

#	Policy Title
CM-000	Compensation Management Table of Contents
CM-001	Employee Documentation
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Section/Number: Compensation Management - 001	Approval Date: (DD/MM/YY)
Subject: Employee Documentation	Amendment Dates:
<p>Policy</p> <p>Employee documentation will be conducted on or before the employee's first day of work.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The Community Government is responsible for informing new employees of their benefits and entitlements. 2. Employees will be informed which benefits are compulsory and which are optional. 3. Deductions will automatically be taken from the employee's pay. 4. The Payroll Officer will ask the employee to bring the following certificates and information to the documentation session: <ol style="list-style-type: none"> 4.1. Certificates of Birth or equivalent, Adoption, Marriage and/or Divorce Certificates if required for benefits purposes 4.2. Copies of degrees, certificates and diplomas if appropriate. 5. During the documentation session, employees will be provided with information concerning their salary, increments, benefits, insurances, allowances and deductions. 6. Employees will be advised of the rates, premiums, and amounts for the following and will be asked to complete the necessary forms for other source deductions: <ol style="list-style-type: none"> 6.1. TD1 6.2. Income Taxes 6.3. Employee contributions to Community Government benefits. 7. Employees will be provided with information concerning leave entitlements. 8. Employees may be asked to complete additional forms and applications as required. 9. Employees will sign the Community Government Documentation Form stating that: <ol style="list-style-type: none"> 9.1. the employee has been provided the required documents and information from the Community Government 9.2. that they have provided the required documents and information to the Community Government. 	
<p>Attachments</p> <p>Documentation Form</p>	
<p>References</p> <p>N/A</p>	

Community Government Documentation Form

This is to confirm that the following documents have been provided to, discussed with and received from the undersigned employee.

Documents Required from the Employee:

Document	Received	Not Applicable
Signed Letter of Offer		
Signed TD1 Form		
Signed Benefits Forms		
Marriage Certificate		
Dependents(s) Birth Certificate(s) or Equivalent		
Adoption Certificate(s)		
Divorce Certificate		
Education Certificate (Degree, Diploma, etc.)		
Occupation Certificate (Journeyman Certificate, HEO Certificate, etc.)		
Required Safety Certificates (First Aid, H2S Alive, etc.)		
Driver's License (Identify Required Class)		
Other:		
Other:		
Other:		

Documents to be provided to the Employee:

Document	Provided	Not Applicable
Job Description		
Compensation Information (Salary and Allowances)		
Performance Review Process		
Insurance and Benefits Information		
Employment Policies and Procedures		
Other:		
Other:		
Other:		

Payroll Officer Name

Employee Name

Payroll Officer Signature

Employee Signature

Section/Number: Compensation Management - 002	Approval Date: (DD/MM/YY)
Subject: Employee Records	Amendment Dates:
<p>Policy</p> <p>Employee records are maintained for all Community Government employees. All information contained in the employee records is maintained in strict confidence and will only be released to authorized individuals under appropriate circumstances as outlined below.</p>	
<p>Definitions</p> <p>Delegated Employee – The Employee who has been delegated responsibility for Personnel Administration (i.e. the Payroll Officer).</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Information concerning an employee must be contained on the Personnel File in order to be considered part of the employee's official record of employment. <ol style="list-style-type: none"> 1.1. Information contained in the Personnel File will include: <ol style="list-style-type: none"> 1.1.1. Interview Rating Forms, Reference Checks and Criminal Records Checks (to be contained in sealed envelopes) 1.1.2. Personal Information including legal name, address, banking information, marital status/records and names of dependents 1.1.3. Pay information, paysheets and payroll records 1.1.4. Leave information and leave forms 1.1.5. Disciplinary documentation. 2. Personnel files must be maintained in a locked and secure file cabinet under the control of the Delegated Employee. <ol style="list-style-type: none"> 2.1. No other employee files or records are to be maintained. 2.2. Managers/Supervisors are not to maintain duplicate personnel files. 3. Information that is not contained on the Personnel File cannot be used for any reason. 4. Personal information will be maintained in a separate area of the file. <ol style="list-style-type: none"> 4.1. The Delegated Employee is responsible for ensuring that personal information about an employee is not supplied to other employees in the organization. 5. Employees are entitled to review their Personnel File by making an appointment with the Delegated Employee. <ol style="list-style-type: none"> 5.1. Employees must be accompanied by the Delegated Employee while reviewing their Personnel File. 5.2. Employees are not entitled to review Interview Rating Forms, Reference Checks or Criminal Records Checks. 	

