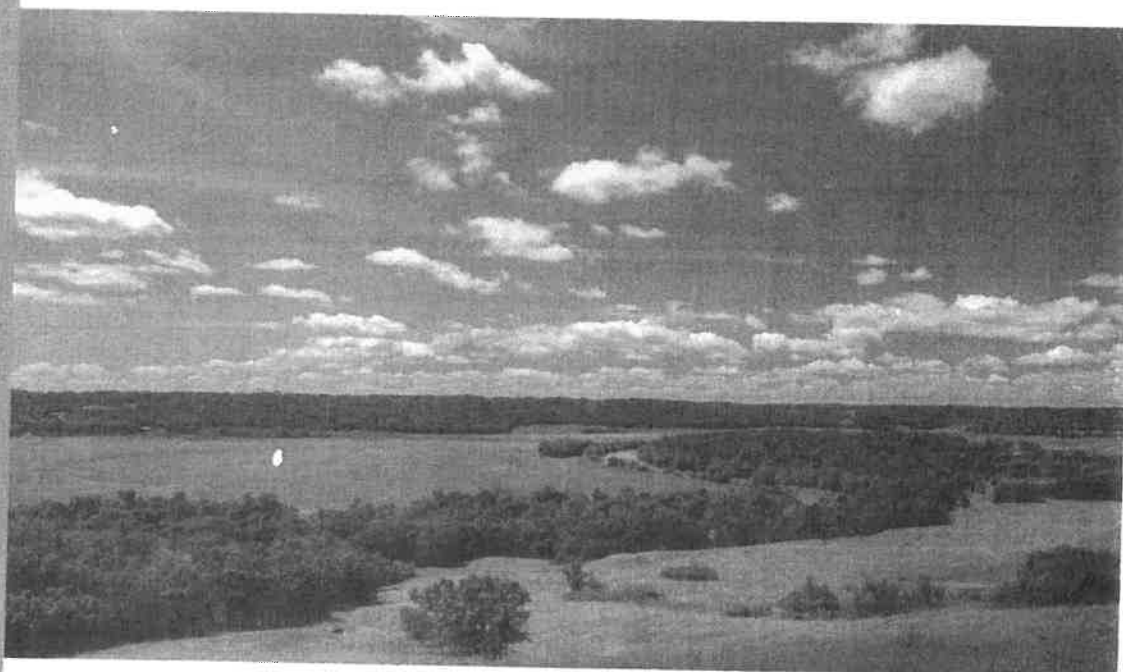




ROSEAU RIVER
Anishinaabe First Nation

Human Resources Policy Manual



Policy Manual
Reference

Human Resource Policy

Department
Ownership


Human Resources (HR)
Department

Issue/Effective Date

May 1, 2023

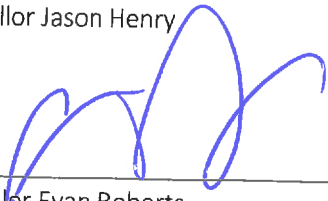
Approval of the Human Resources Policy and Procedures

This Human Resource Policy and Procedures is approved by a quorum of Chief and Council at a duly convened meeting on the May 1, 2023

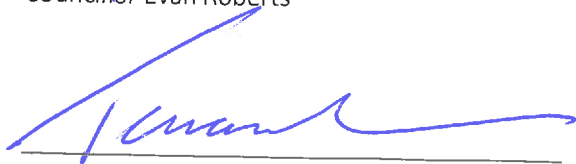


Chief Gary Roberts

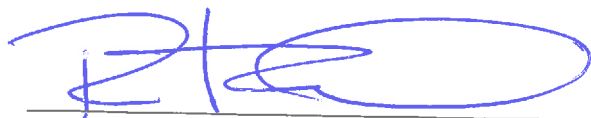
Councillor Jason Henry



Councillor Evan Roberts



Councillor Terrance Nelson



Councillor Rachel Seenie

Table of Contents

1	Welcome to Roseau River Anishinaabe / Anishinabe First Nation	1
2	About This Policy Manual.....	2
2.1	Application of Policy	2
2.2	Amendments.....	2
2.3	Disclaimer	2
2.4	Acknowledgement of Receipt	3
3	Definitions	4
4	Organizational Information	6
4.1	About Us	6
4.2	Organizational Chart	6
5	Conditions of Employment.....	8
5.1	Employee Classifications	8
5.2	Probationary Period	8
5.3	Benefits and Reimbursement	8
5.4	Standard Hours of Work.....	9
5.5	Overtime Guidelines	10
5.6	Time Sheets	11
5.7	Attendance and Absenteeism	11
5.8	Reasonable Accommodation (NEW)	11
5.9	Severe Weather	12
5.10	Emergency Situation Coverage	12
5.11	Work from Home	13
5.12	Code of Conduct and Oath of Confidentiality	13
5.13	Conflicts of Interest.....	16
5.14	Political Activity	17
5.15	Gifts.....	18
5.16	Equipment and Facilities	18
5.17	Whistleblowers	19
5.18	Grievances	19
6	Human Rights and Employment Equity	21
6.1	Human Rights Code.....	21
6.2	Employment Equity.....	21
6.3	Indigenous Employment Preference.....	21
7	Workplace Health and Safety.....	22
7.1	Harassment, Bullying and Defamation or Representative.....	22
7.2	Workplace Violence	23
7.3	Lateral Violence	23
7.4	Bill C-65 Workplace Violence and Harassment	24

7.5	Smoke and Vape Free Workplace	24
7.6	Alcohol and Drugs in the Workplace	25
7.7	Communicable Illness and Disease	25
8	Hiring	27
8.1	Position Authorization.....	27
8.2	Job Descriptions	27
8.3	Job Posting Procedures	27
8.4	Interview Procedures	27
8.5	Hiring.....	28
8.6	Hiring of Relatives	29
8.7	Transitions within the Organization	29
9	Employee Evaluation & Planning	30
9.1	Performance Planning.....	31
9.2	Performance Improvement Planning.....	32
9.3	Christmas Bonus	32
10	Leaves.....	33
10.1	Annual Vacation Leave	34
10.2	Statutory Holidays.....	35
10.3	Sick Leave/Medical Appointments (edited July 2022).....	36
10.4	Bereavement Leave	36
10.5	Compassionate Leaves.....	37
10.6	Personal Leave	38
10.7	Educational Leave or Sabbatical.....	38
10.8	Maternity and Parental Leave.....	38
10.9	Adoption Adjustment Leave.....	39
10.10	Leave for Traditional Indigenous Practices.....	39
10.11	Spiritual Leave.....	39
10.12	Other Legislated Leaves	40
10.13	Leave Without Pay	40
10.14	Court Leave	40
10.15	Reserve Election.....	40
10.16	Right to Vote	40
11	Social Media	41
12	Electronics, Networks and Phones.....	42
12.1	Internet, Network and Email Usage	42
12.2	Telephone and Mobile Communication Devices Use.....	42
13	Disciplinary Processes and Termination.....	43
13.1	Discipline and Dismissals	43
13.2	Disciplinary Processes	43
13.3	Termination Without Cause	45
13.4	Resignation	45

13.5	Lay-Off/Shortage of Work	45
13.6	Return of RRAFN Property	45
13.7	Criminal Record Check, Adult Abuse Check and Child Abuse Check	45
	NTD: To be discussed.	45
14	HR Records Management	46
15	Reporting of Breaches and Financial Irregularities	47
15.1	Responsibilities	47
15.2	Procedures.....	48
	Appendices	52
	Appendix A – RRAFN Organizational Chart (approved February 2022).....	52
	Appendix B – Reference Check Form.....	53
	Appendix C – Employee's Performance Evaluation.....	54
	Appendix D – Time Sheet.....	60
	Appendix E – Request for Leave Form	61
	Appendix F – Code of Conduct	62
	Appendix G – Oath of Confidentiality	64
	Appendix H – Acknowledgement and Agreement Regarding the Reporting of Breaches and Financial Irregularities	65
	Appendix I – FMB Standard References and Related Authorities	66

1 Welcome to Roseau River Anishinaabe / Anishinabe First Nation

The Chief and Council of Roseau River Anishinaabe Anishinabe First Nation ("RRAFN") welcome you as an employee of our Nation. We hope you will join us in our mandate to provide for our people and lands while also honouring and assisting us in maintaining our valuable traditions and culture.

This Human Resources Policy Manual (the "Policy Manual") has been established under the authority of the RRAFN Chief and Council to ensure and promote a healthy and equitable work environment and to provide quality services to our members. This manual is intended to reflect the overall objectives of the organization.

The criteria and practices outlined in this Policy Manual are designed in accordance with federal and provincial laws and the RRAFN's goal of building a community following its core values.

The Policy Manual addresses areas of significance and cover general working conditions, setting out the Nation's and employees' expectations.

This policy manual does not constitute a contract of employment. Individual circumstances may justify modifications to the policies as outlined within this document.

2 About This Policy Manual

2.1 Application of Policy

This Policy Manual applies to all staff, contractors, Elders and volunteers employed by or otherwise engaged by RRAFN, unless stated otherwise. Where this policy refers to “employees”, the term includes staff, contractors, Elders and volunteers, unless stated otherwise.

The policies outlined in this document shall be binding and applied equally to Band member and non-Band member employees alike. Employees who actively seek or openly demand favouritism or special consideration may be subject to disciplinary action.

2.2 Amendments

This Policy Manual is subject to amendment from time to time, including to address changes to federal employment laws, such as the *Canada Labour Code* (the "Code"). Notwithstanding anything stated in this Policy Manual, employees of RRAFN will at all times be entitled to the *greater* of: (i) the terms and conditions set out in this policy manual, and (ii) any applicable employment standard(s) set out in the Code, as it may be amended from time to time.

Changes to this policy will be made by resolution of the RRAFN Chief and Council. All staff will be informed of any amendments to the Policy Manual, in writing, with at least thirty (30) days' notice.

2.3 Disclaimer

In the event of a dispute or disagreement arising from the interpretation of any term, condition, word, process or procedure in this policy manual, the matter will be referred to the Council for further review.

In anticipation of changes in the First Nation's organizational structures from time to time, job title substitutions can be made, as well as modification of duties, without the need for immediate amendment to the Employee Handbook.

2.4 Acknowledgement of Receipt

All employees are required to read this Policy Manual, execute the acknowledgement of receipt below and return it to their immediate supervisor.

Acknowledgment

I _____, acknowledge that I have a copy, or have access to a copy, of the RRAFN Human Resources Policy Manual. I confirm that I have carefully reviewed, and fully understand, the policies, guidelines, and agreements contained therein.

I understand RRAFN can change, rescind or add to the Policy Manual upon thirty (30) days' notice, in writing, to me.

I will abide by the policies and expectations set out in the Policy Manual, including as it may be amended from time to time. I understand that such observance will form a condition of employment. I also understand that non-adherence to the Policy Manual may result in discipline up to and including termination of employment for just cause.

Employee Signature

Date

Note: Please return this signed page to your supervisor so that it may be placed into your employee file.

3 Definitions

“Continuous Employment”	means a regular full-time or part-time employee who is employed for work that is of a continuous nature with no break in service, Employees are <u>considered continuously employed</u> if the break is due to a lay-off or an approved leave. Employees are <u>not considered continuously employed</u> if they were terminated or resigned and are later rehired, unless required by the Code.
“Director of Operations”	means the person who is responsible for leading the day-to-day administration or management of RRAFN and who reports directly to the Chief and Council.
“Employee Evaluation Form”	is the documented form and associated resources adopted by RRAFN for the purposes of measuring the performance of employees.
“Hiring Officer”	is the manager or Officer who is assigned responsibility for recruitment and selection of an individual to fill an approved vacant position, under the direction of the Director of Operations.
“HR Records”	are records that contain information which is directly related to an individual’s hiring, job duties, compensation, performance, and general employment history. Below are examples of documents which would be considered HR Records: <ul style="list-style-type: none">• Attendance and absence Records• Automatic bank deposit form• Offer and/ or confirmation of employment letters• Disability insurance adjustment forms• Disciplinary memos issued to employee• Job application and any attachments•• Job descriptions• Layoff notice issued to employee• Performance evaluations issued to employee• Resignation letter• Termination notice issued to employee• Time sheets• Training plans• Signed code of conduct statement• Benefit coverage information
“Immediate Supervisor”	is an employee who has designated responsibility for managing and overseeing the work and development of other staff.

“Misconduct or Wrongdoing”

includes any breach of RRAFN’s Financial Administration Law and its conflict-of-interest provisions, Chief and Council policies or procedures made under the Financial Administration Law and includes, but is not limited to the following:

- Questionable accounting practices and inadequate internal accounting controls;
- Misleading or coercion of auditors;
- Preparation of fraudulent or misleading financial information;
- Fraud – intentional deception for personal gain;
- Material misrepresentation in disclosures made by or on behalf of RRAFN;
- Theft – theft of First Nation physical or intellectual property;
- Misappropriation of funds – use of RRAFN’s funds for personal gain or unauthorized uses;
- Unethical behaviour including breach of conflict of interest or code of conduct policies;
- Illegal activities;
- Gross mismanagement – A deliberate act or an omission demonstrating wilful disregard for the efficient and effective management of RRAFN’s resources;
- An expenditure, liability or other transaction of RRAFN that is not authorized by or under the Financial Administration Law.

