

**FORT BELKNAP INDIAN
COMMUNITY COUNCIL**

**GOVERNMENT MANAGEMENT
PLAN OF OPERATIONS**

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GOVERNMENT MANAGEMENT PLAN OF OPERATIONS

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FORT BELKNAP INDIAN COMMUNITY COUNCIL

GOVERNMENT MANAGEMENT PLAN OF OPERATIONS

Statement of Purpose.

The following guidelines and policies incorporated herein are intended to set forth the chain of command, systems for accountability and employee procedures for the government operations of the Fort Belknap Indian Community Council (hereinafter the FBICC), serving the people of the Gros Ventre and Assiniboine Tribes of Fort Belknap. The goal of these procedures is to set forth a detailed management plan to provide guidance to supervisors and employees in the day to day operations of the government functions of the FBICC. In applying these procedures, supervisors are encouraged to facilitate excellence in performance, effective, ever-improving service to the public and cost-effective use of limited resources. While competent day-to-day performance of tasks is emphasized, planning for a better future for this and coming generations is imperative. Staff is encouraged to make suggestions for achieving these goals.

1. **Policies incorporated.** The following policies are herein adopted as a part of this Government Plan of Operations: 1. The FBICC Personnel Policy and Procedures Manual, as amended. Attachment "B" 2. The FBICC Finance Manual. Attachment "C" 3. The FBICC Procurement Manual. Attachment "D" 4. The FBICC Rules of Order. Attachment "E" Wherever these attached policies differ from this Plan of Operations, this Plan of Operations shall control.
2. **Council Committees.** The Council's interaction with the Programs of the government shall focus on monthly reporting channeling through the CAO, as set forth herein, with Program directors available, as necessary. Department Directors shall submit written reports as set forth herein through the Division Managers, who shall provide information to the Council through

the CAO. Council Action items necessary for operation of the Departments and programs shall be submitted directly from Department Directors/lead supervisors to the CAO, who shall be responsible for scheduling timely action thereon. Standing Committees of the Council shall be limited to those departments/functions requiring regular Council Committee action; i.e. Housing, Land/Natural Resource and Executive (including Credit, Employment Committee, finance and enrollment) The President, in consultation with the Council, shall routinely identify priority action items, and, as appropriate, establish ad hoc committees and committee chairs to complete each action item identified.

3. Chain of Command

A. Generally—The Council. The Council hereby adopts the chain of command, as set forth herein, and illustrated in Attachment "A". Employees are directed to adhere to the chain of command, so as to engender an orderly accountability of performance and delivery of services.

B. Council Officers,

1. The Fort Belknap Indian Community Council is generally responsible for oversight of the Executive Administrative Team. The Council President and Vice-President, (hereinafter Council Officers) shall be responsible for such oversight on day-to-day matters, when the Council is not in session as a Council or Committee. The Council President shall appoint a standing three person sub-committee of the standing Executive Committee to develop evaluation tools and evaluate, at least annually, the members of the Executive Administrative Team.

2. The Secretary/Treasurer, shall, generally, have the responsibilities set forth in Article I, Section 3 of the By-Laws of the Tribal Constitution. In completing these tasks, the Secretary/Treasurer shall work with individuals in the chain of

command, relying on protocols, policies and supervisors to ensure timely completion. In day to day application, the Secretary/Treasurer shall ensure that the following are kept up to date:

- a. Council Resolutions and Minutes.
- b. Incoming and outgoing correspondence, following established protocols.
- c. Attend Finance Committee meetings, receive financial reports on expenditures and income and report to the full Council on this information.

C. Executive Administrative Team. The Executive Administrative Team shall be made up of the Chief Administrative Officer and the Chief Financial Officer. The Executive Administrative Team shall be responsible for implementing Council administrative procedures, overseeing the Division Managers, assessing work requirements, in coordination with directors and the Personnel Office and making recommendations for staffing changes.

1. Chief Administrative Officer. The Chief Administrative Officer (hereinafter "CAO") is the chief executive officer for the Council and its programs. The Council shall appoint and contract to fill this position. The CAO shall be accountable generally to the full Council, while the Council Officers shall be responsible for day to day supervision of the CAO. The occupant of this position shall have the following duties:

- a. Assist the Council in accomplishing its day-to-day priorities.
- b. Organize and implement, under Council direction, the day to day activities of the Council.
- c. Receive tasks from the Council and assign Division Managers/Department heads to complete tasks assigned.

