

LUTSEL K'E DENE FIRST NATION



POLICY MANUAL

(February 13, 2013)

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INTRODUCTION

This document is the Policy Manual for the Lutsel K'e Dene First Nation. A separate document titled "Constitution & Bylaws" provides further information regarding the roles and relationships between Members, Council and Administrative Staff.

The information in both documents is based on the beliefs, principles, traditions and practices of the Lutsel K'e Dene First Nation (LKDFN). The information presented are the results of work done over time by the Lutsel K'e Dene First Nation membership at its Special Assemblies and the efforts of the Lutsel K'e Dene First Nation Council and staff to develop appropriate policies and practices to manage the business and day-to-day operations of the LKDFN.

These administrative policies have been put in place by the Lutsel K'e Dene First Nation Council. By using these policies, the Council wants to make sure that all LKDFN decisions and practices are clear, fair and consistent. Also, the Council wants to make sure that members are getting the best level of service and benefits possible from employees and from the money the Lutsel K'e Dene First Nation receives and spends on behalf of its members.

These policies apply to all personnel within the Lutsel K'e Dene First Nation and may only be changed by a formal Band Council Resolution.

This Manual is made up of four sections:

Section 1: General Policies

Section 2: Human Resources Policies

Section 3: Financial Policies

Section 4: Operational Policies

Additional information and supporting documents are available in the Appendices.

1 POLICY: GENERAL

1.1 Interpretation

- 1.1.1 This document contains the administrative policies of the Lutsel K'e Dene First Nation.
- 1.1.2 Words used in this document are to be understood in the context of common English usage as defined in a standard Canadian dictionary.
- 1.1.3 These policies shall apply as of the date of the Band Council Resolution through which they are brought into force and shall supersede all previous Motions, Band Council Resolutions and policies of the Lutsel K'e Dene First Nation Council that have addressed any of the issues herein contained.
- 1.1.4 These policies are intended to apply to the LKDFN Chief, Councillors, employees and Committee members during working hours or while on official LKDFN business, such as travel time, meetings, conferences, training programs etc.

1.2 Amendments

- 1.2.1 The Lutsel K'e Dene First Nation Council may amend these administrative policies as it deems necessary from time to time. The Senior Administrative Officer will review these policies on an annual basis and bring any suggested revisions or amendments to Council for its review and consideration.
- 1.2.2 Employees wishing to propose changes to the terms and conditions of the Lutsel K'e Dene First Nation's administrative policies should put their concerns in writing and bring them to the attention of their Program Manager and/or the Senior Administrative Officer.

1.3 Definitions

- 1.3.1 Absenteeism – means an ongoing pattern of absence from work or a work-related duty for inappropriate or unexplained reasons.

- 1.3.2 Casual Employee – means a person who is being hired for a period of less than one month.
- 1.3.3 Contractor – means a person or business which provides goods or services under terms specified in a contract. A Contractor is not an employee of the LKDFN.
- 1.3.4 Council – means the duly elected Lutsel K’e Dene First Nation Chief and Council.
- 1.3.5 Employee – means any person who is paid a wage or salary for work done for the organization.
- 1.3.6 Immediate Family – means a father, mother, brother, sister, spouse, child, grandparent, father-in-law, mother-in-law, sister-in-law, brother-in-law, aunt, uncle, niece, nephew or any relative who lives on a permanent basis in the same home as the employee.
- 1.3.7 Indeterminate Employee – means any person hired for an indefinite term.
- 1.3.8 Just Cause – refers to situations where an employee is terminated as the result of a serious infraction (such as theft, fraud, dishonesty, assault, harassment, breach of duty, wilful misconduct, conflict of interest) or a chronic pattern of inappropriate behaviour (such as absenteeism, tardiness, failure to observe rules, unsatisfactory performance).
- 1.3.9 Management Employee – means the SAO, Trainee SAO or a Program Manager.
- 1.3.10 Membership – means all of the registered Band members of the Lutsel K’e Dene First Nation.
- 1.3.11 Organization – means all of the activities, programs, facilities, resources and personnel operating under the authority of the Lutsel K’e Dene First Nation.