“Officer”

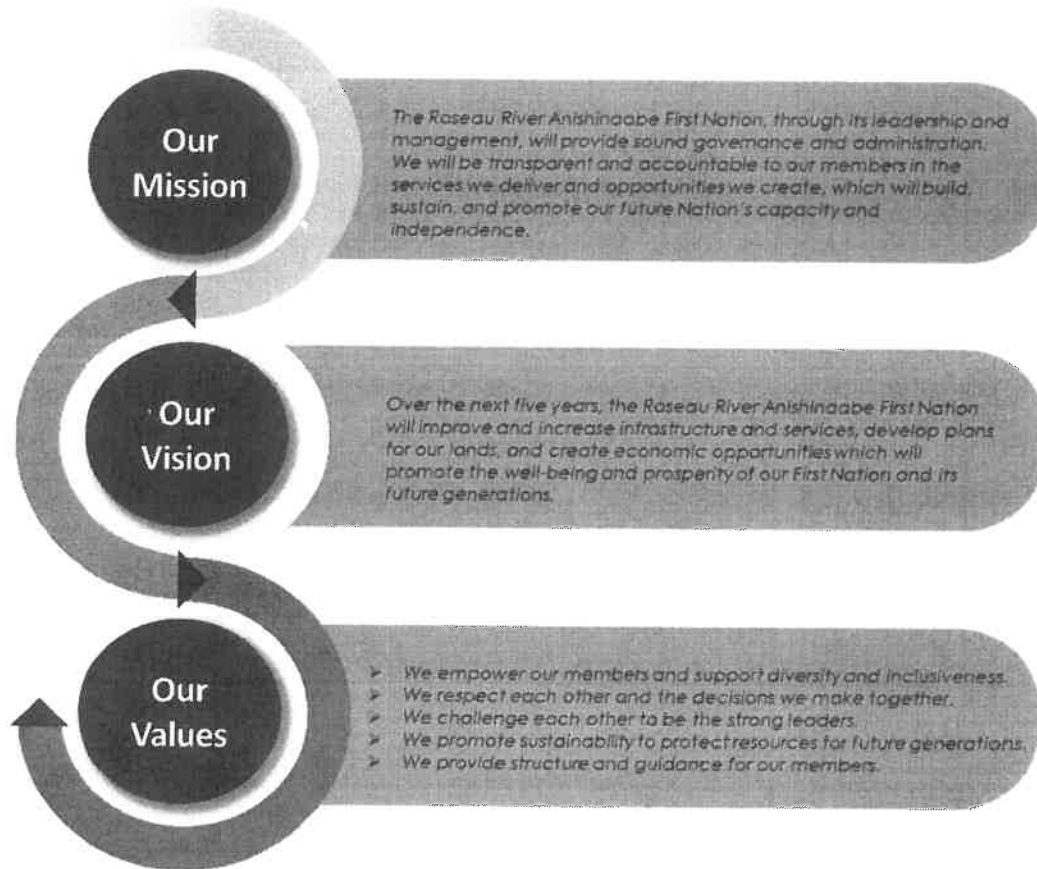
means the Director of Operations, Director of Finance, or any other employee of RRAFN designated by the Chief and Council as an Officer.

“Performance Improvement Plan”

is a plan developed by an employee’s Immediate Supervisor, in consultation with the employee, to address the areas for improvement/development identified during the performance review process.

4 Organizational Information

4.1 About Us



4.2 Organizational Chart

It is the Chief and Council's policy to establish an organizational structure that specifies the hierarchy and reporting relationship between various functions and levels of RRAFN to facilitate effective management of the governance, administrative and financial management systems. The RRAFN organizational chart is located in Appendix A in this document.

Chief and Council is responsible for:

- authorizing the creation and update of the organization chart;
- approving the organization chart with a recorded vote in the Chief and Council minutes;
- ensuring that adequate delegated resources are available to implement and maintain the organizational structure; and
- ensuring that the organizational chart accurately depicts RRAFN's governance, administrative and financial management systems, and identifies the specific roles and responsibilities assigned to each level of governance and administration and to each participant in the systems including committees.

The Director of Operations is responsible for ensuring that the organizational chart is prepared, recommended to the Chief and Council for approval, and kept current and for ensuring that the roles and responsibilities and reporting relationships are effectively communicated to all those affected by the organizational chart and as required by the Financial Administration Law.

The Director of Operations or a designate, as authorized and instructed by the Chief and Council, will prepare an organizational chart that accurately depicts RRAFN's governance, administrative and financial management systems, and identifies the specific roles and responsibilities assigned to each level of governance and administration and to each participant in the systems including committees and submit to the Chief and Council for approval.

The Director of Operations will ensure that the chart includes definitions of the persons or classes of persons (e.g. full time, part time, casual, seasonal) who are affected by the organization chart. The Director of Operations will ensure each role identified in the organizational chart is clearly defined as evidenced by a job description in accordance with applicable Human Resource policies.

The Director of Operations is responsible for centrally filing the organizational chart so that it can be located and retrieved as soon as practicable by all persons affected by it, and will disseminate the approved organizational chart to all those affected and/or make it readily available by other means normally used by RRAFN.

Periodically, but at least annually, the Director of Operations will update, as necessary, the organizational chart for changes in personnel and will submit recommendations, as necessary, to the Chief and Council for approval.

5 Conditions of Employment

5.1 Employee Classifications

RRAFN uses four employment classifications:

Classification	Description
Full-time employees	Work 40 hours per week with a one (1) hour paid lunch. Most of these positions are in management or office administration.
Part-time Employees	Regularly work less than 40 hours per week.
Casual Employees	Work irregular and specified hours at a designated rate, as mutually agreed to from time to time. Casual employees may be employed at any time of the year.
Seasonal/Term Employees	Work specified hours per week on a regular basis for a season or a fixed period of time.
Contractor	Self-employed individual(s) contracted for a specific period of time to complete a specific task of the contract and is remunerated according to the terms of the contract. Contractors and contract positions are not employees of the Nation, but rather are independent contractors.

Only full-time employees are eligible for group insurance benefits once the probationary period (if applicable) has passed.

5.2 Probationary Period

The RRAFN may from time to time prescribe probationary periods to be completed by new employees, not to exceed a period of the first three (3) months of employment. During the probationary period, employees may be terminated without cause and without notice, or payment in lieu of notice.

It is the responsibility of the Program Manager to notify the employee of their status at the end of the probationary period.

5.3 Benefits and Reimbursement

5.3.1 Benefits

RRAFN has made generous provisions for employees to participate in group benefits and pension plans to ensure access to recommended health benefits and support preparation for retirement.

Full-time employees are eligible for all group benefits and pension once the required eligibility provisions are met. Term, casual and part-time employees are not eligible for any group benefits or pension.

To assist eligible employees' access, please note the following information:

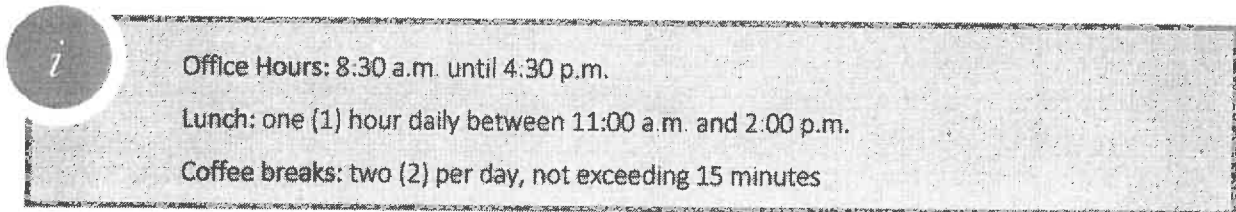
- The group benefits and pension plans are mandatory for all regular full-time employees following three (3) months of employment.
- RRAFN pays 50% of the group benefits premiums and 50% of the premiums are paid for by the employee.
- The employee may select from the following contribution options for the pension plan which RRAFN will match: 2%, 3%, 5% or 8.0% of gross salary.
- Employees may change their pension contribution rate once a year on January 1st.
- HR/Finance will provide copies of the group benefits and pension policy booklets to employees following three (3) months of employment. Employees are responsible to familiarize themselves with the plans.
- RRAFN will not be held responsible for delays or errors in signing up made by the employee.
- Employees are to direct all inquiries about the plans to the designated staff member in the HR department.
- Employees are responsible for completing and submitting all required documentation to the HR department within 30 days of eligibility to join the plans.

5.3.2 Expense Reimbursement

Employees are entitled to be advanced or reimbursed for reasonable personal expenses incurred in carrying out their duties. Please refer to the Finance Policy for reimbursement rules and regulations.

5.4 Standard Hours of Work

With the exception of salaried employees, standard hours of work for employees shall not exceed eight (8) hours in a day or forty (40) hours per week. Office Hours for full time employees shall be:



i

- Office Hours: 8:30 a.m. until 4:30 p.m.
- Lunch: one (1) hour daily between 11:00 a.m. and 2:00 p.m.
- Coffee breaks: two (2) per day, not exceeding 15 minutes

5.5 Overtime Guidelines

RRAFN provides compensation for overtime hours worked in accordance with the Code. For salaried employees, a specific amount of overtime pay may already be included in the salary, as set out in the applicable employment agreement. All other overtime will be addressed with banked time off, at time and a half, in accordance with the Code. All overtime must be authorized in advance. Overtime must be used within 60 days of being earned.

To qualify for overtime, the employee must have any overtime approved by their immediate supervisor or Director of Operations prior to working the time. All overtime approvals must be documented and substantiated by the immediate supervisor and/or Administration.

If an employee is required to work on a Statutory Holiday, the employee shall be granted overtime pay, in addition to general holiday pay as provided by the Code.

Other than in the case of an emergency or as approved by the Director of Operations, no employee, excluding Administration and Program Managers, shall work more than forty (40) overtime hours per fiscal year.

Any employee eligible for overtime leave must have prior approval by the immediate supervisor before taking such leave.

5.5.1 Emergencies and Call-Backs

In the case of an emergency, employees working beyond the standard hours of work must report it as soon as possible to their immediate supervisor.

Employees called back afterhours will receive at least 3 hours of pay, even if the time worked was less than 3 hours.

5.5.2 Travel

Any employee who is required to travel for the purpose of attendance at a meeting shall make every effort to schedule such meetings so as to allow the employee to travel to and from their destination during standard work hours. If an employee is unable to schedule such a meeting so as to allow travel to and from their destination during standard hours of work, such that travel time is incurred outside the standard hours of work, either the Program Manager or Administration shall determine whether overtime is warranted, and approval of such overtime shall be at their sole discretion.

Overtime (OT) Quick Facts

Eligibility:

All non-management staff

Approval required:

OT must be approved by immediate supervisor or Director of Operations prior to working the time with emergency exceptions only. Use the Overtime Approval Form to request OT.

Overtime leave:

Must be taken with 60 days of earning the OT and requires prior approval by the Immediate supervisor.

Overtime accrual calculation:

x 1.0	Worked less than 8 hours per day / 40 hours per week
x 1.5	Worked more than 8 hours per day / 40 hours per week
x 1.5(+)	For work required on statutory holidays

5.6 Time Sheets

Employees are required to record hours worked on time sheets following the established system (electronic entries into Criterion or see Appendix D – Time Sheet). All information submitted must be a true and accurate reflection of the hours worked. Falsification of time sheets, or any other form of time theft, will result in discipline, up to and including termination of employment.

Time sheets must be signed off by the immediate supervisor and then submitted to HR for approval and signature bi-weekly by the end of day Monday, the week before payday.

5.7 Attendance and Absenteeism

All employees are expected to be on the job on time, every workday unless there is a legitimate reason for their absence. Absenteeism can affect not only the employee but also co-workers and supervisors. Unauthorized absenteeism is taken seriously and employees who are late or are absent from work without prior approval by their supervisor will be subject to the progressive discipline process.



An employee absent for three (3) consecutive days, without authorization, shall be terminated for cause and shall only be entitled to such minimum amounts as may be owing under the Code, if any, with respect to the termination.



It is the responsibility of the employee to ensure their notification of absence (email, voicemail, other) has been received by RRAFN.

5.8 Reasonable Accommodation (NEW)

Employer Responsibility

RRAFN will make a reasonable effort to accommodate the special needs of employees where those needs are associated with one or more of the protected characteristics in the Canadian Human Rights Code.

Definition

For the purposes of this policy, “reasonable accommodation in employment” means that individuals with special needs associated with a protected characteristic can continue to be productive and can continue to work to their full potential without discrimination. Options for reasonable accommodation may include, but are not limited to, technical aid or workstation modifications, modified work duties, task bundling, flexible work hours, change of work location, building modifications, and specialized communication services.

Process

Employees are to notify their immediate supervisor, in writing and as soon as possible, of any need for accommodation. Each request for accommodation will be evaluated on its own individual merits. The individual requesting accommodation is not entitled to a perfect accommodation and is not entitled to the exact accommodation that they have requested. The Director of Operations or Chief and Council (with respect to accommodation requests by Officers) will explore options for accommodation by considering existing positions within the organization. “Reasonable Accommodation” does not require the creation of a new

position for any current or prospective employee. All requests for accommodation require the approval of the Director of Operations or Chief and Council.

If there are no reasonable accommodation options available, or if an accommodation cannot be facilitated or cannot continue without undue hardship, RRAFN retains the right to terminate the employment relationship.

The obligation to accommodate is discharged once the level of hardship attributable to the accommodation becomes “undue”. The assessment of whether a proposed accommodation has reached the point of “undue hardship” will include the consideration of some or all of the following factors:

- cost;
- impact on other individuals (such as customers and other employees) likely to be affected by the accommodation;
- impact on workplace health and safety;
- the nature and size of the affected work unit(s);
- the interchange ability of the workforce and its facilities;
- the ability of the organization to continue to efficiently operate its business

Employees are required to participate in the accommodation process and are required to provide information, including medical information, necessary to understand the nature of the accommodations being requested.

5.9 Severe Weather

Given the reasonable predictability of severe weather, RRAFN expects its employees to take steps to be prepared in advance. Each employee is expected to make every reasonable effort to get to work, while maintaining regard for personal safety.



The office shall remain open, if possible, during adverse weather conditions. Employees are expected to make all practical efforts to report for work or be available during normal office hours. In the event an employee cannot report for work, they shall inform their supervisor as soon as possible. Employees not at work when the office is open may be required to take an unpaid leave or use vacation time.

If weather conditions worsen as the day progresses, management may at their discretion, close operations and send employees home. Those employees sent home will not suffer any loss in pay. Full-time employees will be paid, and permanent part-time employees scheduled to work will be paid for the hours they were scheduled to work. Employees not working on that day (i.e., on vacation, sick leave or other leave) are not entitled to any additional compensation.

In appropriate circumstances, an employee may bring enough work home to enable them to work from home.

5.10 Emergency Situation Coverage

In emergency situations, it may become necessary to create alternative work arrangements in order to maintain business operations. This may lead to temporary changes of an employee’s or manager’s job duties, work assignments, hours, and/or the location in which the duties are performed. Management will use their discretion to determine what work each employee will perform during the period.

During a period in which an Emergency Operations Plan is activated, it is conceivable that members of the management team (Supervisors, Managers, Directors) may not be able to fulfill the duties of their positions.

Leadership may designate persons to assume certain decision-making responsibilities in the absence of employees in leadership roles.

Full-time employees capable of fulfilling certain required roles in emergency situation may, if mutually agreed upon, work in addition to their normal working hours or may be mandated to take on different duties during their regular working hours for the duration of the emergency.