- d. Maintain a docketing system to detail, track and demonstrate completion of: 1. Council constituent concerns; 2. Council Legislative/policy priorities; and 3. Other Council priority action items.
- e. Coordinate action teams, as necessary to be created, to complete large tasks/projects.
- f. Monitor completion of assigned tasks within the chain of command and report to Council on progress.
- g. Coordinate government to government negotiations/discussions and implement Council goals and objectives in this area.
- h. Coordinate lobbying before agencies and legislative bodies to maximize Council interests therein.
- i. Provide reports to Council from programs/departments delivered through the chain of command.
- j. Coordinate with the CFO to ensure that operations related to financial management are timely and effectively managed.
- k. Coordinate legal issue review and action.
- l. Meet with the public at designated times and as required, report on Council and program activities, respond to concerns and refer inquiries to responsible programs.
- m. Assist the Council in long-term strategic planning and implementation of action to effect planning.
- n. Provide oversight to Division Managers, identifying areas of improvement, where appropriate; responsible for discipline of Division Managers.
- o. Develop an evaluation tool and evaluate performance of each Division Manager, at least once each year.

- p. Assign acting authority of the CAO or Division Head in case of their temporary absence from the Office.
- q. Provide information to the media to inform the membership/public of activities of the Council.
- r. Develop a system-wide calendar of deadlines (tickler system) for submission of grant applications, completion of reports and other deadlines, to facilitate supervisory oversight. Division Managers and Department Directors/supervisors shall be responsible for updating deadlines of existing programs and adding deadlines for new programs.

2. Chief Financial Officer. The Chief Financial Officer (hereinafter CFO) shall be appointed by and contracted by the Council. The CFO shall be accountable generally to the full Council, while the Council Officers shall be responsible for day to day supervision of the CFO. The occupant of this position shall have the following duties.

- a. Organize and implement a timely procedure for annual, quarterly and monthly budget review for the Council and all Tribal programs.
- b. Seek/organize year end Agency funding delivery.
- c. Delegate financial management duties to specific Finance staff and implement routine monitoring tools to demonstrate routine compliance with drawdown, reconciliation and payment requirements.
- d. Plan/strategize/coordinate for office/storage space for tribal programs.
- e. Plan/strategize indirect cost proposal and budget with annual recommendations for improving collections and percentages.

- f. Plan/strategize restructuring to improve centralized financial management operations; Housing & others
- g. Oversee and implement strategies to insure timely bank reconciliations and audit readiness.
- h. Develop and implement a comprehensive monthly expenditure reporting procedure to inform the Council and each Tribal Program of up to date expenditures and balances.
- i. Develop and implement a quarterly monitoring methodology to track levels of program expenditures and recommend modifications to fully expend resources.
- j. Develop and implement a quarterly monitoring methodology to track carry over expenditures to maximize expenditures and minimize future program carryover, highlighting repeat program carryovers for explanation/plan of improvement/sanction.
- k. Provide timely monthly budget and expenditure information, through Contract Officers to Division Managers and Department Directors to facilitate informed decisions and accountability.
- l. Assist the Council in long-term strategic planning and implementation of action to effect planning.
- m. Issue system-wide directives to implement necessary finance policy, consistent with the policies of the Council.
- n. Assign Finance Department staff to tasks and projects necessary to complete overall duties of the Chief Finance Officer and the Finance Department and supervise staff in those functions.

- o. Assign temporary acting authority of the CFO, Procurement Officer, Contract Officers or others in the Finance Office, in case of their temporary absence.
- p. Establish an internal audit/monitoring system to identify problem areas for correction prior to external audits.
- q. Ensure that all grants submitted requiring matching dollars have matching funds identified prior to submission.
- r. Assess and identify funding for staffing patterns and needs in the Finance Department to ensure that all tasks are timely completed.