- 1.3.12 Overtime – is when employees are required to work hours beyond regularly scheduled hours in order to meet unexpected workloads or extraordinary situations.
- 1.3.13 Part-time Employee – means an employee who works less than thirty-five (35) hours per week or less than seventy hours (70) for a two-week period.
- 1.3.14 Personnel – includes the Chief, Councillors, management and staff of the Lutsel K’e Dene First Nation.
- 1.3.15 Policies – means the rules and guidelines, duly approved by the Lutsel K’e Dene First Nation Council, that apply to the whole organization.
- 1.3.16 Procedures – means the specific steps or methods used to put policies into action in the day-to-day operations of the Lutsel K’e Dene First Nation.
- 1.3.17 Program – means a set of activities taking place over a long period of time and having an annual or multi-year budget.
- 1.3.18 Program Manager – means an employee filling a position that has been designated as a program manager position in its job description and who is responsible for running a program, managing a budget and reporting to the SAO.
- 1.3.19 Project – refers to a set of activities that take place within a relatively short period of time (one fiscal year or less) and that have a term budget.
- 1.3.20 Regulations – are those rules and guidelines that only apply to certain activities or programs in the organization.
- 1.3.21 Senior Administrative Officer – refers to the senior manager who is hired by, and reports to, the Lutsel K’e Dene First Nation Council. This position is also referred to as the Band Manager.

1.3.22 Supervisor – means an employee who is responsible for the work and actions of other employees and is authorized to give instructions to or make operational decisions about those employees.

1.3.23 Suspension – is a temporary unpaid absence from work. A Suspension is a serious disciplinary action which becomes a permanent part of the employee’s personnel file.

1.3.24 Term Employee – means any person who is hired for a fixed term of one month or more.

2 POLICY: HUMAN RESOURCES

2.1 Application

- 2.1.1 All terms and conditions of these Human Resources policies shall apply to all term and indeterminate employees, unless specifically altered or exempted under the terms of an employee's individual employment contract with the Lutsel K'e Dene First Nation.
- 2.1.2 Casual employees are subject to the terms and conditions of these Human Resource policies where applicable.
- 2.1.3 These Human Resources policies are intended to conform with all applicable legislation of the Government of Canada and the Northwest Territories.

2.2 Management Responsibilities

- 2.2.1 The Senior Administrative Officer is responsible for the hiring and dismissal of all staff and for carrying out the provisions contained in these policies.

2.3 Personnel Procedures

- 2.3.1 Every new employee of the Lutsel K'e Dene First Nation, including casual and part-time employees, will be provided a copy of the LKDFN Policy Manual at the start of their employment. All employees will be expected to become familiar with and follow all the policies in the Manual, as applicable and to the best of their abilities.
- 2.3.2 Every new employee, or when an existing employee is re-assigned to another position, shall be provided a copy of the job description to which they are assigned and the employee shall provide a signature acknowledging their understanding and acceptance of the duties and responsibilities of the new position.
- 2.3.3 The Lutsel K'e Dene First Nation shall maintain a personnel file for all employees and keep the personnel files in a secure location in the LKDFN office. Only information that has to do with an employee's job may be kept in his/her personnel file.
- 2.3.4 Each employee has the right to look at his/her personnel file at any reasonable time. Other than the employee him/herself, only the

appropriate program manager and the senior administrative officer may look at an employee's personnel file.

- 2.3.5 Other than that which is required by Federal or Territorial legislation, the Lutsel K'e Dene First Nation shall not release any information from an employee's personnel file without the written permission of the employee.

2.4 Hiring, Promotion and Termination

2.4.1 Hiring

- 2.4.1.1 No person shall be employed by the Lutsel K'e Dene First Nation unless the position being filled is identified in a program or project budget.
- 2.4.1.2 The LKDFN Council is responsible for the hiring of the Senior Administrative Officer (see the LKDFN Constitution & Bylaws – S. 3.2.2.4).
- 2.4.1.3 For all positions, first preference must be given to members of the Lutsel K'e Dene First Nation as long as they meet the minimum requirements of the position.
- 2.4.1.4 Any person involved in making a hiring decision must declare a conflict of interest and withdraw from the hiring process if one of the applicants is of his/her immediate family.
- 2.4.1.5 If an applicant for a position does not agree with the hiring decision, he/she may appeal the decision in writing to Council within ten (10) days of being notified of the decision. Council will refer the decision to an appointed appeals committee for review. The recommendations of this committee are final.
- 2.4.1.6 A three to four member Personnel Committee appointed by Council is responsible for participating in the screening and interviewing of potential candidates and providing recommendations to the Senior Administrative Officer in the hiring of all term and indeterminate employees.

2.4.1.7 All term and indeterminate positions must be advertised as well as casual positions lasting for more than a week.

2.4.1.8 If a term or indeterminate employee resigns within thirty (30) days of being hired, the position may be offered to one of the other candidates without being re-advertised.

2.4.1.9 All term and indeterminate employees are entitled to a one thousand pound (1,000 pound) moving allowance when hired from outside of Lutsel K'e. Employees who then complete their term of employment are eligible for a one thousand pound (1,000 pound) removal allowance (back to original point of hire).