Where an employee is required to stay at work beyond their regular hours to deal with an emergency situation, they are eligible for overtime and may be eligible for call-back pay as per Section 5.5.1 Emergencies and Call-Backs.

Call-backs and emergency coverage will be handled in compliance with the Code respecting required periods of rest, breaks and overtime compensation.

5.11 Work from Home/Remote

In appropriate circumstances, an employee may be allowed to work from home for a period agreed upon and approved in writing by the Director of Operations. Employees will be allowed to work from home only if their job duties permit it, as determined by the Director of Operations.

While employees work from home/remote, all RRAFN rules, regulations, and policies including this policy stay in effect. Employees are expected to perform their duties to the same standard as in the office, must monitor their voicemail and e-mail throughout the day, return calls and be available to supervisors. RRAFN equipment used at home may only be used for work purposes unless otherwise authorized. The confidentiality of work data and information must be maintained at all times; this includes protecting RRAFN information and equipment from unauthorized access by family members.

5.12 Code of Conduct and Oath of Confidentiality



The Code of Conduct and Oath of Confidentiality forms in Appendix F and G need to be signed by all employees.

All employees, Chief and Council or committee members must sign and comply with the Code of Conduct and Oath of Confidentiality (see Appendix F and G). Anyone in violation of the Code of Conduct or Oath of Confidentiality may be subject to disciplinary action, up to and including termination for cause.

Some examples of violations under this policy include (this list is not conclusive):



- Possession or use any form of weapons, mood altering drugs or intoxicating beverages during hours of work.



- Falsify records, reports, expense claims, and claims of illness or injury.
- Falsify by signing or recording another employee's time sheet or work sheet.
- Misappropriate any funding or grants.
- Engage in improper conduct, to include but not limited to: harassment, physical altercations, use of threat, intimidation, mental or emotional or physical abuse, abusive or profane language, discrimination; direct or indirectly toward colleagues, supervisors, managers, students, visitors, clients, members, or members of the Chief and Council during hours of work.



- Disclose any confidential or potentially harmful information concerning colleagues, supervisors, managers, students, visitors, clients, members, or members of the Chief and Council.



- Spread rumour, deceit, misrepresentation, slander and libel of other colleagues, supervisors, managers, students, visitors, clients, members, or members of the Chief and Council.



- Misuse of records, supplies, equipment or other materials while in their care, possession and control.
- Remove workplace records, supplies, equipment or other materials without the written permission of the supervisor.



- Restrict, interrupt, or interfere with the work of others unless an emergency occurs or when necessary to complete job requirements.
- Cause or allow for health and safety risks.



- Abuse of authority to influence decisions, favour a person or otherwise inappropriately influence situations or outcomes.
- Accept bribes of any kind or gifts with the intention to influence decisions.

5.12.2 Oath of Confidentiality



Employees are not to share any confidential information with anyone outside of RRAFN, including family and friends, or with other employees who do not “need to know” this information to carry out their duties.

Non-public information regarding RRAFN and its business associations, guests, employees, clients, patients, students, suppliers and other stakeholders must be kept confidential and should not be disclosed without proper authorization.

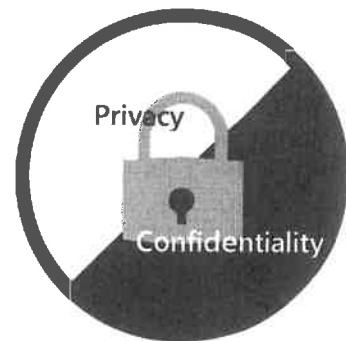
Employees may be entrusted with confidential information but may use confidential information only for the business purpose intended.

Employees remain under an obligation to keep all non-public information confidential, to the extent permitted by law, even after the employment with RRAFN ends.

Documents containing confidential information must be kept in a safe and secure place in each of RRAFN’s program departments.

Confidential Information includes but is not limited to:

- Employee records/payroll/benefits Information
- Client files
- Contracts
- Meetings and verbal discussions of personal information



5.13 Conflicts of Interest



No employee will engage in an activity or decision which amounts to a conflict of interest, such that their judgment is impaired and may be biased.

The following situations, while not an exhaustive list, constitute a **real conflict of interest**:

- An employee or their relatives have a personal interest in suppliers of property, goods or services to RRAFN or in firms which are customers of RRAFN, which could affect the employee's decisions or actions;
- Employees accept gifts, benefits or unusual hospitality that may influence them in any way in the performance of their duties to RRAFN;
- Placement of two related individuals or individuals in a close, personal relationship into a supervisory/subordinate relationship, or into a situation where one directly or indirectly evaluates the performance of the other;

- Commencement of a close or intimate relationship between individuals who are currently in a supervisory and subordinate relationship or in situations where one directly or indirectly has authority to discipline, evaluate, or promote the other person;
- The hiring of an immediate relative where the current employee is a member of the hiring committee or the hiring manager or may otherwise influence the hiring process and criteria;
- An employee advocates or intervenes on behalf of an immediate family member or any person(s) of favour, instead of referring the matter to the appropriate personnel;
- Use of position, authority or influence to gain an advantage in favour of a person over another person, for reasons that are personal in nature;
- Request information and resources for personal purposes other than fulfilling their duties and responsibilities; and
- Request and disclose any resources for personal gain or interests of other person(s), such as contracts, job openings, funding, funds, etc.

Examples of **potential or perceived conflicts** include, but are by no means limited to the following situations:

1. The employee or member of the employee's immediate family is associated with a party to a proposed business transaction;
2. The nature or extent of an employee's outside professional, business, employment, volunteer, political or financial activities appear to be substantial enough to detract or interfere with the employee's employment responsibilities; and
3. If the employee profits, financially or otherwise, or gets into position to profit, even indirectly, from misuse of their employment position.
4. The foregoing is not an exhaustive list of situations that may result in a conflict of interest which could be damaging to the interests of MFN, its employees or its clients.

Any employee with a perceived or actual conflict of interest must immediately disclose the conflict relationship to someone in a position of authority, such as a direct supervisor or alternate supervisor/manager, the Director of Operations or Chief and Council. Failure to disclose a conflict of interest may lead to disciplinary measures.

Related individuals and individuals in close, personal relationships within the workplace must disclose their relationship to someone in a position of authority, such as the Director of Operations, direct supervisor or alternate supervisor/manager.

Employees with perceived or actual conflict of interests may be required to recuse or excuse themselves from decision-making and may be required to change positions where personal relationships in the workplace constitute a conflict of interest.

5.14 Political Activity

The Council believes that the interests of RRAFN are best served by an informed citizenry participating actively and effectively in the processes of government. However, political activities of the employee shall not work to the detriment of the RRAFN, its economics, or its public image.

Any employee, who wishes to seek elected First Nation Government office:

5. Will inform their immediate supervisor 14 days prior to nomination of their intent to seek elected office;
6. Will take a leave of absence from nomination to election day without pay in accordance with Section 10.15 Reserve Election; and
7. The employee shall not use RRAFN office equipment (phone, fax, computers, laptop, photocopiers, etc.) for their campaign.

5.15 Gifts No employee may accept any gift from a supplier or service provider that is intended to influence any decision of RRAFN. Other gifts may be accepted as long as such gifts do not exceed \$500 in estimated value. Any gifts which exceed \$500 shall be raffled to the Citizens of the RRAFN. Any gift from a supplier or service provider of RRAFN, either goods or cash and regardless of value, must be reported immediately to Chief and Council who will determine whether the gift should be accepted on behalf of RRAFN.

Notwithstanding the above, any offers of monies or goods as a donation to the community, for example for recreation purposes or feasts or for a specific program of the Nation, may be accepted and such offer is to be reported to the immediate supervisor, who in consultation with the program manager or Chief and Council will decide the use of the gift.

5.16 Equipment and Facilities



Lost, stolen, or damaged RRAFN equipment? – Report immediately!

No employee shall appropriate or make use of any RRAFN property, or allow any other person to appropriate or make use of the RRAFN property, other than in the regular course of their duties as an employee, and for the benefit of RRAFN.

It is RRAFN's policy to protect equipment, computer hardware, software, data and documentation from misuse, theft, unauthorized access and environmental hazards. Employees shall protect and care for all the RRAFN property entrusted to them and shall return the property upon termination of employment or upon request. Under no condition shall an employee transfer the RRAFN property to another employee without the express written consent of their Program Manager or Director of Operations.

Employees shall not use the RRAFN property for their own personal use.

Employees must immediately notify their supervisor of any lost, damaged or stolen equipment. Employees will be liable for any items that were lost, stolen or damaged due to negligence caused by the employee with the value of any property issued and not returned to RRAFN.

Company property includes but is not limited to the following:

- Computers and computer equipment, including software programs, keyboards
- Keys and access cards
- Tools and equipment
- All records (e.g., maintenance records, purchase orders, supplier information)

- Company credit cards

5.17 Whistleblowers

7 An RRAFN employee will not be subject to discipline, termination, demotion, or any form of retaliation including but not limited to, intimidation, harassment, financial penalty, or other threats if the employee, acting in good faith and on reasonable belief:

1. Reports actual, suspected, or intended misconduct;
2. Refuses to carry out an order or direction which is illegal, unethical, or against RRAFN policy, and reports such refusals; or
3. Cooperates with, provides information to, or testifies in any proceeding against a member of the RRAFN regarding situations under investigation.

Any unlawful or unethical misconduct or incident must be reported to the Director of Operations immediately. Incidents and behaviour related to financial misconduct must be reported in accordance with Section 15 *Reporting of Breaches and Financial Irregularities*, as set out in this Policy Manual.

Information regarding any alleged misconduct, the identity of the reporting person, and any details of the alleged misconduct or investigation, will be held in confidence by those to whom or through whom the misconduct is reported, except as required to properly investigate the issues, or as required by this policy or by law. If the Director of Operations is suspected of inappropriate behaviour, the concern should be taken to Chief and Council. Any employee who breaches this confidentiality requirement shall be subject to discipline up to and including termination for cause.

Complaints or reports of misconduct will be fully investigated, and any employee found to have participated in actions of misconduct will be subject to discipline, up to and including termination for cause.

An employee who makes a complaint or report of misconduct which is determined to be both unfounded and made with malicious intent may be subject to disciplinary measures up to and including termination for cause.

5.18 Grievances

i Grievance means "a request by an employee, or by a group of employees acting as individuals, to resolve a matter, concern, or dissatisfaction, which is subject to the control of management (i.e. work related)."

The Grievance procedure assumes consideration of employee complaints with a degree of promptness, sympathy, interest, understanding, fairness, competence and authority.

Although the grievance procedure is always available to an employee for any reason, employees and management are encouraged to resolve potential grievance problems in an informal, mutually cooperative basis. It is strongly recommended that, before a formal written grievance is filed and if at all possible, the employee should discuss their complaint with the Program Manager/Director in consultation with the HR Office and give them an opportunity to address the complaint and take corrective measures.

5.18.1 Grievance Process

1. An employee must initially file a grievance to their immediate supervisor in writing no later than five (5) working days after the date on which the action or circumstances occurred which gave rise to the grievance. The written grievance must include the details surrounding the grievance, including names, dates and details of incidents, concerns and allegations. A grievance against the Director of Operations will be brought directly to the attention of Chief and Council who will follow the same process outlined in Steps 4. to 8.
2. The supervisor will:
 - a. Provide the employee with a receipt stating the date in which the grievance was received and begin the grievance process.
 - b. Immediately conduct an investigation to gather all pertinent information. Each grievance will be treated as confidential, and the investigation will not disclose any information, except as necessary to investigate the grievance, take disciplinary action, or as required by law.
 - c. Respond to the employee with a decision or offer of resolution regarding the grievance within ten (10) working days from the date of receiving the grievance.
 - i) The decision will conclude with a written report and recommended resolution ranging from no necessary action through to potential disciplinary action. A copy of the report and correspondence will be placed in the employee's personnel record file.
3. If the offer of resolution is not satisfactory to the employee, they may request in writing and within ten (10) working days from the date of receiving a response, that the grievance be referred to the Program Manager. If a grievance is against a complainant's supervisor, the grievance may be submitted (in the same time period) directly to the applicable Program Manager.
4. The Program Manager will follow the steps of 2.a. to 2.c. above.
5. If the offer of resolution is not satisfactory to the employee, they may request in writing and within ten (10) working days from the date of receiving a response, that the grievance be referred to the Director of Operations.
6. The Director of Operations will follow the steps of 2.a. to 2.b. above. Depending on the seriousness of the complaint, the Director of Operations may appoint an outside party to undertake an investigation of the complaint.
7. The Director of Operations will work to respond to the employee with their decision or offer of resolution regarding the grievance within ten (10) working days of the date the grievance was forwarded.
8. The decision will conclude with a written report and recommended resolution ranging from no necessary action through to potential disciplinary action. The employee will be advised, in writing, of the final decision, and a copy of that written notice will be placed in the employee's personnel record file.
9. The decision of the Director of Operations will be the final. If a grievance is filed against the Director of Operations, it may be filed directly with Chief and Council, who will follow steps 6 – 8, above.

6 Human Rights and Employment Equity

6.1 Human Rights Code

Every person has a right to equal treatment without discrimination due to race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability or conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered, or any other protected ground under the *Canadian Human Rights Act*.

RRAFN recognizes the *Canadian Human Rights Act* and has developed policy and practices to support equal treatment of employees.

6.2 Employment Equity

RRAFN recognizes and appreciates the value that diversity adds to its activities and initiatives and is committed to a workplace free of discrimination that is supportive and respectful of employees with diverse backgrounds. With the exception of Indigenous people, as outlined in the next policy, RRAFN provides equal opportunity for everyone regardless of age, gender, colour, race, creed, national origin, religion, sexual orientation or gender identity, marital status, political belief, physical and/or mental disability or any other protected group under the *Canadian Human Rights Act*.

RRAFN is committed to meeting its accommodation obligations under applicable Human Rights legislation by providing a workplace that ensures full inclusion and participation of staff, and job applicants with disabilities.

6.3 Indigenous Employment Preference

As provided for in the Canadian Human Rights Commission's Aboriginal Employment Preference Policy, where possible, we give preferential treatment to Indigenous persons in hiring, promotion and other aspects of employment. Preference (where skills and qualifications are equal or comparable) will be given in the following order:

1. First Nations – Status and non-Status
2. All Others

7 Workplace Health and Safety

RRAFN will make every effort to provide a safe, healthy work environment. Protection of employees from injury or occupational disease is a major continuing objective. It is in the best interest of all parties to consider health and safety in every activity.