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| <p>6. Employees are entitled to make copies of information, other than as stated in Clause 5, but are not entitled to remove or alter any documents or information.</p> <p>7. Supervisors may view performance-related or disciplinary documents on the Personnel Files of employees which they supervise.</p> |
| Attachments |
| N/A |
| References |
| N/A |

Section/Number: Compensation Management - 003	Approval Date: (DD/MM/YY)
Subject: Payroll Administration	Amendment Dates:
<p>Policy</p> <p>Employees will be paid on a bi-weekly basis based on their current rate of pay.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Employees will be paid on a bi-weekly basis based on their rate of pay. 2. The Community Government will take all required and appropriate deductions. 3. Managers will provide the Payroll Officer with time sheets for all employees in their program area specifying the total number of hours worked for the pay period: <ol style="list-style-type: none"> 3.1. Hours of work will include any authorized absences such as vacations or sick leaves 3.2. Unauthorized leave or leave without pay will not be included in the total hours of work for the pay period. 4. The Payroll Officer will arrange for completion of pay based on the number of hours worked and the appropriate rate of pay. 5. The Payroll Officer will make all required and appropriate deductions and remittances to the authorized agency including, but not limited to, Income Tax, Canada Pension Plan and Employment Insurance. 6. The Payroll Officer will arrange for pay to be electronically deposited into the employee's account or will arrange for preparation of pay cheques. 7. The Payroll Officer will provide employees with salary information each pay day. 8. The Payroll Officer will prepare Payroll Verification Reports and distribute the reports to Managers each pay day. 9. Managers will verify and return the Payroll Verification Reports, identifying any discrepancies or errors. 10. Employees will be advised of discrepancies and/or errors and arrangements will be made to adjust payments as required. 	

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Community Government Name

Attachments

N/A

References

N/A

Section/Number: Compensation Management - 004	Approval Date: (DD/MM/YY)
Subject: Pay Levels	Amendment Dates:
Policy All employees will be paid at the appropriate pay level in accordance with the approved salary scale.	
Definitions N/A	
Guidelines <ol style="list-style-type: none">1. Council will approve a salary scale and pay level for each position.2. The salary scale will be reviewed on a regular basis and at least every four years.3. All employees will be paid according to the approved pay scale.	
Attachments Approved Salary Scale	
References N/A	

Section/Number: Compensation Management - 005	Approval Date: (DD/MM/YY)
Subject: Pay Levels	Amendment Dates:
<p>Policy</p> <p>An employee holding a position that has a minimum and a maximum rate of pay may be granted annual increases in pay until he/she reaches the maximum for the position.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. Annual increments are granted to employees in recognition of service and satisfactory performance.<ol style="list-style-type: none">1.1. An employee may be granted one pay increment per year based on the employee's performance until the maximum is reached.2. A pay increment is directly related to performance and will not be processed unless a satisfactory performance appraisal is completed.3. The increment date is based on the anniversary date of the employee's appointment and will be granted on the first day of the month in which the employee was hired.4. Increment dates will be postponed by all leaves of absence with the exception of a leave of absence less than six months.5. An employee's increment may be withheld by the Senior Administrative Officer (SAO) based on poor performance.<ol style="list-style-type: none">5.1. Employees must be notified in writing by the SAO if the increment is to be withheld.5.2. There must be sufficient documentation on the Employee's Personnel File to warrant withholding the increment.6. If the increment is to be withheld, the employee will be informed of the date of the next review which will be no later than twelve (12) months from the date the increment is denied.	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>N/A</p>	

Section/Number: Compensation Management - 006	Approval Date: (DD/MM/YY)
Subject: Acting Pay	Amendment Dates:
Policy Employees will be provided with Acting Pay when they perform the duties of a position at a higher rate of pay on an acting basis for a period of three or more consecutive business days.	
Definitions N/A	
Guidelines <ol style="list-style-type: none">1. The Senior Administrative Officer (SAO) has authority to approve acting appointments and acting pay.2. Acting pay will only be provided in cases where an employee acts in a position at a higher rate of pay for three or more consecutive business days.3. Acting pay for all employees will equal an additional 10% of the acting employee's regular salary added to the current salary for the period of the acting appointment.4. Employees are provided with acting pay from the day they are approved for the acting appointment.	
Attachments Acting Appointment Form	
References N/A	

Community Government Acting Appointment Application

This is to confirm that:

Employee (please print)

Title

will be temporarily appointed to perform all or a preponderance of the responsibilities in the following position.

Title

for the period from _____ to _____.