2.4.1.10 The senior administrative officer and program managers are responsible for the hiring of casual employees.

2.4.1.11 A Casual Employment Contract must be filled out for all casual employees. A verbal agreement regarding casual employment will not be valid unless supported by a Casual Employment Contract.

2.4.2 Probationary Period

2.4.1.1 All term and indeterminate employees will be hired initially on a three (3) month probationary period. An employee may be terminated at any time during the probationary period without notice.

2.4.3 Job Descriptions

2.4.3.1 Each position will have a written job description that will list the role and duties that an employee in that position must carry out. Job descriptions for term and indeterminate positions will be prepared by the Human Resources Manager or the program manager who supervises that position but must be approved by the Senior Administrative Officer. Job descriptions for casual positions will be prepared by the program manager who supervises that position.

2.4.4 Salaries & Wages

2.4.4.1 Salaries and/or honoraria for the Chief, Councillors and Committee members will be established by Band Council Resolution according to standard budgeting procedures.

2.4.4.2 Salaries and salary increments for all employees (except the SAO) will be approved by the Senior Administrative Officer in keeping with the annual budget approved by Council. The salary and salary increments for the Senior Administrative Officer will be approved by Council.

2.4.4.3 The salaries and wages for all personnel shall be reviewed annually by the senior administrative officer and Council in conjunction with the annual budget preparation process.

2.4.5 Benefits

2.4.5.1 All indeterminate employees are eligible to enrol in a Group Life Insurance and Group Pension Plan after three months of employment. Enrolment is negotiable.

2.4.6 Acting or Temporary

2.4.6.1 Any person hired or formally appointed to a position on a temporary basis, or an employee appointed to a position on an acting basis, shall have the authority and responsibility that normally goes with that position.

2.4.6.2 Acting or temporary appointments shall be made in writing. The senior administrative officer will normally make such appointments but may delegate this authority to a program manager.

2.4.7 Layoff

2.4.7.1 Should an indeterminate employee's position be terminated due to lack of funding, a change in programming or some other circumstance, the employee may be transferred to another available position. If no position exists for which the employee is qualified, the employee shall receive severance pay.

2.4.8 Severance

2.4.8.1 Severance pay will be provided when an indeterminate employee is laid-off or is discharged without *Just Cause*. An employee who is employed on a fixed term which has expired, who resigns, or who is discharged with *Just Cause* shall not be entitled to severance pay.

2.4.8.2 Employees with more than three (3) months employment must be given at least two (2) weeks notice (or pay in lieu) of being laid off or terminated.

2.4.9 Performance Reviews

2.4.9.1 Performance reviews shall be in writing and shall be kept on file as part of the employee's personnel file. Each employee shall be given a signed copy of their performance review.

2.4.9.2 A performance review shall be conducted for all indeterminate employees on an annual basis. Performance reviews may be conducted for term employees at the discretion of the senior administrative officer or the human resources manager.

2.4.9.3 Employees shall have the opportunity to respond in writing to any comments contained in the employee's performance review.

2.4.9.4 The purpose of a performance review is to:

- Ensure that the Lutsel K'e Dene First Nation is maximizing the effective use of its human resources;
- Allow an employee the opportunity to discuss and address any identified deficiencies in their job performance; and,
- Identify any training or other types of support that may be required for an employee to address identified performance deficiencies or otherwise improve their job performance.

2.4.9.5 Based on a satisfactory annual performance review, the senior administrative officer may, within the annual budget approved by Council and at his/her discretion, authorize that an employee receive a pay raise.

2.4.9.6 If an employee's annual performance review is not satisfactory, the employee shall remain at their existing pay level and their performance shall be reviewed annually.

2.4.10 Termination

2.4.10.1 An employee hired on a casual or term basis stops being an employee at the end of the designated term.

2.4.11 Notice

2.4.11.1 All term and indeterminate employees are required to give at least two (2) weeks written notice of their intention to resign from their position. Failure to give proper notice, without a valid reason, will result in a written notice being placed in the employee's personnel file.

2.4.11.2 Management employees (such as Program Managers or staff who report to the SAO) are expected to give at least thirty (30) days written notice of their intention to resign. Failure to give proper notice, without a valid reason, will result in a written notice being placed in the employee's personnel file.

2.5 Hours of Work, Overtime and Leave

2.5.1 Hours of Work

2.5.1.1 Unless otherwise stated in a job description or by an immediate supervisor, the normal daily work schedule for administration employees (i.e. managers, financial and clerical positions) shall be seven hours per day (from 9:00 a.m. to 12:00 noon and from 1:00 p.m. to 5:00 p.m.) and thirty-five hours per week from Monday to Friday.