Every employee must protect their own health and safety by working in compliance with the law and with safe work practices and procedures established by RRAFN. Employees will receive information, training and competent supervision in their specific work tasks to protect their health and safety.

RRAFN equipment and resources are for use in carrying out one's employment responsibilities and are not for general or personal use. Failure to properly use and care for equipment and resources owned by RRAFN can lead to disciplinary measures.

Failure to comply with this policy may result in progressive disciplinary action.

7.1 Harassment, Bullying and Defamation Prevention NTD: To be discussed. We need to follow The Workplace Harassment and Violence Prevention Regulations. Note: Need to work with WS&H Committee or Representative.

i Harassment, sexual harassment, bullying and defamation in the workplace are unacceptable and against the law. RRAFN endeavors at all times to provide a work environment which recognizes that each employee has the right to be treated fairly, with respect and without harassment and sexual harassment.

A breach of this policy shall result in disciplinary action that may include immediate termination.

In these policies, "harassment" is defined as improper conduct by an individual, that is directed at and offensive to another individual in the workplace, including at any event or any location related to work, and that the individual knew or ought reasonably to have known would cause offence or harm. It comprises objectionable act(s), comment(s) or display(s) that demean, belittle, or cause personal humiliation or embarrassment, and any act of intimidation or threat. It also includes harassment within the meaning of the Canadian Human Rights Act. Discrimination on the basis of race, nationality or ethnic origin, color, religion, age, gender, sexual preference, marital status, family status, disability or conviction for which a pardon has been granted or any other standard as set out in the Canada Human Rights Act is prohibited.

Harassment is normally a series of incidents but can be one severe incident which has a lasting impact on the individual. Essentially, the definition of harassment means that more than one act or event is needed in order to constitute harassment and that taken individually, this act or event need not constitute harassment. It is the repetition that generates the harassment. In other words, harassment consists of repeated and persistent behaviours towards an individual to torment, undermine, frustrate or provoke a reaction from that person. It is a behaviour that with persistence, pressures, frightens, intimidates or incapacitates another person. Each behaviour viewed individually may seem inoffensive; it is the synergy and repetitive characteristic of the behaviours that produce harmful effects.

However, one single incident can constitute harassment when it is demonstrated that it is severe and has a significant and lasting impact on the complainant.

In these policies, “**sexual harassment**” means any conduct, comment, gesture or contact of a sexual nature that is likely to cause offence or humiliation to any employee or that might, on reasonable grounds, be perceived by that employee as placing a condition of a sexual nature on employment or on any opportunity for training or promotion.

In these policies, “**defamation**” is distinguished in two forms:

- **Slander:** Slandorous things are spoken, not recorded, and exist only temporarily. This may include verbal insults and false accusations directed specifically at a certain person either in person or via phone calls
- **Libel:** Libelous things are permanent, such as publications in a newspaper, magazine, book, or on a public website via Facebook, Twitter, Skype, Instagram, Text Messaging, etc.

In these policies, “**cyber bullying**” is defined as a form of harassment where a person is bullied through the use of electronic communication, for example by sending intimidating or threatening messages as well as by posting or publishing information about others on social media. If cyber-bully creates an unsafe environment, where a person is afraid to go to work because of the exclusion by others, teasing, threats, intimidation, violence, RRAFN will take disciplinary actions that are appropriate to stop the bullying behavior up to and including termination.

7.2 Workplace Violence

Violent behaviour in the workplace is unacceptable from anyone. Everyone must uphold this policy and is expected to work together to prevent workplace violence.

Supervisors will adhere to this policy and are responsible for ensuring employees have the information they need to protect themselves.

All employees are encouraged to raise any concerns about workplace violence and to report any violent incidents or threats to their supervisor and the HR Generalist.

The band administration and management pledge to investigate and deal with all incidents and complaints of workplace violence in a fair and timely manner, respecting the privacy of all concerned as much as possible. The HR Generalist will coordinate and / or lead investigations in collaboration with management and with the assistance of the Director of Operations as may be required.

Failure to comply with this policy may result in progressive disciplinary action up to termination of employment.

7.3 Lateral Violence

This policy addresses the situation of lateral violence in the workplace, employment related functions or during work related travel. Lateral violence comes in many forms and is totally unacceptable in the workplace or anywhere else. The purpose of this policy is to prevent incidents of lateral violence and if they do occur, to make sure that they are reported and addressed in a timely manner.

The following are behavioural signs of lateral violence that will not be tolerated in the workplace.

- Gossip, rumour mongering, ignoring or excluding co-workers;
- Withholding information vital to complete tasks;
- Sarcasm, bickering, blaming, yelling or using profanity;
- Making snide comments or remarks;
- Making jokes that are offensive, whether by email, verbally or text message;
- Refusing to work with a co-employee;
- Complaining to peers and not confronting the individual;
- Purposely unavailable to meet with staff or handing out tasks that can't be met;
- Insubordination towards supervisors or managers by email, verbally or text message; and
- Ganging up on co-employees.

If you are confronted with any of the above situations it is your responsibility to submit an incident report to your manager/supervisor for review. If your manager/supervisor is involved in any of the above situations it is your responsibility to submit an incident report to the Director of Operations for review. It is the responsibility of the manager/supervisor or Director of Operations to address the situation in a time sensitive manner so that issues can be resolved as soon as possible.

7.4 Bill C-65 Workplace Violence and Harassment

The requirements for Bill C-65 are specific and require updated policy and development of robust procedures to be in compliance with the legislation for which RRAFN will continue to advance its policy and define its procedures for implementation. Until such time that a new policy on Workplace Violence and Harassment is implemented for RRAFN, the current policy as outlined in Sections 7.1 to Section 7.3 are in effect.

7.5 Smoke and Vape Free Workplace

To provide a safe and healthy work environment, smoking and vaping is prohibited in and within close proximity of all RRAFN premises and vehicles.

Smoking is defined as the act of lighting, smoking or carrying a lighted or smoldering cigar, cigarette or pipe of any kind. Vaping refers to the use of electronic nicotine delivery systems or electronic smoking devices such as e-cigarettes, e-pipes, e-hookahs and e-cigars.



7.6 Alcohol and Drugs in the Workplace

RRAFN is committed to providing a safe and supportive work environment recognizing that the use of substances such as alcohol, cannabis, recreation and illicit drugs and the misuse of medication can have serious impacts on employee health and safety and can impact the safety of the work environment.

RRAFN expects that all employees will:

- Arrive at work fit for duty;
- Remain fit for duty at all times while at work;
- Conduct themselves in a safe and lawful manner while at work; and
- Comply with all applicable RRAFN policies.

There is zero tolerance for employees who work while impaired because of alcohol, drugs, and in some cases medication. While on company premises or while conducting business related activities on behalf of RRAFN, no employee may use, possess, distribute, sell, or be under the influence of alcohol or illegal drugs. The legal use of prescribed drugs is permitted on the job, provided it does not impair an employee's ability to perform the essential functions of the job effectively and in a manner that does not endanger the individual or other individuals in the workplace. If needed RRAFN may have the right to ask for a medical note for the use of the prescribed drugs.

Workers who contravene this Policy may be subject to discipline, up to and including termination of employment or engagement.

RRAFN recognizes that a medical diagnosis of addiction is a disability and recognize their obligation to accommodate to the point of undue hardship. RRAFN will provide access to treatment resources and encourage employees who self-identify to participate in effective prevention and rehabilitation programs where appropriate.

Employees are responsible for ensuring that the workplace is safe and free from the effects of alcohol, recreational and illegal drugs and/or the misuse of medications. Employees who become aware that a fellow employee has engaged in conduct contrary to this policy are expected to report such conduct to RRAFN.

7.7 Communicable Illness and Disease

To ensure the safety of everyone who attends our workplace, employees must only report to work in a state of health such that they do not pose a risk to themselves or to others.

RRAFN and its employees must follow public health orders and regulations at all times.

Employees who fall ill with symptoms of a communicable disease (e.g. COVID-19, SARS, flu, etc.) while at work are required to report the issues to their supervisor, and leave the workplace.

Employees potentially exposed to or infected by a communicable illness or disease are required to contact their supervisor for direction. Where appropriate, the Director of Operations may authorize an employee to work from home, and may require a medical report to support the employee's absence and/or the employee's return to the workplace.

When made aware of a potential exposure that could pose a serious risk to the health and safety of employees, RRAFN will advise relevant employees of the circumstances and risk, while respecting confidentiality as much as possible.

In accordance with this policy, RRAFN prohibits harassment and discrimination against employees who may have been or were exposed to a communicable disease or illness.

8 Hiring

The purpose of this policy is to set out the procedures that provide for fair, transparent and impartial hiring practices that ensure employees have the skills, experience, qualifications and competencies necessary to perform their role and allow RRAFN to meet its objectives.

The Chief and Council is responsible for hiring all Officers. The Director of Operations is responsible for supervising the process for hiring and approving the hiring of all employees, other than Officers.

8.1 Position Authorization

All new positions or positions for Officers must be identified and approved by the Chief and Council. Existing positions, other than Officers, will be authorized to be filled by the Director of Operations.

8.2 Job Descriptions

The Hiring Officer will review and update the job description for the position being recruited to ensure it accurately describes the duties, functions and responsibilities of the position, and it accurately identifies the skills, experience, qualifications and competencies necessary to fulfill the position. Job descriptions will include:

- position title;
- accountability or reporting structure, line of authority;
- responsibilities: nature and scope of work, including duties;
- experience, abilities, knowledge and skills required; and
- qualifications: education, training, licenses, certificates required.

8.3 Job Posting Procedures

In order to post an existing vacant position and proceed with the hiring process, a Hiring Officer must forward the position profile and job description to the Receptionist/HR Administrator.

Prior to filling an existing vacant position, the position shall be posted for a period of 10 working days on RRAFN's web site or other designated location for posting employment opportunities. External recruitment advertising may be undertaken concurrent with the posting period at the discretion of the Director of Operations and/or the Director of Finance.

Where deemed appropriate, candidates may be required to provide a clear child and adult abuse registry check and criminal records check. The cost of these checks is the responsibility of the candidate for the job position.

8.4 Interview Procedures

The Hiring Officer has responsibility for determining the interview process and will have discretion on whether to form a hiring selection committee.

The Hiring Officer will maintain a record of the selection and evaluation process.

Initial screening will occur to assess each applicant's ability to meet the minimum stated job posting requirements. Applications of qualified candidates received for a posting will be forwarded to the Hiring Officer to further screen the applications to select individuals to be interviewed for the position. The interview process will be consistent for all applicants.

Once an applicant is determined to be the recommended candidate, the Hiring Officer will conduct and document reference checks, as well as any other check required (see Appendix B for Reference Check Form).

The Hiring Officer will then prepare a selection summary memorandum/report including:

- a list of applicants who were interviewed;
- the name of the selected candidate and rationale;
- a summary of reference and any other checks, with any inconsistencies or issues noted and discussed; and
- the proposed starting date and compensation.

The Hiring Officer in collaboration with the Director of Operations and/or other designate will develop the interview questions and expected answers. This will be documented in an interview scoring grid. Interview questions must not be provided to candidates prior to the interview.

The Director of Operations (or Chief and Council for Officer level positions) will review the selection summary memorandum/report and may approve the proposed candidate for hire.

8.5 Hiring

The candidate that scores the highest ranking on the interview grid will be the candidate selected for hire. Chief and Chief and Council may request supporting documentation from the Director of Operations regarding the selection rationale.

The Receptionist/HR Administrator in collaboration with the Hiring Officer will prepare an offer of employment, for approval by the Director of Operations. Approval for Officer level positions will be obtained from the Chief of Council. The offer of employment should include main terms of employment such as:

- position title;
- the hours of work;
- salary or hourly pay;
- starting date;
- the probation period;
- the benefits package;
- any conditions (e.g. confidentiality agreement); and
- the termination clause (with cause, without cause and resignation).

The Letter of Offer will be signed by the Hiring Officer and the Director of Operations. Two copies of the offer of employment shall be forwarded to the prospective employee. The prospective employee shall be requested to sign and return one copy as an indication of acceptance of the terms of employment.

Upon receipt of the signed Letter of Offer, the Receptionist/HR Administrator will ensure an employee personnel file is created and will request the employee be added to the payroll. The request will include the rate of pay and other forms of compensation and must be approved by the Director of Operations.

8.6 Hiring of Relatives

RRAFN will hire on the basis of merit and at all times due diligence shall be exercised to ensure that nepotism will not be a factor. Nepotism is defined as “the display of favoritism in official transactions on the basis of family relationships”.

Every effort will be made to eliminate personal and political bias in the selection and/or management of employees. Special care must be taken to ensure that the immediate family are not directly involved in the selection process or in a direct supervisory capacity. “Immediate family member” shall be defined to include spouse, common law spouse, mother, father, sister, brother, son, daughter, mother in-law, father in-law, brother in-law, sister in-law, niece, nephew, godchild, stepmother, stepfather, parent surrogate, son in-law, daughter in-law, grandchild, grandparent, uncle, aunt, first cousin or foster child.

Whenever possible a person should not be hired, promoted, demoted or transferred to a job that requires them to be supervised directly by any immediate family member. If such a situation is entirely unavoidable, the duty of supervision for that employee must be re-assigned.

Should an employee or supervisor be concerned about supervisory arrangements, they can bring forward concerns to the Director of Operations to find alternative arrangements for supervision.

8.7 Transitions within the Organization

When employees move from one job or department into a new position within the same entity at RRAFN, the employee’s annual vacation entitlement will remain intact and is based on the number of years they are continuously employed by RRAFN independent of the position.

If an employee transferred to a different position within RRAFN and does not meet performance expectations in their new role, every effort will be made to move the employee back to their former position or an equivalent position. However, this cannot be guaranteed, and the employee may be terminated.

A Record of Employment will only be issued if the pay period type is changing or if there is an employment interruption between the end date of the old and start date of the new position of more than 7 days.

9 Employee Evaluation & Planning

The purpose of this policy is to set out an effective process of employee performance review and development which assist management to recognize individual contributions to RRAFN and identify areas for development.

Chief and Council is responsible for:

- evaluating the performance of the Director of Operations;
- ensuring the establishing and implementing of a documented process to determine training requirements for employees and to develop a training plan, and to adjust Officers' duties and responsibilities as necessary to reflect their respective skills and competencies.