The employee will be entitled to a 10% increase from his/her regular rate of pay during the acting period.

Senior Administrative Officer

(Signature)

Employee

(Signature)

Section/Number: Compensation Management - 007	Approval Date: (DD/MM/YY)
Subject: Group Benefits	Amendment Dates:
Policy The Community Government will provide Group Benefits to eligible employees through the (Name of Carrier - i.e. Northern Employee Benefits Services).	
Definitions N/A	
Guidelines <ol style="list-style-type: none">1. The Payroll Officer will explain the Group Benefits Plan to all new employees and respond to inquiries from employees concerning the plan.2. The Payroll Officer will check the individual employee deduction amounts on payroll and will track payment amounts.3. Monthly statements will be filed in the Accounts Payable File of the (Carrier).4. The Payroll Officer will submit Employee Enrollment forms for any new employees to the Carrier.<ol style="list-style-type: none">4.1. A photocopy of the Enrollment Form will be placed on the Employees Personnel File.5. Employees are not eligible for Group Benefits until after 3 months of employment, or at the discretion of the Employer.6. The Payroll Officer will enter and confirm appropriate deductions and payments as they relate to the payroll system.	
Attachments N/A	
References N/A	

Section/Number: Compensation Management - 008	Approval Date: (DD/MM/YY)
Subject: Vacation Travel Assistance	Amendment Dates:
<p>Policy</p> <p>The Community Government will provide Vacation Travel Assistance to offset the cost of vacation travel incurred by employees.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. Permanent employees are entitled to Vacation Travel Assistance once each fiscal year after six months of employment with the Community Government.2. Full-time employees are entitled to an amount of (input amount of Vacation Travel Allowance) once each fiscal year.<ol style="list-style-type: none">2.1. Vacation travel assistance will be pro-rated and dispersed on each pay cheque.3. Part-time employees are entitled to an equivalent amount pro-rated to their hours of work.4. Vacation Travel Allowance will be paid on the employee's anniversary date.5. Upon termination of employment, or at the conclusion of a set contract term of employment, the employee is entitled to Vacation Travel Allowance benefits on a pro-rated, annual basis to the date of termination or conclusion of the contract.	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>N/A</p>	

Section/Number: Compensation Management - 009	Approval Date: (DD/MM/YY)
Subject: Northern Allowance	Amendment Dates:
Policy The Community Government will offset the cost of living incurred by employees by providing a Northern Allowance.	
Definitions N/A	
Guidelines <ol style="list-style-type: none">1. Employees will be provided with a Northern Allowance of (amount of housing allowance) per annum.2. The allowance will be pro-rated to an hourly rate by dividing the annual rate by the standard yearly hours.3. The allowance will not be paid for periods of overtime or periods of leave without pay.4. In the year of hire and the year of termination the Northern Allowance will be pro-rated on a calendar basis.5. The Northern Allowance will be pro-rated and dispersed on each pay cheque.6. The Payroll Officer will be responsible for ensuring that the appropriate amount of Northern Allowance is paid out on the employee's pay.	
Attachments N/A	
References N/A	

Section/Number: Compensation Management - 010	Approval Date: (DD/MM/YY)
Subject: Retirement Plan	Amendment Dates:
<p>Policy</p> <p>The Community Government will provide a Retirement Plan to employees in order to attract, retain and recognize staff members.</p> <p>Please note – the retirement/pension plan will depend on the benefit carrier or pension plan provider (i.e. NEBS) and this policy should be adjusted accordingly.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Permanent, full-time employees have the option to participate in the Community Government Retirement Plan (or the Northern Employees Benefits Services (NEBS) program if it is available). (Note – some benefit plans are not optional) 2. The Community Government will provide an annual matching contribution, once a year, at a rate of 100% of a qualified investment purchased by the employee, subject to a maximum of 50% of the prescribed <i>RRSP dollar limit</i> for the calendar year as defined in Section 146(1) of the <i>Income Tax Act</i>. 3. The matching contribution is payable to the employee at his or her request or where any portion of the annual matching contribution causes the employee to exceed his or her RRSP deduction limit for the year and is taxed at source. 4. All contributions by the Employer shall be computed on a pro rata basis for term of employment from the date of anniversary for the employee. 5. The Community Government reserves the right to change the retirement plan from time to time. 	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>N/A</p>	