2.5.1.2 Unless otherwise stated in a job description or by an immediate supervisor, the normal daily work schedule for municipal employees (i.e. Public Works foreman, truck and equipment drivers etc.) shall be eight hours per day and forty hours per week from Monday to Saturday.

2.5.1.3 All employees are required to use the time clock and punch in and punch out daily.

2.5.2 Rest Periods

2.5.2.1 Each employee is entitled to two (2) paid fifteen minute breaks per day.

2.5.3 Overtime / Lieu Time

2.5.3.1 Casual employees are expected to work overtime as requested by their supervisor and within reason. The rate of pay for overtime work will be equal to one and one-half (1 ½) the employee's regular rate of pay for all hours worked in excess of the regular daily or weekly hours of work.

2.5.3.2 Term and indeterminate employees are expected to work overtime as requested by their supervisor and within reason. These employees will receive lieu time for overtime at the rate of one and one-half (1 ½) hours of lieu time for all hours worked in excess of the regular daily or weekly hours of work.

2.5.3.3 To address budgetary concerns, all overtime must be approved in advance by the supervisor, Program Manager or the Senior Administrative Officer. Any time worked in excess of regular daily or weekly working hours, which is not authorized in advance, will not be paid as overtime.

2.5.3.4 Employees may bank up to seventy (70) hours of overtime as Lieu Time. An employee may use Lieu Time if approved in advance by the supervisor, Program manager or Senior Administrative Officer.

2.5.4 Acting Pay

2.5.4.1 If an employee is appointed to a position on an acting basis for a period greater than five (5) working days, the employee shall, during the time they are acting, receive additional pay at the rate of \$5.00 per hour if acting for a Program Manager or \$10.00 per hour if acting for the Senior Administrative Officer.

2.5.4.2 If an employee is appointed to take over a position on an acting basis that is at a lesser or greater rate of pay, the employee will continue to receive their normal rate of pay.

2.5.5 Absenteeism

2.5.5.1 An employee who is absent without leave (AWOL) during their regular hours of work without the authorization of their supervisor or the senior administrative officer, will not be paid for the time period in which they were AWOL. An employee who is AWOL may be subject to disciplinary action.

2.5.5.2 Any employee who is absent from their regular hours of work for three (3) consecutive work days without written notice to their immediate supervisor or the senior administrative officer shall be deemed to have abandoned their position. Exceptions to this rule will be made if the employee has proof that medical incapacitation prevented them from providing notification of their absence.

2.5.5.3 Any employee who is deemed to have abandoned their position during a work shift and/or leaves their position without notifying their supervisor, may be subject to disciplinary action, which, at the discretion of the senior administrative officer, could include termination of their employment.

2.5.6 Paid Holidays

2.5.6.1 Term and indeterminate employees who have been employed by the Lutsel K'e Dene First Nation for more than thirty (30) consecutive days are entitled to the following statutory holidays and shall be paid their regular daily rate of pay for each holiday:

New Year's Day	First Monday in August
Good Friday	Labour Day
Easter Monday	Thanksgiving Day
Victoria Day	Remembrance Day
Aboriginal Day	Christmas Day
Canada Day	Boxing Day

2.5.6.2 When a statutory holiday falls on a:

- a. Saturday, the statutory holiday will be observed on the previous Friday: or,
- b. Sunday, the statutory holiday will be observed on the subsequent Monday.

2.5.6.3 If an employee is required to work on a statutory holiday, the employee will be paid an additional 1.5 times their daily rate of pay (i.e. 2.5 times in total) for the hours worked on that day.

2.5.6.4 An employee will not be paid for any statutory holiday if the employee is:

- a. Absent the working day immediately before or immediately after the statutory holiday without prior permission or proof of illness for such absence, or
- b. Absent when required to and scheduled to work on the statutory holiday and does not do so.

2.5.6.5 The LKDFN Council may declare other holidays (with full pay) for LKDFN employees.

2.5.7 Annual Leave

2.5.7.1 All term and indeterminate employees will earn annual leave at the following rates:

- a. First three (3) years of employment – 1.25 days per month
- b. Fourth year of employment and beyond – 1.5 days per month

2.5.7.2 It is recommended that employees use all of their annual leave credits during the year in which they are earned, but employees may carry over a maximum of thirty (30) days of annual leave into the next year. Any unused annual leave credits not carried over will be paid out.