The Director of Operations is responsible for:

- monitoring and reviewing the implementation of the evaluation process and ensuring this policy is complied with during the performance evaluation process; and
- establishing and implementing a plan for any training of RRAFN's employees directly reporting to the Director of Operations and the organization overall required to meet the First Nation's future needs and requirements after taking into account succession and any anticipated changes in the First Nation's activities;
- conducting the evaluation process for employees directly reporting to the Director of Operations:
 - to measure the skills and competencies of the individual employees against their assigned employment responsibilities
 - to determine training requirements for those employees, and
 - to adjust those employees' duties and responsibilities as necessary to reflect their respective skills and competencies.
- ensure that each staff member for whom they have supervisory responsibility has an accurate and up-to-date job description.

Program Managers are responsible for:

- establishing and implementing a plan for any training of RRAFN's employees reporting to the Program Manager required to meet the First Nation's future needs and requirements after taking into account succession and any anticipated changes in the First Nation's activities;
- conducting the evaluation process for employees directly reporting to
 - to measure the skills and competencies of the individual employees against their assigned employment responsibilities
 - to determine training requirements for those employees, and
 - to adjust those employees' duties and responsibilities as necessary to reflect their respective skills and competencies.
- ensure that each staff member for whom they have supervisory responsibility has an accurate and up-to-date job description.

The Receptionist/HR Administrator or supervisor is responsible for:

- providing day-to-day assistance and advice to staff and supervisors about this policy and its implementation;

- providing general training for supervisors and staff to optimize effective implementation of employee performance and evaluation;
- collecting and maintaining all documentation and records related to performance evaluation.

9.1 Performance Planning

Beginning of the Year Performance Planning

At the beginning of the performance evaluation cycle, immediate supervisors schedule a performance planning session with individual staff members to agree on performance objectives/goals for the next fiscal year. Employees will be given an opportunity to identify performance goals and training needs for the next fiscal year. Employee goal setting has to be completed by the end of February each year and the completed Employee Performance Evaluation Form – **Appendix C** need to be submitted at that time.

The Employee Performance Evaluation Form must be documented in duplicate and signed off by the Immediate Supervisor and employee and a copy delivered to the HR Generalist to be retained in the employee's personnel file and one copy retained by the employee.

The immediate supervisor and employee should identify the training and development needs the staff member requires in order to achieve the performance goals, taking into consideration the resources needed for achieving it. The training plan for each department is submitted from the Immediate Supervisor to the Director of Operations for approval. The approved individual training and professional development should be included in each employee's file.

The Director of Operations reviews and approves all training plans to ensure future training needs and requirements of RRAFN is aligned with those needs and requirements and within availability of financial resources.

Mid-Year Review

During the year (mid-point of the performance management cycle) the immediate supervisor and individual employee should meet at least once prior to the final review to review the progress of the goals and to identify any issues, obstacles or new/amended goals which may have become evident and may impact the achievement of the original goals and training and development plan.

Year-End Review

At the end of the performance cycle (February) immediate supervisors must schedule a year-end performance evaluation meeting with each staff member. The performance evaluation cycle should be completed by the end of February of each year prior to the budgeting process.

In preparation of the year-end performance evaluation meeting, staff members should conduct a self-assessment reflecting on achievements and any mitigating circumstances that may have impacted on performance and training development. This should be submitted in advance to their year-end performance evaluation meeting.

The immediate supervisor will review the self-assessment and provide an objective evaluation on the achievement or non-achievement of goals taking into consideration comments made by the staff member in their self-assessment.

The immediate supervisor will prepare an employee evaluation providing an assessment against each goal agreed to at the beginning of the performance cycle.

The formal year-end performance evaluation meeting should then take place to gain consensus on the staff member's performance.

The immediate supervisor and staff member sign off on the review in duplicate and the original completed document should be forwarded to the HR Generalist to be retained in the staff member's personnel file.

If the staff member does not agree with the outcome of the performance evaluation review, the staff member can formally request a meeting with their immediate supervisor and the Director of Operations to come to a settlement. Failing that, the staff member can decide not to sign off on the performance evaluation which will be recorded as such in the employee's personnel file, including the meeting notes of the meeting with the Director of Operations.

Both the year-end evaluation and the performance planning session for the new year must be completed by the end of February to inform the budgeting process.

9.2 Performance Improvement Planning

Unsatisfactory performance will lead to the immediate supervisor developing a performance improvement plan. This plan will outline performance expectations, resources available to the employee (if any), and a schedule of completion and re-evaluation.

Immediate supervisors will closely monitor employee progress in achieving the Performance Improvement Plan and will conduct a formal performance evaluation at regularly planned intervals until the end of the performance improvement schedule.

Immediate supervisors will determine whether the employee has made sufficient improvement to fulfil performance expectations outlined in the performance improvement schedule.

After following a corrective plan, if the immediate supervisor determines the employee's performance continues to fail to fulfil the performance expectations, the direct supervisor may take further progressive action in accordance with RRAFN's policy and procedures.

9.3 Christmas Bonus

Eligible employees may receive a bonus payout of up to three percent (3%) of their regular annual wage at the end of the calendar year if they are employed at the time of the payout. The bonus will be based on employee performance and so is purely discretionary in nature.

10 Leaves



Different types of leaves of absences exist for various personal circumstances and to varying degrees. It is important all RRAFN employees familiarize themselves with the entitlements and criteria associated with each leave.

Requests for all leaves are to be submitted in advance and pre-approved by the supervisor per mutually agreeable timeline (see Appendix E – Request for Leave Form).

Employment position and seniority are protected during a legislated leave, an education leave or a sabbatical. Benefits will continue throughout the employee’s absence if the employee continues to pay their contributions. These conditions may not apply to other leaves, i.e. unpaid leaves not protected by legislation or stated above.

RRAFN provides approved leaves in accordance with applicable legislative requirements, and all leaves set out in this Policy Manual are intended to be inclusive of, and consistent with, leave of absences provided for under the Code. Any leaves not specified in this Policy Manual will be granted as required by and in accordance with the Code.

10.1 Annual Vacation Leave

NOTICE!

Two (2) weeks' notice required to take vacation time.

See Request for Leave Form in Appendix E.

Length of employment	Paid vacation time entitlement
First 5 years of consecutive employment	1.25 days per month
More than 5 years to 10 years of consecutive employment	1.5 days per month
More than 10 years of consecutive employment	2.0 days per month

Part time, casual, seasonal and certain other types of employees

Length of employment	Vacation pay entitlement
First 5 years of consecutive employment	4% of wages
More than 5 years to 10 years of consecutive employment	6% of wages
More than 10 years of consecutive employment	8% of wages

When a full time employee has completed the probationary period of three (3) months of full-time (40 hours per week of continuous service), they are entitled to vacation leave. Vacation leave is calculated as follows:

- Upon commencement of employment, an employee must work ten (10) working days in order to be eligible for one and a quarter (1 ¼) day holiday credit each month.
- Any employee who has been employed five (5) consecutive years or more, but less than ten (10) years shall earn one and a half (1 ½) day's holiday credit per month.
- Any employee who has been employed ten (10) consecutive years or more shall earn two (2) days holiday credit per month.

Part-time, seasonal and casual employees will be paid vacation pay on each cheque based on a percentage of wages, as noted above.

Vacation leave must be taken within ten (10) months of the point at which it was earned. If an employee fails to take their vacation within this period, RRAFV may mandate the employee to take their vacation time.

Vacation entitlements may not be rolled over into a future year. Any unused vacation entitlements in excess of the Code will be lost if not used within ten (10) months of the point at which it was earned.

All requests for vacation leave must be approved in advance by the appropriate authority.

Should a statutory holiday fall on or during an employee's vacation leave, the employee shall be allowed to add another day to their vacation period.

All employees are entitled to request the status of earned vacation credits at any time and shall be notified in writing, once every year, the amount of earned vacation credits they have.

Salaried employees will receive ongoing salary during the periods of their vacation leave, and such pay is deemed to be vacation pay for the purposes of the Code.

If employment is terminated prior to completion of the probationary period, unused accrued vacation time will be paid out to the full amount earned.


Employees will be allowed up to a maximum of five (5) days holiday credits in pay in lieu of holiday time, provided there is sufficient funds available within the employee's program, only once per fiscal year. The Director of Operations in conjunction with the Director of Finance will make the final decision.

Where an employee is entitled to annual vacation credits and if there is no prior agreement between the RRAFN and the employee concerning when the vacation credits may be taken, the employee shall give the RRAFN and their immediate supervisor no less than two (2) weeks prior notice of the request for vacation leave. RRAFN will review the request and accommodate it to the extent possible. RRAFN reserves the right to deny any vacation leave request for operational reasons.

10.2 Statutory Holidays

All Employees shall be entitled to the following holidays (the 'Statutory Holidays') with pay.

If any of these holidays fall on either Saturday or Sunday, the following Monday shall be observed as a holiday.



1. New Year's Day (January 1 st)	10. National Day for Truth and Reconciliation (September 30 th)
2. Louis Riel Day	11. Thanksgiving Day
3. Good Friday	12. Aboriginal Veterans Days (November 8 th)
4. Easter Monday	13. Remembrance Day (November 11 th)
5. Victoria Day	14. Christmas Day (December 25 th)
6. Aboriginal Day (June 21 st)	15. Boxing Day (December 26 th)
7. Canada Day (June 1 st)	16. Last Friday prior to Treaty Days
8. Civic Holiday	

10.3 Sick Leave/Medical Appointments (edited July 2022)



Any illness causing absence must be reported to the Program Manager and/or Receptionist within one hour of the normal hour of commencement of duties. Failure to do so will be regarded as a leave of absence without pay and may result in disciplinary action.

Following the probationary period, sick leave shall be earned at the rate of 8 hours per month up to a maximum of 96 hours per fiscal year. Part-time employees will be prorated.

All Employees shall be entitled to a leave of absence with pay as a result of illness or injury, to attend a medical appointment, to quarantine, or for organ or tissue donation, to the extent of accumulated sick leave days, or as required by the Code. Leaves granted under this section are inclusive of applicable entitlements owed under the Code.

Any illness causing absence for any period of more than three (3) consecutive working days must be supported by a medical certificate to be given to the Employee's supervisor on the day the employee returns to work.

Upon termination of employment (for any reason) no financial compensation shall be given for accumulated sick leave.

In such cases where an illness continues longer than accumulated sick leave days, the employee must use vacation time, or take an unpaid leave. If an employee is approved for a medical leave of absence, but has no accrued sick leave and no accrued vacation time available, the leave will be unpaid. Employees are entitled to sick leave without pay for up to 27 weeks as a result of:

- Personal illness or injury
- Organ or tissue donation
- Medical appointments during working hours

Medical appointments should be made so as to least interfere with hours of work. For medical appointments exceeding four (4) hours, the time away from work shall be applied to either sick leave credits or will be an unpaid leave.

If an employee is on an unpaid leave of absence, the employee will not continue to accrue sick time. This regulation does not affect sick time accrued on a paid leave.

10.4 Bereavement Leave

RRAFN will provide paid bereavement leave to employees who need to be absent from work due to the death of an immediate family member.

For the purposes of the policy a member of an employee's immediate family includes their mother, father, brother, sister, spouse (including common-law), child (including stepchild or ward), grandparent, grandchild, immediate in-law, stepparent, foster parent or other relative permanently residing with the employee.

Every employee is entitled to ten (10) unpaid days for any of the employee's normal working days during the period that begins on the day on which the death occurs and ends six weeks after the latest of the days on which any funeral, burial or memorial service of the deceased person occurs.

Employees who have completed three (3) consecutive months of continuous employment prior to the event are entitled to the first five days to be paid leave.

The employee must notify the employer of their intent to take paid bereavement leave immediately if the situation arises during the course of the normal workday, or by 8:30 a.m. of the following workday.

With the approval of the employee's immediate supervisor/manager and the Director of Operations, an employee may be granted a longer period of leave where extensive travel may be involved, or may be granted a longer period of leave when required as paid leave by utilizing an employee's vacation leave or overtime leave credits, or an unpaid leave if leave credits are not available or upon request of the employee.

Time off with pay for up to a maximum of one day will be granted for an employee to attend the funeral of immediate aunts, uncles, nephews and nieces.

In cases where bereavement leave occurs within the vacation leave selected by the employee, the employee may take the additional vacation leave days at a later date at a time agreed upon by their immediate supervisor/manager.

10.5 Compassionate Leaves

Unpaid compassionate care leave can be granted for the following circumstances:

- a) Provide care or support to a family member with a serious medical condition with a significant risk of death within 26 weeks (28 week);
- b) Provide care for or support for a critically ill family member who is a child (37 week);
- c) Provide care for or support for a critically ill family member who is an adult (17 week);
- d) Parent of a child who has died as the results of a crime (104 weeks);
- e) Parent of a child who has disappeared as the results of a crime (104 weeks); and
- f) Child who disappears and is subsequently found (up until two (2) weeks after the child is found but not exceeding 104 weeks).

A 'child' for the purpose of d) to f) above means a person who is under 25 years of age.

A 'parent' for the purpose of this section includes non-biological parents performing the role of a legal guardian, having legal custody or having decision-making responsibility for the child.

A certificate from a health care practitioner must be submitted to the Director of Operations in the case of illness of the family member and must state a significant risk of death within 26 weeks or must state the period during which the family member requires the care and support. The Director of Operations shall request in writing that this certificate shall be submitted as soon as the situation arises or, if not reasonably possible, as soon as possible and no later than upon the employee's return to work.

The amount and period when the unpaid leave may be taken should be approved by the Director of Operations with terms stipulated in the Code.

Employees are responsible to apply for any Employment Insurance benefits.

10.6 Personal Leave

All employees are entitled to personal leave of up to five (5) days for the following situations:

- treating their illness or injury;
- carrying out responsibilities related to the health or care of any of their family members;
- carrying out responsibilities related to the education of any of their family members who are under 18 years of age;
- addressing any urgent matter concerning themselves or their family members;
- attending their citizenship ceremony under the Citizenship Act; and
- any other reason prescribed by regulation.

If an employee has three (3) consecutive months of continuous employment, the first three (3) days are paid and the remaining two (2) days are without pay.

Employees who have completed less than three (3) months of employment are entitled to five (5) days of leave without pay.

