	COMMENTS
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
Totals									

TOIL – Time off In Lieu VAC - Vacation Used SICK – Sick Leave AF - Attend Funeral MD - Medical Appointment

HORSE LAKE FIRST NATION

Semi-Monthly Employee Time Sheet

Name: _____ Month/Year: _____

Supervisor: _____ Project: _____

DAY	TIME IN	TIME OUT	TIME IN	TIME OUT	TOTAL HOURS	REG. HOURS	BANKED HOURS EARNED	BANKED HOURS SPENT TOIL	COMMENTS
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
26									
27									
28									
29									
30									
31									

Totals

TOIL – Time off In Lieu VAC - Vacation Used SICK – Sick Leave AF - Attend Funeral MD
- Medical Appointment

HORSE LAKE FIRST NATION
Vacation / Leave of Absence Request

Employee

Name: _____

Date:

Department: _____

Position:

Complete this form for the following types of leave:

Annual Vacation ☐

Leave without Pay ☐

Other (specify) _____

Dates you will be absent::

From: _____ to

Total number of working days absent: _____

Date

Employee

Approved:

Supervisor

Manager

Submit to personnel clerk after approvals are obtained.