Section/Number: Compensation Management - 011	Approval Date: (DD/MM/YY)														
Subject: Move In/Move Out Expenses	Amendment Dates:														
<p>Policy</p> <p>The Community Government will offset the cost of removal in and out for employees relocating from another community.</p>															
<p>Definitions</p> <p>N/A</p>															
<p>Guidelines</p> <p>Move In Expenses</p> <ol style="list-style-type: none"> 1. Move in expenses may be provided by the Community Government for employees moving from another community. 2. Move in expenses will be negotiated on a case-by-case basis. 3. If the employee resigns or is terminated prior to six months service, the money paid for move in assistance will be recovered from the employee. 4. In no case will a move be paid for without the prior authority of the Senior Administrative Officer (SAO). <p>Move Out Expenses</p> <ol style="list-style-type: none"> 5. Move out expenses may be provided and will be negotiated on a case-by-case basis. 6. Move out expenses are limited to the lesser of the cost of moving, in the most economical manner or 6,000 pounds per employee and an additional 500 pounds per child, to the community where the person was hired or to Edmonton, whichever is less. 7. Move out expenses, if provided, will be pro-rated as follows: <table border="1"> <thead> <tr> <th>Length of Service</th> <th>Entitlement</th> </tr> </thead> <tbody> <tr> <td>Less than 3 Years</td> <td>None</td> </tr> <tr> <td>3 Years but less than 4</td> <td>50%</td> </tr> <tr> <td>4 years but less than 5</td> <td>60%</td> </tr> <tr> <td>5 years but less than 6</td> <td>70%</td> </tr> <tr> <td>6 lears but less than 7</td> <td>80%</td> </tr> <tr> <td>8 years or more</td> <td>100%</td> </tr> </tbody> </table> 8. This benefit must be exercised within one (1) month of leaving the Communtiy Government's employment. 		Length of Service	Entitlement	Less than 3 Years	None	3 Years but less than 4	50%	4 years but less than 5	60%	5 years but less than 6	70%	6 lears but less than 7	80%	8 years or more	100%
Length of Service	Entitlement														
Less than 3 Years	None														
3 Years but less than 4	50%														
4 years but less than 5	60%														
5 years but less than 6	70%														
6 lears but less than 7	80%														
8 years or more	100%														

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Community Government Name

Attachments

N/A

References

N/A

Section/Number: Compensation Management - 012	Approval Date: (DD/MM/YY)
Subject: Severance Pay	Amendment Dates:
Policy The Community Government will provide severance pay in accordance with the Employment Standards Act.	
Definitions N/A	
Guidelines <ol style="list-style-type: none">1. An employee who is laid off after one or more years of continuous employment shall be entitled to severance pay calculated as the sum of:<ol style="list-style-type: none">1.1. two weeks' salary for the first year of continuous service1.2. two weeks' salary for the second year of continuous service, and1.3. one additional week's salary for each additional year of continuous service.2. Severance pay will be paid to a maximum of twelve weeks, unless provided otherwise by an employment agreement with the employee and the Community Government.	
Attachments N/A	
References NWT Employment Standards Act	

#	Policy Title
FA – 000	FA Policy List
FA - 001	Annual Budget
FA – 002	Financial Reporting
FA – 003	Internal Controls/Signing Authorities
FA – 004	Municipal Funds/Bank Accounts
FA – 005	Bank Reconciliations
FA – 006	Contract Authorities
FA – 007	Credit Card Usage
FA – 008	Bad Debts Schedule
FA – 009	Cash Floats
FA – 010	Duty Travel
FA – 011	Grants and Grants in Kind
FA – 012	Hospitality
FA – 013	Leases and Rentals
FA – 014	Investments
FA – 015	Annual Audit
FA – 016	Bonding

Section/Number: Financial Administration – 001	Approval Date: (DD/MM/YY)
Subject: Annual Budget	Amendment Dates:
<p>Policy</p> <p>Council will approve annual budgets prior to the start of each fiscal year to insure that all funds are properly managed and administered.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Program managers will submit preliminary program budgets to the Senior Administrative Officer (SAO) based on available funding, previous year's spending and anticipated spending. 2. The SAO or designate will compile the preliminary budgets and submit a draft budget to the Mayor, Council and/or Finance Committee. 3. The budget must include: <ol style="list-style-type: none"> 3.1. estimates of all expenditures to be incurred by the municipal corporation, including: <ol style="list-style-type: none"> 3.1.1. payments in respect of debts 3.1.2. operating expenditures 3.1.3. capital expenditures, and 3.1.4. grants. 3.2. The budget must include estimates of all revenues to be received by the municipal corporation, including: <ol style="list-style-type: none"> 3.2.1. fees and charges for services, public utilities and facilities, and 3.2.2. grants and contributions. 3.3. any sum required to meet a deficit incurred by the municipal corporation in the preceding fiscal year; and 3.4. any taxes that may be collected by the municipal corporation and/or forwarded under the <i>Property Assessment and Taxation Act</i> or the <i>Education Act</i>. 4. Deficits must be approved by Council and must fall within Council's legislated authority. 5. Budgets for the forthcoming fiscal year will be presented to Council for review in a timely manner. 6. Council has the authority to approve or make adjustments to the budget. 7. The budget must follow any guidelines issued by the Minister of Municipal and Community Affairs. 	