10.7 Educational Leave or Sabbatical

RRAFN may, in its absolute discretion, and upon written application by an employee, grant such employee educational leave. Without limiting the RRAFN's discretion in any way, approval of an application for educational leave may be given subject to completion or fulfillment of the following terms and conditions:

- Educational leave will be granted only if funds are available.
- At the time of application, the applicant must be employed in good standing.
- The applicant must have a minimum of 48 consecutive months of employment with the RRAFN.
- The applicant must have written acceptance from a recognized educational facility that offers either certificate or a degree program.
- The program must be full-time and between three (3) months and 32 months in duration.
- The education offered must be relevant or applicable to the work of the applicant and applicants must be able to show that the education will enhance their ability to perform the assigned duties.

The applicant must return to their position or a similar position upon the successful completion of the educational program and work for the RRAFN for a period of time at least equal to the time spent on educational leave.

For those applicants whose applications are accepted by the RRAFN, a written, legally binding contract outlining all terms and conditions shall be entered into by the applicant and the RRAFN.

10.8 Maternity and Parental Leave

All employees are entitled to maternity leave without pay of up to 17 weeks. Maternity leave can be taken any time during the period that begins 13 weeks before the expected date of delivery and ends 17 weeks after the actual delivery date. An employee can take both maternity and parental leave but can only take one

continuous block of time for each leave. The total duration of maternity and parental leaves combined for one employee can be combined up to a maximum of 78 weeks.

If both parents are employed by RRAFN, they may split parental leave entitlement of 71 weeks between them but the 63-week parental leave limitation for one employee still applies.

Natural or adoptive parents who assume actual care of a newborn or newly adopted child are entitled to parental leave of up to 63 weeks.

Parental leave may be taken any time during the 78 weeks starting the day the child is born or the day the child comes into the employee's care.

An employee shall apply for maternity leave three (3) months before the expected date of confinement.

An employee who has been granted maternity leave shall be permitted to apply up to a maximum of ten (10) days of her sick leave against the Employment Insurance waiting period.

If the employee wishes to resume employment when the leave has expired, the employee must be reinstated in her former position or in a comparable position with the same wages and benefits. The employee must notify their supervisor in writing, at least two (2) weeks prior to reporting back to work. If a medical reason prevents an employee from returning to work at the end of the leave, a doctor's certificate is required.

During the term of the leave, RRAFN will continue to match the employee's contributions to health and pension plan premiums if the employee continues to pay their share of the contributions. If the employee does not pay any contributions during the leave, then the health and pension benefits shall be considered lapsed for the period of the leave.

10.9 Adoption Adjustment Leave

Adoption adjustment leave shall be treated as maternity and paternity leave.

10.10 Leave for Cultural Practices

Every employee who is an Indigenous person and who has completed three (3) consecutive months of continuous employment is entitled to an unpaid leave of absence from employment of up to five (5) days in every calendar year to engage in traditional Indigenous practices including:

- Hunting;
- Fishing;
- Harvesting; and
- Any practice prescribed by regulation

The leave of absence may be taken in one or more periods. Each period of leave shall not be less than one (1) day's duration.

10.11 Spiritual Leave

All leave for spiritual reasons shall be considered to be vacation leave or leave without pay, without exception.

10.12 Other Legislated Leaves

Other unpaid protected leaves will be provided in accordance with legislation and include, but are not limited to:

- Leave for Victims of Family Violence
- Reserve Force Leave

10.13 Leave Without Pay

The Roseau RRAFN may, in its sole discretion, allow an employee to take leave-without-pay for personal reasons if the workload in that area permits and if the employee is not entitled to vacation leave. Any requests for leave-without-pay shall be made at least two (2) weeks prior to the required date. The request is to be made in writing and shall be discussed with the employee's immediate supervisor.

Each request for leave-without-pay will be reviewed on an individual basis.

10.14 Court Leave

Any employee subpoenaed to appear in court as a witness in any matter involving RRAFN, or who is called upon for jury duty shall be given the time off with pay to attend as required. Any other remuneration received by the Employee with respect to their attendance in court, as either a witness or juror, shall be paid to the RRAFN.

Any employee appearing in court as a result of criminal charges being laid against that employee shall be given a leave of absence without pay to attend as required.

10.15 Reserve Election

If any employee is nominated for the position of Chief or Councillor, and the employee accepts the nomination, that employee is required to take a leave of absence with pay from the date of nomination until the election is finalized. NTD: This should be clarified.

If the employee is elected as Chief and Councillor, the employee is required to resign their employment effective the day the employee takes office.

If the employee is not elected, they may resume their duties at the RRAFN the day following the election.

10.16 Right to Vote

In the event of a federal, provincial, community and/or municipal election, all employees eligible or entitled to vote shall be allowed the necessary time, with pay to attend the polls.

11 Social Media

Employees shall not act in a manner that brings disrespect or disrepute to the RRAFN, its Chief and Council, its Employees, or the policies of the RRAFN. Employees should be mindful and respectful in their use of social media, including but not limited to such media as Facebook, YouTube, Twitter, or various other blogs.

Employees shall not post communications or messages concerning the RRAFN, its Chief and Council, its employees, or the policies of the employer that are knowingly false, abusive, harassing, derogatory, hateful, or unduly disparaging in nature or content.

Employees shall not make use of social media while at work, except as specifically authorized by the employer or their immediate supervisor.

When communicating using social media, employees must conduct themselves in a manner befitting the professional standards which apply to them and with recognition that what is written in social media can potentially have lasting and harmful impacts on others.

Employees shall not use social media of any kind to share RRAFN's confidential documents or information which they obtain in the course of their employment.

Employees shall not make any communication using social media which suggests that they speak for or represent the interests of RRAFN or its leadership or that the opinion they are expressing is that of their employer or one of its departments, unless expressly authorized to do so.

Any use of social media which is illegal, or which has the effect or potential effect of damaging the reputation of RRAFN, its Chief and Council, or its employees shall be considered misconduct on the part of employees who participate in these communications and such employees shall be subject to disciplinary action commensurate with the seriousness of their breach of this policy, which may include termination from employment.

Employees must be aware that RRAFN will consider any breach of the social media and communications policy to be significant and will take appropriate disciplinary action, considering the severity of the breach, which may include termination from employment, for cause.

For greater clarity, this policy shall apply to the use of social media at work and outside of work.

12 Electronics, Networks and Phones

This policy governs the access by employees to the RRAFN network and services. By adopting this policy, CLCFN recognizes that all individuals, to whom access to CLCFN's information resources has been extended, are bound by laws relating to copyright, obscenity, harassment, security and others regarding electronic media.

12.1 Internet, Network and Email Usage

Internet and E-mail are only to be used for work-related activities. Employees are not to engage in any personal online or email activity that is outside the mandates or scope of the work of the RRAFN Administration. Employees may access the internet for personal use only during coffee break or lunch time periods.

All electronic network users have the responsibility to use the computers and the network in an efficient, effective, ethical, professional and lawful manner. This includes taking measures to ensure that the computer is not infected by viruses or that no unauthorized software and/or files are loaded onto the equipment. Under no circumstances may RRAFN computers or other electronic equipment be used to obtain, view, create or reach any pornographic or otherwise illegal, offensive, immoral, unethical or insecure files or sites. Alleged inappropriate use will be reviewed on a case-by-case basis and may result in disciplinary action up to termination of employment.

12.2 Telephone and Mobile Communication Devices Use

The use of cell phones is prohibited during work hours unless an employee has been authorized by RRAFN Management to carry a cell phone for business purposes. If an employee carrying a cell phone is part of essential service delivery, that employee is expected to answer phone calls after hours.

Cell phones are not to be used for personal matters during business hours. Employees are expected to address any personal calls and messages during breaks except under emergency circumstances.

13 Disciplinary Processes and Termination

13.1 Discipline and Dismissals

The Purpose of this policy is to set out a process to correct and deter unacceptable conduct, behaviour or performance as well as provide flexibility to RRAFN to deal with a wide range of circumstances which may occur in the workplace.

Chief and Council has final authority and responsibility for the dismissal and discipline of Officers. The Director of Operations has final authority and responsibility for the dismissal of all employees (other than Officers). The immediate supervisor has first responsibility for discipline for employees under their direction.

In the event the immediate supervisor is unable to deal with the conduct, behaviour, or performance, the next level supervisor will assume the responsibility for discipline.

13.2 Disciplinary Processes

If an employee's conduct is deemed in breach of their duties or obligations, the disciplinary processes noted below will generally be applied. Chief and Council or the Director of Operations may move to dismiss an employee if circumstances determine the event warrants dismissal even if the steps in the progressive discipline process have not occurred. Chief and Council or the Director of Operations may also immediately but temporarily suspend an employee with or without pay pending investigation before moving through the discipline process. All disciplinary actions will be documented and placed in the employee's personnel file.

The progressive discipline procedures will be as follows, noting that RRAFN may skip any step in the process, depending on the nature and severity of the misconduct:

Verbal Warning:

The first violation by an employee will be addressed with a verbal warning. The direct supervisor will initiate any verbal warnings in a private meeting with the employee.

The employee will be given an explanation of the findings of misconduct. The employee will be informed that further disciplinary action, up to and including termination, will follow if the unacceptable behaviour continues.

The employee will be informed that the incident will not go into their file, but that it will be taken note of in order to follow up on possible further disciplinary incidents.

Written Warning:

Employee will be given a written warning regarding undesirable behaviour or action in the event that the behaviour or action had either been discussed in a previous verbal warning or the behaviour or action was serious in nature.

The employee will be informed that further disciplinary action, up to and including termination, will follow if unacceptable behaviour continues.

The employee will sign the document, acknowledging that it was received and reviewed, and will be provided with a copy of the written warning, and another will be placed in the employee's personnel file.

Suspension:

Suspension with Pay

The Director of Operations has discretion to suspend an employee with pay for a period of time, where an investigation is required into allegations of misconduct against that employee. During an investigation and if circumstance dictate, the Director of Operations at any time can:

- Reverse the suspension and return the employee to their job;
- Change the nature of the suspension; or
- Take any other action appropriate to the situation.

Suspension without Pay

If deemed necessary, Chief and Council or the Director of Operations may suspend an employee without pay for a period up to thirty (30) business days for violations of RRAFN's policies or practices. RRAFN is responsible for providing written notice to the employee regarding suspension without pay. The employee will be given a written notice of suspension which will include:

- The effective date of suspension;
- The duration of the suspension;
- The reason(s) for the suspension; and
- That repetition of the behaviour or action will result in further disciplinary actions up to and including termination.

Termination:

Employees of RRAFN may be terminated, at any time, for just cause.

Just cause for immediate dismissal can (subject to the specific circumstances) include the following:

- Gross misconduct including violation of rules, harassment, carelessness or recklessness resulting in endangerment to self or others, disorderly conduct, theft, under the influence of alcohol or drugs while on the job, falsifying records/information etc.;
- Any kind of harassment, sexual harassment, bullying or defamation causing harm to others;
- Threats of violence where an employee threatens to or causes physical harm to another employee, client or to the members of Chief and Council;
- Conviction of a serious criminal code offence;
- Demonstrating chronic absenteeism or lateness;
- Repeated unsuccessful progressive disciplinary attempts including verbal and written reprimands;
- Misrepresentation or falsification of information on application of employment; or
- Contravention of the employee's duties and obligations under RRAFN's Financial Administration Law including codes of conduct and conflicts of interest.

13.3 Termination Without Cause

RRAFN may occasionally be forced to reduce its permanent workforce or eliminate a position. Every effort will be made to place the employee in another position.

Upon termination, RRAFN shall provide to the employee two (2) weeks' written notice of termination, or payment in lieu, in addition to any severance pay required under the Code (noted below). Upon providing these entitlements, RRAFN shall have no further obligation to the employee with respect to the termination of their employment, without cause.

An employee may be terminated without prior notice, or payment in lieu, during the probationary period.

13.3.1 Severance Pay

Employees who are terminated after completing 12 months of continuous employment (except in cases of termination for just cause) will receive the *greater* of:

- Two (2) days' pay at their regular wages based on their regular hours of work for each year of continuous employment; or
- Five (5) days' pay at the regular wages based on their regular hours of work

13.4 Resignation

An employee may resign their position by giving a minimum of two (2) weeks written notice to their immediate supervisor.

If termination is initiated by the employee (e.g. resignation, retirement), no severance or notice shall be owed.

13.5 Lay-Off/Shortage of Work

RRAFN may temporarily lay off employees from time to time in accordance with business needs and in accordance with the Code. In the event the employee is temporarily laid off and employment is deemed to have been terminated by the Code, entitlements shall be limited to those as would apply in the case of a termination without cause.

13.6 Return of RRAFN Property

At the end of employment, all property belonging to RRAFN in the possession of the employee must be returned. Such property includes equipment, electronics, records, files, keys, etc. Each employee is responsible for paying for any lost or damaged items.

13.7 Criminal Record Check, Adult Abuse Check and Child Abuse Check

13.7.1 Discretionary Suspension and Termination NTD: We should discuss.

14 NTD: To be discussed.

14 HR Records Management

The purpose of this policy is to provide guidance to effectively manage the creation, maintenance, and confidentiality of the HR Records of RRAFN in accordance with applicable laws and First Nation policy requirements.

The Chief and Council is responsible for ensuring a HR records management system is established and implemented. Subject to RRAFN's Financial Administration Law, the Director of Operations is responsible for the leadership, planning, overall policy and the general oversight of the HR records management, storage and retention system, and for ensuring the security and integrity of that system. The Receptionist/HR Administrator are responsible for the implementation and the operational management of the HR records management, storage and retention system.

Management of HR Records will follow the general record management procedures of RRAFN. Job competition files will clearly and transparently document the evaluation and selection process and will include, at a minimum, the following:

- job posting/advertisement;
- external recruitment firm agreement (if applicable);
- job description and required qualifications and skills;
- interview questions/grid ranking; and
- selection results.

A confidential employee file will be created for each new employee and will include the following HR records:

- resume with experience and qualifications;
- results of all background checks (i.e. reference checks, criminal background check, child and adult abuse registry checks, credit check, education check);
- offer letter of employment or contract;
- performance plans and results of performance evaluations;
- current job description;
- leave and attendance records;
- salary adjustments; and
- enrolment information for benefits plans.

Access to HR records will be restricted to HR personnel in performance of their job function and the Director of Operations (see **Appendix G – Oath of Confidentiality**); however, employees can access their personal employee file upon request and in the presence of the Receptionist/HR Administrator and/or Director of Operations.