3. Division Managers. There shall be three (3) Division Managers and three (3) Assistant Division Managers, appointed by the Tribal Council Employment Committee, in their sole discretion, from among existing employees. Each Division Manager shall serve on a part-time basis, providing supervision to the Directors/Lead Program Supervisors assigned to them for oversight. Their supervision shall be administered through program/department directors or program heads, as identified. Division Managers shall be responsible for documenting and implementing needed disciplinary action as to Directors/Lead Program Supervisors, , provided, all termination proceedings shall also require the signature of the CAO and Personnel Director. In the absence/unavailability of a Division Manager, their Assistant Division Manager shall have full authority to take action, as would the regular Division Manager. In providing supervision, Division Managers shall be responsible as follows:

- a. **Relationship w/ Council and Council Officers.** The Division Managers shall meet periodically with the Council and Council Officers, together with the Executive Administrative Team, to report on implementation/maintenance of this Plan of Operations, to

respond to questions and receive input on Council policy and direction. Where possible, access to Division Managers shall be made through the Executive Administrative Team. However, it is anticipated that Council oversight Chairs and Co-Chairs may contact Division Managers and department heads as they determine is necessary. Division Managers likewise shall utilize the chain of command in contacting Council members and/or the Council as a whole. However, where necessary to contact Council members or the Council as a whole to complete assigned tasks, adherence to the chain of command is not necessary.

- b. **Relationship w/Executive Administrative Team.** The Division Managers shall meet at least monthly with the Executive Administrative Team to provide reports from Departments/programs, update on ongoing projects and identify areas needing improvement. On assigned projects from the Executive Administrative Team, each Division Manager shall meet as frequently as necessary to complete the tasks assigned.
- c. **Relationships w/ Finance.** The Division Managers shall meet periodically (no less than twice a month) with the comptroller of the finance department¹ and/or contract officers in the finance office to verify budget compliance of each department/program and identify areas of needed improvement, where applicable. Current documentation, either in print or digitized format shall be made routinely

¹ If the Chief Financial Officer and the Comptroller of the Finance Department are the same person, (only one position filled) the Council Officers, the Executive Administrative Team and the Division Managers shall meet and set forth in writing the specific duties of the Division Heads with the Finance Department and the retained responsibility of the Chief Financial Officer so as to provide a routine method of oversight, at least as complete as contemplated herein for other departments, avoiding duplication of effort.

If both the positions of Chief Financial Officer and Comptroller are filled, the Division Manager overseeing Finance shall have oversight authority over the Comptroller, as with any Department Manager. In either circumstance, the Chief Finance Officer shall set forth an internal Plan of Operations in the Finance Department to enable completion of the tasks assigned to his/her office.

available to the Division Managers on each department/program for monitoring purposes. Finance Contract officers shall remain responsible for day to day program oversight compliance with establishing and maintaining budgets within available revenue.

d. Relationships w/ Directors.

- i. Directors/ Lead Program supervisors shall remain fully responsible for day to day operation of their assigned programs, within the guidelines of their grants and/or contracts.
- ii. Division Managers shall maintain binders of current information on each program, and meet periodically (at least once per month) with each Director/Department lead supervisor. During each meeting, a checklist of tasks and review of financial and programmatic reports shall be completed.
- iii. Standardized supervisory review areas shall be established to maximize all program performance at a uniformly high level.
- iv. Areas of needed improvement shall be identified and plans of improvement established.
- v. Areas of needed training shall be identified and coordinated on-site for multiple program access, where possible.
- vi. Each Division Manager shall contact appropriate Directors/Department lead supervisors to transmit and/or inquire about docketed inquiries from the Council/Executive Admin. Team/members of the public.

- vii. Division Managers shall be responsible for ensuring establishment of files (with administrative staff) of all docketed inquiries/projects.
 - viii. An up-to-date listing of each program Department Director/Lead program Supervisor shall be maintained with each Division Manager, and may be modified only with Division Manager and CAO approval.
 - ix. Division Managers may assign an appropriate staff member with signature authority, in case of the temporary absence of a Department Director/Lead program Supervisor.
 - x. Division Managers shall collect Council Monthly Department Accountability Report forms (see Attachment "I") from each Department Director/Lead Program Supervisor on each Department Program by the first of each month and transmit them to the CAO for review by the Council.
- e. **Relationships w/ Employees.** Employees shall access the chain of command through their supervisors, unless unavailability and urgency require otherwise. Likewise, Division Managers shall normally, unless monitoring or checks and balances require otherwise, make contact with employees through supervisors. Exceptions to utilizing the established chain of command may be made where immediate information is needed, or employees are called into meetings with supervisors and others.