2.5.7.3 Annual leave must be requested by the employee and approved by the employee's supervisor at least two (2) weeks in advance. The LKDFN will make every reasonable effort to schedule annual

leave in accordance with the employee's request, however, operational requirements will take precedence.

2.5.7.4 Casual employees will be paid annual leave at a rate of 4% of gross pay.

2.5.8 Sick Leave

2.5.8.1 Employees will earn sick leave (with full pay) at the rate of one and one-quarter (1 ¼) days per month.

2.5.8.2 Sick leave can be accumulated and carried over up to a maximum of 30 days. Accumulated sick leave will not be paid out to an employee.

2.5.8.3 Sick leave may be taken by an employee in the case of:

a. Illness.

b. Quarantine.

c. Disabling injury for which compensation is not payable under the Workers Compensation Act.

d. Examination or treatment by a physician, chiropractor or dentist, except instances where such an event occurs during an employee's vacation period.

e. Illness to the employee's spouse, companion, child or parent, who live with the employee, up to a limit of four (4) consecutive days per occurrence.

2.5.8.4 Sick leave shall be granted to an employee and:

a. PAID, when the employee has sufficient sick time accumulated to be paid; or

b. UNPAID, when the employee has not earned sick time with pay or has insufficient sick time accumulated; or

c. UNPAID, when the employee does not notify their supervisor within one (1) hour of the starting time for their position.

- 2.5.8.5 An employee may be required, at the discretion of the human resources manager or senior administrative officer, to submit satisfactory proof, including a medical certificate, for any sick leave claimed.
- 2.5.8.6 An employee cannot claim sick leave during a vacation period unless the employee can provide proof of hospitalization.
- 2.5.8.7 An employee is NOT eligible to receive sick leave if the absence from work is due to an injury suffered:
 - a. While working for another employer; or
 - b. Intentionally, by their own hand.
- 2.5.8.8 No sick leave will be earned while an employee is on sick leave in excess of one (1) month or while receiving short-term or long-term disability payments.
- 2.5.8.9 Where an employee is covered by short-term disability, the employee shall be eligible to receive sick leave until such time as the employee is eligible to receive the short-term disability.
- 2.5.8.10 Casual employees are entitled to one sick day per month but cannot accumulate sick leave time.

2.5.9 Leave of Absence

- 2.5.9.1 An employee may be granted a leave of absence, without pay, at the discretion of the employee's supervisor or the Senior Administrative Officer.
- 2.5.9.2 A request for a leave of absence of up to three (3) days shall be made to the employee's supervisor and will normally be granted as long as the leave requested does not interfere with the completion of the employee's duties.
- 2.5.9.3 Applications for a leave of absence greater than three (3) days shall be made in writing and must be approved by the senior administrative officer.
- 2.5.9.4 For a leave of absence lasting longer than one (1) month, the employee will not earn annual leave or sick leave and will be

responsible for 100% of the premium costs of all benefit plan premiums or payments.

2.5.9.5 The Lutsel K'e Dene First Nation cannot guarantee that an employee taking a leave of absence longer than one (1) month will be able to return to his/her same job or a different job.

2.5.10 Maternity / Paternal Leave

2.5.10.1 The Lutsel K'e Dene First Nation will provide maternity leave in accordance with the Employment Standards Act and Regulations.

2.5.10.2 A male employee will be entitled to three (3) days paid special leave upon the birth of his child.

2.5.11 Compassionate Leave

2.5.11.1 Any term or indeterminate employee may, at the discretion of the Senior Administrative Officer, be entitled to receive up to five (5) days per year paid compassionate leave in the event of a death in the employee's immediate family.

2.5.12 Special Leave

Term and indeterminate employees who have been working for a minimum of three (3) months may, at the discretion of the Senior Administrative Officer, be entitled to the following types of special leave:

2.5.12.1 Treatment Leave – an employee that has been referred to an addictions treatment program will receive one-half (1/2) their regular pay while attending the treatment program. Employees must return to work immediately upon completion of the treatment program. Paid leave for treatment can be utilized one time only and must be upon referral by an alcohol and drug counsellor.

2.5.12.2 Culture Leave – an employee is entitled to receive up to a maximum of five consecutive (5) days of paid leave per year to attend the Fort Reliance Spiritual Gathering or cultural event.

2.5.13 Christmas Break

2.5.13.1 All term and indeterminate employees who do not provide essential services will have leave with regular pay while the Lutsel K'e Dene First Nation office is closed for the Christmas break.

2.6 Employee Behaviour and Discipline

2.6.1 Employee Behaviour

2.6.1.1 All employees are expected to carry out their job to the best of their ability and in a way that reflects well on themselves and on the Lutsel K'e Dene First Nation.