Upon employee termination, HR records for that employee will be retained for seven years following the date of termination. In the event of litigation, the destruction of HR records should be suspended until the investigation, audit, or litigation is complete.

15 Reporting of Breaches and Financial Irregularities

The purpose of this policy is to ensure there is a procedure to report, investigate, and act upon allegations of Misconduct or Wrongdoing within the financial management system and to provide protection to persons who come forward with these reports in good faith.

All Councillors, Officers and employees of RRAFN and agents engaged in financial administration activities have the responsibility to report instances of misconduct to the Director of Operations or Chairperson of the Finance and Audit Committee. The identity of individuals who report misconduct will be protected from disclosure to the extent practicable in the circumstances, individuals who report in good faith will be protected from reprisals, persons against whom an allegation of misconduct is made will be treated fairly and allegations of misconduct will be fully investigated as efficiently as possible and resolved as appropriate.

15.1 Responsibilities

Chief and Council is responsible for:

- Ensuring that this policy is communicated to all affected and interested persons;
- Investigating reported misconduct concerning members of the Finance and Audit Committee;
- Ensuring that the identity of the person who makes a report of misconduct in good faith is kept confidential to the extent practical in all circumstances and not subject to reprisals for making the report;
- Approving policies and procedures required in the Financial Administration Law in respect of such matters; and
- Supporting and fostering an ethical environment.

The Finance and Audit Committee is responsible for:

- Reviewing any reports provided to it respecting inquiries into the circumstances of the reported misconduct, conducting any further inquiry it considers necessary and providing a report to the Chief and Council, along with any recommendations;
- Taking all reasonable steps to ensure that the identity of the person who makes a report of misconduct is kept confidential to the extent practical in all circumstances;
- Taking necessary steps to ensure to ensure that persons who have reported instances of Misconduct or Wrongdoing remain protected against any reprisals including but not limited to discrimination, retaliation, threats, harassment or loss of employment or employment opportunities;
- Making recommendations to the Chief and Council on how to address and remediate reported instances of Misconduct or Wrongdoing; and
- Supporting and fostering an ethical environment.

The Chair of the Finance and Audit Committee is responsible for:

- Receiving reports of misconduct, making an appropriate and expeditious inquiry into the matter and reporting to the Finance and Audit Committee as soon as practicable;
- Taking all reasonable steps to ensure that the identity of the person who makes a report of misconduct is kept confidential to the extent practical in all circumstances;
- Taking necessary steps to ensure to ensure that persons who have reported instances of Misconduct or Wrongdoing remain protected against any reprisals including but not limited to discrimination, retaliation, threats, harassment or loss of employment or employment opportunities; and
- Reporting to the Chief and Council any contravention or suspected contravention of the prohibition against reprisals.

The Director of Operations is responsible for:

- Communicating the Reporting of Breaches and Financial Irregularities Policy to all affected and interested persons;
- Ensuring all employees, consultants and contractors have signed the Acknowledgement and Agreement Regarding the Reporting of Breaches and Financial Irregularities to acknowledge that they have read, understood, and will abide by the policy;
- Providing a confidential reporting procedure(s) to report violations;
- Receiving reports of misconduct, making an appropriate and expeditious inquiry into the matter and reporting to the Finance and Audit Committee as soon as practicable;
- Taking all reasonable steps to ensure that the identity of the person who makes a report of misconduct is kept confidential to the extent practical in all circumstances;
- Taking necessary steps to ensure to ensure that persons who have reported instances of Misconduct or Wrongdoing remain protected against any reprisals including but not limited to discrimination, retaliation, threats, harassment or loss of employment or employment opportunities;
- Reporting to Chief and Council any contravention or suspected contravention of the prohibition against reprisals;
- Securing related records; and
- Fostering an open and supportive ethical environment.

15.2 Procedures

Fostering an open and ethical working environment

The Director of Operations will communicate this policy to all employees.

Each individual employed or contracted with or acting as an agent for RRAFN in respect of the financial administration of the First Nation will be required to sign an agreement to indicate that they have read, understood and accepted its contents before employment or appointment begins. On an annual basis, all

employees and consultants will sign and date the Acknowledgement and Agreement Regarding the Reporting of Breaches and Financial Irregularities (see Appendix H).

The identity of any person who raises a concern of Misconduct or Wrongdoing will remain confidential to the extent practically possible.

A person reporting a breach in good faith will receive fair and unbiased treatment throughout the investigative process and will be protected from reprisals. Chief and Council will ensure that the person is protected from any discrimination, threats, retaliation or harassment.

A person against whom a report has been made will receive fair and unbiased treatment. Where a preliminary inquiry into a report indicates a possible finding of misconduct, the person against whom the report has been made will be given an appropriate opportunity to answer the allegation in a manner consistent with the other provisions of this policy.

On a quarterly basis, the Finance and Audit Committee will provide Chief and Council with a report on the effectiveness of this policy and the Code of Conduct policy. Statistics regarding the number of cases reported, investigated, resolved and outstanding will be included in the report, as well as any lessons learned or proposed changes to the policies.

15.2.1 Methods to report suspected Misconduct or Wrongdoing

Chief and Council has established the following procedures to receive, retain, investigate and act on complaints and concerns of councillors, Officers, employees, contractors and agents of RRAFN regarding instances of Misconduct or Wrongdoing.

The Director of Operations will ensure that the procedures noted above will be included in the contracts of contractors and the appointment of agents and committee members.

Both the Director of Operations and the Chair of the Finance and Audit Committee are authorized to receive and inquire into reports of Misconduct or Wrongdoing.

The Director of Operations and the Chair of the Finance and Audit Committee will report their respective findings of an inquiry into a report of Misconduct or Wrongdoing that they receive.

The Finance and Audit Committee is authorized to inquire further into any findings reported to it by the Director of Operations and the Chair of the Finance and Audit Committee.

Any report received by a First Nation's Officers, employees, contractors or agents from any source inside or outside RRAFN should be immediately forwarded to the Chair of the Finance and Audit Committee. Councillors should report directly to the Chair of the Finance and Audit Committee.

First Nation Officers, employees, contractors or agents should forward their reports to the Director of Operations or the Chair of the Finance and Audit Committee.

Instances of Misconduct or Wrongdoing can be reported directly to the Chair of the Finance and Audit Committee and/or Director of Operations in the following ways:

- In writing to the attention of the Chair of the Finance and Audit Committee
- Via email:
- Via telephone to the Chairperson of the Finance and Audit Committee

- Anonymously in writing to the Chairperson of the Finance and Audit Committee.

15.2.2 Inquiring into reported Misconduct or Wrongdoing

Promptly upon receipt of a report, the Director of Operations or Chair of the Finance and Audit Committee, as the case may be, will:

- Confirm in writing to the party who has reported an alleged misconduct that the report has been received.
- Ensure that the identity of the person(s) making the report is kept confidential to the extent possible and that individuals who report in good faith are protected from reprisals.
- Include the report on a confidential written docket, summarizing in reasonable detail:
 - The nature of the report (including specific allegations made and the names of the persons involved);
 - The date of receipt of the report;
 - The current status of any inquiry;
 - The report made to the Finance and Audit Committee;
 - Any final resolution of the reported Misconduct or Wrongdoing.
- Decide upon the appropriate action to be taken when conducting the inquiry and start the inquiry as soon as possible. The inquiry should seek to confirm or refute the facts presented.
- When the alleged incident is of significant risk (to the operations, reputation, etc. of RRAFN), related to potential criminal acts by individuals, or of high financial value to the First Nation, the Director of Operations or the Chair of the Finance and Audit Committee may retain external expertise to conduct the inquiry.
- Within a period of eight weeks from the moment the report has been received, inform the party who reported the alleged irregularity of the status of the inquiry and steps that have been taken or will be taken following the results of the inquiry.
- If the inquiry cannot be completed with the eight-week time frame, inform in writing the person who reported the alleged irregularity and indicate a new time frame for the conclusion of the inquiry.
- Report on the progress of current inquiries at each Finance and Audit Committee meeting.
- If the reported Misconduct or Wrongdoing concerns a member of the Finance and Audit Committee, the Chief and Council will inquire into the matter or retain external expertise to conduct the inquiry.

15.2.3 Responding to Misconduct or Wrongdoing and initiating remedial actions

After considering the final report of the results of an inquiry, the Finance and Audit Committee will recommend a course of action to the Chief and Council which will make a decision to resolve the issue as soon as practical.

Resolution actions will be commensurate with the severity of the Misconduct or Wrongdoing incurred, and can include reprimands, leave without pay, termination, revocation of appointment or other remediation as

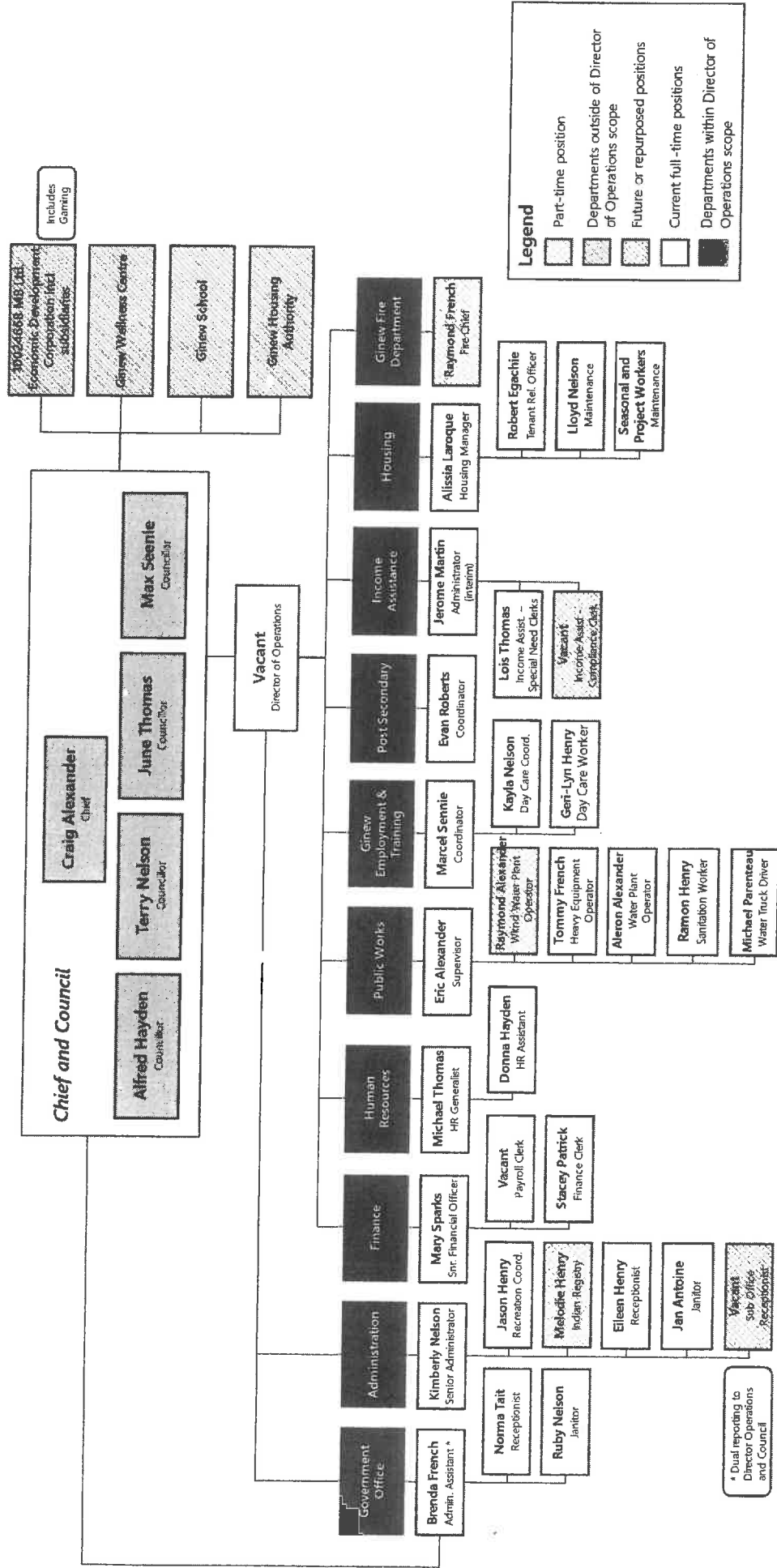
determined by the Chief and Council and subject to the provisions of the Human Resource Policy and Procedures.

Police will be contacted if activities of a criminal nature are identified.

Recovery of First Nation funds, either expended or forfeited, as a result of the Misconduct or Wrongdoing as described in the Financial Administration Law will be tracked and collected from the responsible individual(s).

Appendices

Appendix A – RRAFN Organizational Chart (approved February 2022)



Appendix B – Reference Check Form

Reference Check Form

Name of Applicant: _____ Position Applied for: _____

Name of Referee: _____ Organization: _____

Position in Organization: _____

(Name of applicant) has applied to us for the position of (Name Position) and has given us your name as a reference. I would appreciate if you would answer the following questions relating to their performance and abilities:

How long have you known the applicant? _____

In what capacity? _____

What were their main responsibilities? _____

How would you rate the following? Please rate as Unsatisfactory, Fair, Good, Very Good, or Excellent:

	Unsatisfactory	Fair	Good	Very Good	Excellent
Attendance					
Willingness to work extra hours and take on additional responsibilities					
Job performance					
Team player					
Immediate supervisory responsibilities					
Initiative					
Respect for fellow workers					
Other*					

*based on the requirements of the position applied for

Is there any other information you can provide to assist us in coming to a decision regarding this applicant? If so, please provide me with details:

Thank you for your time and assistance.

Signature

Date

Appendix C – Employee's Performance Evaluation

Employee Name: _____ Job Title: _____

Department: _____ Manager: _____

Period Rated From: _____ To: _____

Type of Rating: End of Probation Annual Review Other

Best practice performance management is built on an approach grounded in consultation and open dialogue about strengths, areas for improvement and continuous learning. It is only by helping one another develop skill sets that long-term benefits for staff and members will be achieved.

Employees are asked to review all questions below carefully and assess themselves. This self-assessment is intended to help employees prepare for the discussion with their supervisor by having them think of their work, assignments, and abilities in handling those assignments. The self-assessment should be submitted to the supervisor one week in advance of the evaluation meeting.