4. Department Directors/Lead Program Supervisors.

- a. As a part of the chain of command set forth herein, each program shall be established under the supervision of a Department Director/Lead Program Supervisor.

b. The Executive Administrative Team, working in coordination with the Division Managers and existing Department Directors shall evaluate appropriate supervisory coordination, and establish individual Department chains of command, keeping in mind past practices, program efficiencies and the need for each program to receive supervision and accountability.

c. All Offices and Programs shall have a designated Director/Lead Program Supervisor and be assigned to a Division Manager. Initial and periodic reviews shall be conducted, with changes ratified by the Council Executive Committee.

d. Each Department Director/Lead Program Supervisors shall be responsible for proper management of employees under their supervision. For large Departments, this may mean delegating to second-line supervisors. However, in delegating responsibility, supervisory oversight and evaluation must be in place for the Department Director/Lead Program Supervisor to ensure performance in all areas.

e. Designated Department Directors/Lead Program Supervisors shall be responsible for completion of all assigned program tasks, as well as evaluation, supervision and discipline of all staff in their programs. Each Department Director/Lead Program Supervisor shall be responsible for timely completion of tasks, consistent with program guidelines and within budgeted funds. An emphasis shall be placed on spending funds consistent with established budgets within each fiscal year.

f. Each Department Director/Lead Program Supervisor shall be responsible for maintaining in current status, the following:

1. Current Department/program supervisory flowchart;

2. Current Listing of all employees, with rate of pay, status as permanent/temporary, years of employment and job title; and

3. "CUFF" Accounts identifying the current financial status of each of their supervised programs, including approved budget, all up to date expenditures, employee wage commitments and remaining cash.

g. Each Department Director/Lead Program Supervisor shall prepare and submit to their Division Manager, prior to the first of each month, all required monthly reports and a Council Monthly Department Accountability Report in a format consistent with Attachment "I".

h. Each Department Director/Lead Program Supervisor shall meet with their Contract Officer in the Tribal Finance Office at least weekly. Additionally, each Department Director/Lead Program Supervisor shall consult with their agency contract officer(s) to learn of available additional resources, update budgets, update goals and objectives and focus expenditures in the year in which funds are granted.

5. Finance Contract Officers. Finance Contract Officers are generally responsible for ensuring that all programs are in financial compliance with the goals and objectives of their contracts and grants. On a day-to-day basis, Contract Officers shall monitor each program assigned to them, keeping all financial information up to date and keeping Department Directors or Lead Program Supervisors informed of financial information on their programs. While Contract Officers are not in the chain of command for purposes of disciplinary or evaluation process directly, they shall be responsible for systematically reporting information to Division Managers on the status of all Departments/programs and timely reporting departures from policy and all other concerns. Contract Officers, together with Directors/Lead Supervisors shall be responsible to ensure that each expenditure made is within

available funds and approved budgets of each program. Contract Officers shall only approve those expenditures which are within budget and program guideline authority. In addition to approving proposed program purchases and travel, contract officers must approve, as within approved budgets, the proposed hiring of staff.

4. Community Member Concerns/Questions. An important part of governing is responding to community member concerns/questions in a timely manner. Community concerns/questions are sometimes presented to Council members and sometimes directly to staff. Some things can be dealt with immediately, by simply listening. Each supervisor in the chain of command shall be available to hear community member concerns/questions, and shall make reasonable effort to address concerns/questions as quickly as possible. Other concerns/questions take some time to research or answer. The following process is hereby created to enable concerns/questions to be routinely received, tracked and answered timely:

- A. Council Constituent Concern Docket.** There is hereby created a "Council Constituent Concern Docket", which shall be maintained to document, track and answer, routinely, community member concerns/questions, whether presented to Council members or staff. This docket shall be maintained in a format similar to Attachment "F".

- B. Process for tracking Concerns/Questions.** The CAO, through the centralized administration supervisor, shall assign a staff member to maintain the "Council Constituent Concern Docket". The assigned staff member(s) shall record in the docket concerns/questions that are turned in, create a separate file therefore, and present the docket to the CAO, or in his/her absence, a Division Manager, for assignment of reviewer and deadline. To facilitate written documentation of concerns/questions, those filing concerns/questions should be encouraged to use a form similar to Attachment "G". The staff member assigned this duty shall monitor the docket and inquire of staff assigned to review the concern/question, as necessary, to meet

deadlines. Responses, once prepared, shall be sent to the inquiring person at their place of contact, and filed for possible future reference. Concerns/questions needing further follow up/action shall be referred to Division Managers for monitoring.