2.6.1.2 All employees must follow the LKDFN's policies and regulations.

2.6.1.3 Employees are expected to report to work on time every working day. An employee who is unable to report to work or who is going to be late must let his/her supervisor know as soon as possible.

2.6.1.4 Upon hiring, employees must sign and abide by confidentiality agreements. Personal information gained on the job about LKDFN business or about other employees must be kept confidential. Information discussed during in-camera meetings must be kept confidential.

2.6.1.5 Every employee has the right to be free from any type of harassment or inappropriate behaviour that causes offence, embarrassment or fear for their safety. All incidents of harassment or abuse must be documented and reported to the senior administrative officer. Any incidents involving the SAO must be reported to the Chief and Council.

2.6.1.6 All employees are expected to protect and care for the property and equipment of the Lutsel K'e Dene First Nation at all times and must report any misuse or damage to the proper supervisor or the senior administrative officer.

2.6.1.7 All employees have the right to use the property and equipment of the Lutsel K'e Dene First Nation during working hours and for

organizational business as long as they have the proper authorization and follow any rules or regulations set up for the use of a particular piece of property.

2.6.1.8 No employee shall misuse LKDFN office equipment, computers or internet service. No person is allowed to charge personal long distance phone calls to any Lutsel K'e Dene First Nation phone number.

2.6.1.9 LKDFN vehicles are to be used for LKDFN business and contract work. With the special authorization of the senior administrative officer, LKDFN vehicles may be used for community activities, the hauling of large items and taking a driver's test.

a. Only designated Lutsel K'e Dene First Nation members and employees may drive LKDFN vehicles due to insurance restrictions.

b. Vehicles must be parked in designated areas when not in use for LKDFN business or work.

2.6.1.10 An employee of the Lutsel K'e Dene First Nation may not hold another job or run a private business if these activities interfere with the employee's job with the LKDFN or if information or services obtained by the employee while working for the LKDFN can be used for the personal benefit of the employee.

2.6.2 Discipline

2.6.2.1 Any employee may be disciplined by his/her supervisor for any action that goes against the principles or organizational policies of the Lutsel K'e Dene First Nation or for any action or practice that is judged to be unsafe, dishonest or inappropriate.

2.6.2.2 Offences such as chronic lateness, absenteeism, failure to carry out job duties, failure to respect LKDFN policies and practices or any other acts considered to be a serious offence may result in the following disciplinary actions:

a. First offence: verbal warning

- b. Second offence: written warning and/or suspension without pay
- c. Third offence: second written warning and/or suspension without pay
- d. Fourth offence: dismissal

2.6.2.3 Offences such as fighting, theft of property, drug or alcohol use or driving under the influence (while working), outright refusal to carry out instructions or job duties, major incompetence or neglect, abuse of property causing major damage, sexual intimidation or abuse or an ongoing pattern of unacceptable behaviour (lateness, absenteeism, failure to carry out duties, failure to respect policies and rules) or any other act considered to be a major offence may be grounds for immediate dismissal.

2.6.2.4 Supervisors must document all disciplinary actions, including verbal and written warnings, and provide this documentation to the Human Resources Manager who will place it in the employee's personnel file. All warnings and reprimands shall be kept in the employee's personnel file for a minimum of one year from the date of the offence.

2.7 Complaints Procedures

2.7.1 Any employee who has a reasonable complaint regarding any aspect of his/her job, or is concerned that LKDFN policies or practices have not been applied to them in a fair and consistent manner, is encouraged to first try to settle the issue with his/her supervisor. A complaint must be brought up with the supervisor within two (2) weeks of the incident(s) that caused the complaint.

2.7.2 If the supervisor cannot settle the complaint to the satisfaction of the employee, the complaint may be brought in writing to the senior administrative officer. A written complaint must be filed with the senior administrative officer within thirty (30) days of the incident(s) that caused the complaint. The senior administrative officer and the human resources manager will appoint a special appeals committee to review the case to make a final decision.

- 2.7.3 If an employee demonstrates a pattern of deliberately bringing verbal or written complaints that are not reasonable (i.e. without merit or not supported by the facts), the employee may, at the discretion of the Senior Administrative Officer, be subject to the disciplinary actions specified in S. 2.6.2.2.