The supervisor will review and discuss the completed self-assessment with the employee and will then complete the evaluation. This discussion will result in a plan of action to establish and work towards future goals.

1. Job Knowledge

The demonstration of knowledge and skills required to perform the job. Consider the degree of job knowledge relative to length of time in the current position. If applicable, consider the efforts to learn new skills and maintain up-to-date job-related information.

Self-Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Supervisor Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Additional criteria and/or comments:

2. Quality of Work:

The accuracy, thoroughness, and reliability of work. Consider organization, presentation, completeness, and appearance of work.

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Additional criteria and/or comments:

3. Quantity of Work:

The volume of work along with the speed and consistency of output.

Self-Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Supervisor Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Additional criteria and/or comments:

4. Initiative and Resourcefulness:

Demonstration of self-direction, resourcefulness, and creativity in meeting job objectives. Ability to follow through on assignments, adapt or propose new ideas, methods, or procedures to meet changing circumstances. Consider ability to problem-solve or increase efficiency.

Self-Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Supervisor Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Additional criteria and/or comments:

5. Communication:

Ability to effectively convey and receive ideas, information, and direction including seeking clarity and confirmation to ensure understanding of both oral and written communication.

Self-Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Supervisor Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Additional criteria and/or comments:

6. Cooperation:

Ability to build and maintain positive work relationships and contacts within and outside the organization. Ability to help foster a healthy workplace by being a team player, contributing and supporting towards organizational goals and endeavors.

Self-Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Supervisor Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Additional criteria and/or comments:

7. Planning and Organizing Effectiveness:

Ability to plan, organize and follow through on activities and tasks. Effective use of time, tools and facilities to meet deadlines and adapt to shifting priorities, including the use of work plans and reporting on results.

Self-Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Supervisor Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Additional criteria and/or comments:

8. Attendance:

Follow attendance and leave expectations per policy including reporting to work on time and communicating schedule changes.

Self-Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Supervisor Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Additional criteria and/or comments:

9. Other Criteria Specific to Position:

List factors not considered in other categories.

Additional criteria and/or comments:

10. Achievement of Performance Goals:

Employees Goals and Objectives (Prior year's goals to be evaluated in performance meeting)	Performance Evaluation (Employee to provide specific examples to support rating at year-end review)	Self-Assessment (Select one rating per goal)	Supervisor Assessment (Select one rating per goal)
1.		<input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Developing Towards Expectations	<input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Developing Towards Expectations

Employees Goals and Objectives (Prior year's goals to be evaluated in performance meeting)	Performance Evaluation (Employee to provide specific examples to support rating at year-end review)	Self-Assessment (Select one rating per goal)	Supervisor Assessment (Select one rating per goal)
		<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Below Expectations
2.		<input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Developing Towards Expectations <input type="checkbox"/> Below Expectations	<input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Developing Towards Expectations <input type="checkbox"/> Below Expectations
3.		<input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Developing Towards Expectations <input type="checkbox"/> Below Expectations	<input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Developing Towards Expectations <input type="checkbox"/> Below Expectations

Overall Performance Appraisal Rating

An overall rating is required – please check only one.

Self-Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Supervisor Assessment

- Exceeds Expectations
- Meets Expectations
- Developing Towards Expectations
- Below Expectations

Comments by Employee *(See to next page for writing space, additional pages may be attached)*

Consider the following:

- What part of your job interests you the most?
- What were your major accomplishments during this evaluation period?
- Do you feel your capabilities are being utilized well in your present job? If not, why and what do you suggest be done?
- What aspects of your job do you feel you need more experience and training in? Describe the coaching, training, or development activities that would help you pursue improved performance, job growth and learning and/or career development.

- Describe any specific changes or improvements you want to make in your performance in the next appraisal period. Describe obstacles to getting your job done and suggest possible solutions.

Comments by Supervisor (Required for Exceptional, Marginal, or Unsatisfactory Performance ratings; additional pages may be attached).

NEW Performance Goals (To be jointly developed by supervisor and employee during current performance period)

This may include coaching, training, or development activities to be pursued in the next appraisal period. Consider aspects of the job where more experience or training may be required.

NEW Employees Goals and Objectives (Employee to propose and supervisor to complete goals for next year per the job description at the meeting)	Timeline
1.	
2.	

NEW Employees Goals and Objectives (Employee to propose and supervisor to complete goals for next year per the job description at the meeting)	Timeline
3.	

Improvement Plan *(Optional: To be used for unsatisfactory ratings only)*

Desired changes or improvements in the employee performance in the next appraisal period:

Date for next review: _____

I have read and discussed this report with my supervisor.

Employee's Signature

Date

Manager's Signature

Date

Director of Operation's Signature

Date

Appendix D – Time Sheet

RRAFN GOVERNMENT OFFICE

TIME SHEET

NAME: _____

FOR THE WEEK OF: _____

Date	Time	Worked Provided	Total Hours

<p><i>I hereby certify that the information provided is correct.</i></p>	<p>FOR OFFICE USE ONLY</p>
<p>_____</p>	<p>Total Hours _____</p>
<p>EMPLOYEE SIGNATURE</p>	<p>Hourly Rate _____</p>
<p>_____</p>	<p>Gross Pay _____</p>
<p>APPROVED BY</p>	<p>E.I. _____</p>
<p>_____</p>	<p>A/R _____</p>
	<p>Net Pay _____</p>
	<p>Cheque # _____</p>
	<p>Chq Date _____</p>

Appendix E – Request for Leave Form

Request for Leave Form

Name: _____ Date: _____

Type of Leave Requested	Total Number of Days Requested	Dates
Annual Leave		
Sick Leave		
Bereavement Leave		
Compassionate Leave		
Personal Leave		
Education Leave or Sabbatical		
Maternity or Paternity Leave		
Leave for Traditional Indigenous Practices		
Spiritual Leave		
Leave Without Pay		
Other Leave (Please Specify)		

Requested by:

Employee's signature

Date

Approved by:

Director of Operations

Date

Appendix F – Code of Conduct

I hereby confirm that I have read and understand the Conduct and Conflict of Interest Expectations set out in RRAFN's Financial Administration Law ("the Law") and the Schedule – Avoiding and Mitigating Conflicts of Interest, as well as the expectations set out in Section 5.11 and 5.12 in this policy and agree to comply fully with them.

I agree that I will adhere to the following general principles and responsibilities governing my professional and ethical conduct.

To the best of my knowledge and ability:

- I will respect the order of government proceedings of the First Nation including but not limited to the business that is conducted by the Chief and Council and all Boards and Commissions.
- I will keep a commitment to the Council's plans, goals and directives.
- I will comply with the FAL, this Human Resource Policy, any other applicable First Nation law and any applicable policy and standards.
- I will act with honesty, good faith and in the best interest of RRAFN.
- I will be proactive and productive with assigned duties and responsibilities and be prepared for all meetings and proceedings.
- I will utilize professional development training provided to maximize productivity.
- I will exercise the care, diligence and skill that a reasonably prudent individual would exercise in comparable circumstances.
- I will follow all safety rules and regulations pertaining to job positions where required and wear the necessary safety and protective gear where required.
- I will avoid any real, potential, or apparent conflicts of interests.
- I will act with due care, competence, and diligence, without misrepresenting material facts or allowing my independent judgement to be subordinated.
- I will respect the confidentiality of information acquired in the course of my work or service except when authorized to do so in the performance of my duties or am otherwise legally obligated to disclose.
- I will ensure responsible and efficient use of and control over all First Nation assets and resources entrusted to me.
- I will display professional and courteous behaviour at all times and treat Chief and Council, employees, members, contractors, volunteers and clients of RRAFN with respect, equality, courtesy, sincerity, and integrity.
- I will value the different perspectives and opinions of other colleagues.
- I will receive and serve every person in the workplace in a timely manner.
- I will be punctual at all times and remain in the workplace pertaining to my scheduled hours and report unscheduled absences and state the reason to my supervisor as soon as possible.

- I will present a positive image in the forms of dress, communication, action and demeanor during hours of work and refrain from anything generally offensive, controversial, disruptive or otherwise distracting.
- I will comply with RRAFN's zero-tolerance for drugs and alcohol policy. I understand that RRAFN has zero tolerance for employees under the influence of alcohol, drugs, and in some cases medication, while at work, on RRAFN property, while representing RRAFN or while engaged in any activity in connection with their employment or engagement with RRAFN.
- I will not conduct personal business during hours of work unless an emergency occurs.
- I will report any accidents or injuries to the on-site supervisor as soon as possible.
- I will be accountable for adhering to this declaration.

Declaration of Understanding

Print Name

Signature:

Date

Appendix G – Oath of Confidentiality

The Roseau River Anishinaabe / Anishinabe First Nation (the “First Nation”) Employee Oath of Confidentiality applies to all First Nation employees, members of First Nation committees, contractors and volunteers associated with First Nation programs and projects. Every individual who is hired as an employee or contractor of the First Nation or engaged by it to serve as a Chief and Council or committee member or volunteer must review and sign the Roseau River Anishinaabe / Anishinabe First Nation Oath of Confidentiality in the presence of the Director of Operations or a member of Chief and Council of the Nation before undertaking those duties. The Director of Operations or member of Chief and Council must confirm that the individual signing the Oath understands the purpose of the Oath and the consequences for not upholding the Oath in all their activities.

The Director of Operations or member of Chief and Council who is witnessing the signing of the Oath by a new hire, Chief and Council or committee member or volunteer shall sign the Oath as a witness, make a copy of the signed Oath to distribute to the signee and personally give the original signed Oath of Confidentiality to the Director of Operations. The Director of Operations will scan the signed Oath, file the original and ensure the scanned copy is filed on the First Nation server.

As an employee, Chief and Council or committee member, contractor or volunteer for the Roseau River Anishinaabe / Anishinabe First Nation, I will:

- keep in strict confidence any information regarding the First Nation, or any of its affiliated agencies, programs, or organizations;
- only give out official and/or confidential information acquired during the course of my employment or service with the First Nation after its release has been duly authorized by the Director of Operations, or as required by law, in keeping with the terms and conditions set outlined in this Oath of Confidentiality and the First Nation’s Confidentiality policies and procedures;
- will follow all program specific requirements for the use and maintenance of confidential information, unless those requirements conflict with the First Nation’s official confidentiality policies and procedures, in which case, I will seek the written direction of my immediate supervisor on how to proceed;
- use information obtained through my position/job for its intended purposes only, and not for my own personal interests; and
- will never remove any confidential written material, of any kind, from the premises of the First Nation unless under express orders to do so.

An employee’s, Chief and Council or committee member’s, contractor’s or volunteer’s obligation to maintain confidentiality and honour their Oath of Confidentiality continues after their service to the First Nation has been terminated for any reason.

I understand that any breach in confidentiality may be subject to disciplinary procedures as outlined in the human resource policy and procedures up to and including termination.

Name of employee, Chief of Council or committee member, contractor or volunteer:

_____ Signature _____ Date: _____

Name of Director of Operations: _____ Signature: _____

Appendix H – Acknowledgement and Agreement Regarding the Reporting of Breaches and Financial Irregularities

This is to acknowledge that I have received and read a copy of the Roseau River Anishinaabe / Anishinabe First Nation's Reporting of Breaches and Financial Irregularities Policy. I understand that the integrity of the financial information and other information of Roseau River Anishinaabe / Anishinabe First Nation is vital.

I further understand that Roseau River Anishinaabe / Anishinabe First Nation is committed to a work environment free of discrimination, retaliation, threats or harassment for employees and contractors who have raised concerns regarding financial Misconduct or Wrongdoing and that Roseau River Anishinaabe / Anishinabe First Nation specifically prohibits reprisals against any person who makes a good faith report regarding such concerns. Accordingly, I specifically agree that to the extent I have concerns of financial Misconduct or Wrongdoing that I reasonably believe to be in violation of the First Nation's laws or policies, I will immediately report such conduct in accordance with the First Nation's Reporting of Breaches and Financial Irregularities Policy.

I confirm that I have read this policy and understand the expectations of me contained herein.

Employee's/Contractor's Signature

Employee's/Contractor's Name [printed]

Date

Appendix I – FMB Standard References and Related Authorities

Section	Reference	Standard
Organizational Chart	FMB's Financial Management System Standards	<ul style="list-style-type: none"> Standard 12.5 - Organization Chart
	FMB's Financial Administration Law Standards	<ul style="list-style-type: none"> Standard 11.4.1 - Approved functions Standard 11.4.2 - Organization Chart Standard 11.4.3 - Chart Access
Hiring	FMB's Financial Management System Standards	<ul style="list-style-type: none"> Standard 12.6.5 - Hiring Policies
	FMB's Financial Administration Law Standards	<ul style="list-style-type: none"> Standard 11.4.4 - HR Policies / Practices Standard 11.4.5 - Personnel Competence
Employee Evaluation and Planning	FMB's Financial Management System Standards	<ul style="list-style-type: none"> Standard 12.7.3 – Employee Evaluation
	FMB's Financial Administration Law Standards	<ul style="list-style-type: none"> Standard 11.4.4 - HR Policies / Practices Standard 11.4.5 - Personnel Competence
Disciplinary Processes and Termination	FMB's Financial Management System Standards	<ul style="list-style-type: none"> Standard 12.6.6 – Dismissal Policies
	FMB's Financial Administration Law Standards	<ul style="list-style-type: none"> Standard 11.4.4 –HR Policies / Practices Standard 11.4.5 – Personnel Competence Standard 12.4 – Enforcement
HR Records Management	FMB's Financial Management System Standards	<ul style="list-style-type: none"> Standard 12.6.1 – Records of functions, etc. Standard 12.6.2 – Maintenance procedure Standard 12.6.3 – Records of qualifications / competencies Standard 12.6.4 – Management of employee records
	FMB's Financial Administration Law Standards	<ul style="list-style-type: none"> Standard 11.4.4 – HR policies / practices Standard 21.3 – Record keeping, storage, etc. Standard 21.4 – Requirements for confidentiality, etc.

Section	Reference	Standard
Reporting of Breaches and Financial Irregularities	FMB's Financial Management System Standards	<ul style="list-style-type: none"> • Standard 27.1 - Reporting policies • Standard 27.2 - Reporting procedures • Standard 27.3 – Enforcement policy/procedure
	FMB's Financial Administration Law Standards	<ul style="list-style-type: none"> • Standard 27.1 - Reporting misconduct • Standard 27.2 - Obligation to report • Standard 27.3 - Protection for whistleblowers • Standard 27.4 - Procedural requirements