C. Confidentiality. Concerns/Questions, as submitted by individuals, shall be confidential, and generally, not subject to public disclosure. This limitation of disclosure shall not apply to the CAO, the staff assigned to monitor and review a concern/question, individuals in the chain of command in the program area in question, legal staff, if applicable and Council members. Written responses, provided they are redacted to remove references to individuals requesting and others, who may otherwise enjoy privacy, shall be open to public review, unless the redacting process does not adequately eliminate identifiers to preserve confidentiality, or eliminates so much information as to substantially alter the information provided.

5. Council Action/Priority Items. An important part of governing is identifying, organizing, prioritizing and tracking action items at the Council level to be certain they receive due attention and completion. Historically, the Council, because of limited time and other logistics, has found that some action items of significant importance have been delayed, because of a lack of monitoring. This Docket is intended to track items, shall be regularly placed on the Council Agenda for review, and shall be a focus of the Council to insure that proper priority is given the hundreds of items needing Council attention each month.

A. Council Action/Priority Docket. There is hereby created a Council Action/Priority Docket, which shall be maintained in a format consistent with Attachment "H", so as to routinely monitor action and priority of items upon which there is a need for further Council review and consideration.

- B. Process for monitoring designated Action/Priority Items.** Upon the Council designating items as needing action and/or prioritization, the CAO shall be responsible for ensuring that Council Action and Priority items are delivered to a staff member in Central Administration, to maintain the docket and monitor assignment of staff for action needed and priority dates. The CAO may place items on the Action/Priority Docket at his/her discretion and at the request of the CFO or Department Directors/Lead Program Supervisors, if he/she concludes Council action is necessary. The assigned staff member(s) shall record in the docket action/priority items received, create a separate file therefore, and present the docket to the CAO, for assignment of staff and deadline. The staff member assigned this duty shall monitor the docket and inquire of staff assigned to review the concern/question, as necessary, to meet deadlines and file relevant documents in the Master Council File. Documents prepared in response to an action/priority item, shall be sent to each Council member, and filed for possible future reference. Items needing further follow up/action shall be referred to Division Managers for monitoring.
- C. Follow up with Council.** To facilitate completion of action items, the Council, at each regular and special meeting, as well as on each Committee meeting, shall have a regular agenda item entitled "Action Item Docket". The CAO, or his designate, shall be responsible to review the Action/Priority docket with the Council to ensure timely review and action on all docketed items.
- D. Program action items.** Program Directors and/or lead supervisors needing action on items related to their programs shall submit their requests on forms provided, to the CAO, who shall be responsible for docketing the requests and scheduling a time with the Council for taking action on the request. Unless justification exists for a quicker response, Program Directors and/or lead

supervisors shall submit requests for Council action at least thirty (30) days in advance of deadlines for action.

6. Other Processes.

A. Program Reporting to Council. Program reports to Council shall be submitted to the supervising Division Manager, who in turn shall submit to the CAO. The CAO shall be responsible for scheduling regular reports with the Council.

B. Hiring.

1. Screening. Personnel staff shall be responsible for initial screening of job applicants to determine basic qualifications and rating of applicants in comparison to job descriptions and requirements.

2. Hiring of Staff, up to Director level. The hiring of staff below the level of a Department Director shall be hired by a team made up of the Department Director, Division Manager & Personnel Director. Should a conflict of interest exist with one of these designated positions, a substitute hiring team member may be designated by the balance of the team members, provided the substitute shall be an individual of similar standing. (i.e. Director for Director or Division Manager for Division Manager)

3. Hiring of Director level and above. The hiring of applicants for positions of Director and above shall be accomplished, after screening, by the Council's Executive Committee, serving in the capacity of Employment Committee.

C. Approval of Travel. Department directors shall be responsible for approving, subject to available resources and the good standing of an employee, travel of all employees under their supervision. Division Managers

shall be responsible for approving the travel of Department directors/lead supervisors, subject to available resources and the good standing of the employee involved.