3 FINANCIAL

3.1 Pay Administration

- 3.1.1 All casual employees will be paid every Friday by 4:00 pm.
- 3.1.2 All term and indeterminate employees will be paid every second Friday by 4:00 pm.
- 3.1.3 All employees must submit a time sheet (with their time cards) signed by themselves, their supervisor and the senior administrative officer before a cheque will be issued. All lieu time accumulated during the pay period must be documented on an overtime sheet attached to the time sheet. All overtime must be approved by the senior administrative officer. Time sheets must be submitted by 4:00 pm Thursday.
- 3.1.4 An employee's pay will include all salary or wages earned up to and including the cut-off day (Thursday), except for holdbacks covered by other policies.
- 3.1.5 Payroll advances, up to a maximum of five (5) days earned pay, will only be issued for out-of-town business or medical leave (advances will not be issued for any other reason). All payroll advances must be approved by the senior administrative officer. Advances will be deducted in full in the next pay period.
- 3.1.6 Any other monies owing to the Lutsel K'e Dene First Nation by employees (including casuals) will be paid back at the rate of 20% of gross pay per pay period.
- 3.1.7 Employees must pick up their own cheque unless they have authorized another person to do so. This authorization must be given ahead of time to the person responsible for the issuing of the employee's cheque.
- 3.1.8 If an employee has been terminated or has quit and there is the chance of an overpayment of salary or wages, the employee's cheque may be held back until the final amount owed to the employee has been calculated. A final cheque must be issued to the employee within ten (10) days of termination.

3.2 Honoraria

- 3.2.1 Council and committee members will receive an honorarium for each legally constituted meeting they attend if they are not already receiving a wage or honorarium for the meeting from another agency.
- 3.2.2 For Council, the honoraria rate is \$200 for a regular meeting. If the meeting lasts less than one (1) hour, the honoraria rate is \$100.
- 3.2.3 For Committee members, the honoraria rate shall be set as per the Council's approved budget for that committee.
- 3.2.4 Any person eligible to receive both wages and an honorarium for a particular meeting or workshop may receive either the wage or the honorarium but not both.
- 3.2.5 The Chief will receive an honorarium for evening and weekend meetings.
- 3.2.6 Honoraria will be paid every Friday.
- 3.2.7 Wages or honorarium will not be paid if an employee or representative of the Lutsel K'e Dene First Nation does not attend the meeting or event and may have their wages or honorarium docked (by 50%) for being late or leaving early without a reasonable excuse.

3.3 Travel

- 3.3.1 Travel requests for Council members and the senior administrative officer shall be approved by Council, unless there is an urgent situation in which case authorization may be given by the Chief.
- 3.3.2 All other employee travel and travel expense claims shall be approved by the senior administrative officer.
- 3.3.3 Funds for all travel and travel expense claims must be identified prior to the travel being approved.
- 3.3.4 Expenses for approved travel will be paid either in accordance with the GNWT's duty travel rates or the specific travel rates determined by the funding source (i.e. federal, private company etc.).
- 3.3.5 All personnel whose travel costs are paid by the Lutsel K'e Dene First Nation, or another funding source, must attend these meetings or they

will be required to pay back all of the travel costs unless they have a medical reason for not attending which is verified in writing by a doctor.

3.4 Annual Audit and Financial Statement

3.4.1 The Council will annually appoint, by Band Council Resolution, an Auditor to audit the books and records of the Lutsel K'e Dene First Nation.

3.4.2 The auditor shall be a member of a recognized professional accounting association that is authorized to conduct audits, including Certified Accountants (CA), Certified General Accountants (CGA) and Certified Management Accountants (CMA).

3.4.3 The audit shall be conducted in accordance with generally accepted audit standards and requirements.

3.4.4 The auditor is entitled to access the following LKDFN information:

- Band Council Resolutions, Motions and Council meeting minutes;
- Administration and finance policies and procedures;
- Contribution agreements, contracts, and tenders and bids;
- All books, records, accounts, purchase orders and receipts; and,
- Program and service information and any other information necessary to complete the audit.

3.4.5 The Senior Administrative Officer shall monitor the activity, progress and conclusion of the annual audit. The duties of the SAO are to:

- Instruct and direct the auditor to undertake such specific projects as the Council may wish;
- Facilitate ongoing communication between Council and the auditor;
- Review draft financial statements with the auditor; and,
- Present the audited financial statement to the Council and later to the Annual General Assembly.

3.4.6 The duties of the auditor are to:

- Undertake a general review of the adequacy of the accounting procedures and systems of control employed to preserve and protect the assets of the Lutsel K'e Dene First Nation;
- Report to the SAO on the results of the audit;

- State whether, in the auditor's opinion, the financial statements fairly represent the financial position of the Lutsel K'e Dene First Nation, whether proper books of account have been maintained and whether the transactions have complied with all applicable legislation or regulations.
- 3.4.7 The auditor shall be required to submit the report no later than September 30th of any year in which the LKDFN's fiscal year ends on March 31st.
- 3.4.8 The auditor may, at the discretion of Council, be required to present the audit to the LKDFN membership at a community meeting.
- 3.4.9 The audited Financial Statements will be provided to the LKDFN membership during the Annual General Assembly.
- 3.4.10 An original, signed copy of the audited Financial Statements will be kept at all times as part of the permanent financial records of the Lutsel K'e Dene First Nation.
- 3.4.11 Audited Financial Statements are available to community members for inspection at the LKDFN office during reasonable business hours of any business day (see the LKDFN Constitution & Bylaws - s. 3.2.1.3)

3.5 Budgets

- 3.5.1 Separate fund accounting shall be kept for all LKDFN core, program and project budgets.
- 3.5.2 All budgets for the upcoming fiscal year will be presented to the Council for its review and approval no later than March 20th of the preceding year.
- 3.5.3 Program managers must provide their program budget information to the Finance Manager (or SAO) by March 1st of any year to allow time for budget preparation.
- 3.5.4 Council must, before each fiscal year, approve all Lutsel K'e Dene First Nation budgets by a Band Council Resolution.
- 3.5.5 Council and all program managers are expected to stay within their approved budgets.

- 3.5.6 The Finance Manager will prepare and give a monthly financial statement for each budget area to the proper program manager.
- 3.5.7 The Finance Manager shall prepare and give a consolidated financial statement to the Senior Administrative Officer on a monthly basis.
- 3.5.8 The Finance Manager shall prepare and submit to Council a consolidated financial statement (including a variance report) on a quarterly basis. This statement must include a narrative explanation of any significant variance and a corrective plan if required (e.g. decrease or increase spending, seek approval if the scope of a program or project has changed etc.).
- 3.5.9 Any extraordinary budget changes (over 10% of gross revenue or expenses) shall be approved by Council by a Band Council Resolution.

3.6 Signing Authorities

- 3.6.1 Contribution agreements, contracts and any other legal document requiring signature of the Council shall be signed by the Chief, the Senior Administrative Officer or designated signing authority.
- 3.6.2 Purchase orders, cheque requisitions, travel claims and other expenditure-related documents shall be signed by the Senior Administrative Officer or designated signing authority.
- 3.6.3 Cheques shall be signed by two (2) of the following:
 - Senior Administrative Officer
 - Councillor(s) designated by Council as a signing authority through a Band Council Resolution
- 3.6.4 Changes to signing authorities shall be done through a Band Council Resolution.

3.7 Handling of Finances

- 3.7.1 All banking information and other legal documents must be kept in a secure location in the LKDFN offices. Cash shall be held overnight in the LKDFN account at the Co-op.
- 3.7.2 All funds received by the Lutsel K'e Dene First Nation shall be immediately entered into a receipts journal signed by the Finance Supervisor or

Finance Clerk and shall then be deposited in full in the proper bank account.

- 3.7.3 All payments shall be made by consecutively numbered cheques. Only the Finance Supervisor, the Finance Clerk or the Senior Administrative Officer may issue cheques.
- 3.7.4 No cheques shall be post-dated or signed blank. An exception to this rule may be authorized by the senior administrative officer in certain circumstances.
- 3.7.5 Accounts payable shall be paid twice per month. All invoices in accounts payable shall have the following supporting documentation before a cheque is issued:
- A duly signed purchase order
 - Evidence of goods received (e.g. packing slip) if applicable
 - Appropriate approvals (if applicable)
- 3.7.6 Accounts receivable shall be reviewed and processed by the Finance Manager or Finance Clerk on a monthly basis. If collection on an overdue account has not occurred in a reasonable period of time, the matter should be referred to the Senior Administrative Officer who will provide further direction.
- 3.7.7 Overdue accounts receivable or bad debts can only be written off by Council through a Band Council Resolution.

4 OPERATIONAL

4.1 Meetings

- 4.1.1 Program managers should hold formal staff meetings at least once a month.
- 4.1.2 The senior administrative officer will hold formal program managers meetings at least once every three months.
- 4.1.3 All managers will hold meetings as required in order to effectively carry out the work of the Lutsel K'e Dene First Nation.

4.2 Communication

- 4.2.1 All personnel will make a serious effort to share relevant information, that is not of a confidential nature, with other people in the organization and community, particularly when that information may affect the actions or decisions of other personnel or community members.

4.3 Consultants / Contract Workers

- 4.3.1 Program managers may hire consultants or contract workers where these services are identified in a program or project budget. In these instances, a formal letter of agreement or service contract, detailing the services and fees, should be prepared. The senior administrative officer should sign all service agreements and contracts.