8. The budget must be made available to the public.
9. The SAO will forward a copy of the budget to the Minister of Municipal and Community Affairs within the time frames as out lined in the governing municipal legislation.
10. Budget amendments must be submitted to Council for review and approval.

Attachments

N/A

References

Cities, Towns and Villages Act
Hamlets Act
Tlcho Community Government Act
Settlement Act

Section/Number: Financial Administration – 002	Approval Date: (DD/MM/YY)
Subject: Financial Reporting	Amendment Dates:
<p>Policy</p> <p>The Senior Administrative Officer (SAO) will ensure that quarterly financial and variance reports and annual financial statements of the Community Government are prepared and presented to Council.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The SAO or designate will present quarterly financial and variance reports to Council <ol style="list-style-type: none"> 1.1. The SAO or designate will provide more regular financial and variance reports if required and/or if there is a material change in the financial circumstances of the Community Government. 1.2. Quarterly variance reports to be provided in timely fashion immediately following the end of each quarter. 2. Council will be responsible for approving changes to the budget based on financial and/or variance reports and/or changes to the financial circumstances of the Community Government. 3. The annual financial statements must be prepared: <ol style="list-style-type: none"> 3.1. In accordance with an appropriate disclosed basis of accounting 3.2. On a basis consistent with that of the preceding fiscal year or on another disclosed basis 3.3. In accordance with the generally accepted accounting principles recommended for municipal governments by the Canadian Institute of Chartered Accountants, and 3.4. In accordance with any supplementary standards or any modifications of the principles referred to in paragraph (c) as set out in guidelines issued by the Minister. 4. The financial statements must include a statement showing the amount of compensation, expenses and any other payments made to each council member, or to each member of a committee of council, in sufficient detail that the type of each payment and the total amount of payments made to or on behalf of each member may be determined. 5. The financial statements must be submitted to the Minister of Municipal and Community Affairs no later than 120 days after the end of the fiscal year. 	

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Community Government Name

Attachments

N/A

References

Cities, Towns and Villages Act

Hamlets Act

Charter Communities Act

Tlcho Community Government Act

Section/Number: Financial Administration – 003	Approval Date: (DD/MM/YY)
Subject: Internal Controls/Signing Authorities	Amendment Dates:
<p>Policy</p> <p>The Senior Administrative Officer (SAO) will ensure all internal controls and signing authorities are maintained on all financial transactions.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Designated staff member will be responsible to enter financial transactions while <u>another</u> designated staff member will review and authorize all financial transactions, postings and posting payments. 2. The Mayor or his/her designated alternate will be required to authorize and approve for payment all payroll and expenses disbursement lists prior to cheques and other payment documents being processed and issued for payment. 3. Once all disbursements lists have been duly approved, the Community Government cheque signing authorities will have authorization to sign and distribute cheques and other payment documents. <ol style="list-style-type: none"> 3.1. Two signatures are required for all payment documents 4. The Community Government cheques and other payment documents signing authorities are: <ol style="list-style-type: none"> 4.1. Principal Signing Authorities: Mayor and SAO 4.2. Secondary Signing Authorities (to be used if the Principal Signing Authorities are not available or are in a conflict situation): Director of Finance, Acting SAO, Deputy Mayor, Assistant Deputy Mayor. 5. Cheques and other payment documents must clearly state the individual or organization the payment is for, the exact amount of the payment and the date. 6. Principal and/or Secondary Signing Authorities are not authorized to sign cheques or other payment documents for themselves or for members of their immediate family except in the event of an emergency and in the absence of other authorized Council members. 	

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Attachments
N/A
References
Community Procurement or Purchasing Bylaw

Section/Number: Financial Administration – 004	Approval Date: (DD/MM/YY)
Subject: Municipal Funds/Bank Accounts	Amendment Dates:
<p>Policy</p> <p>The Community Government will establish a General Municipal Bank Account to record all transactions and balances related to general operations. All other Community Government Municipal Bank Accounts must be approved by Council.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The General Municipal Bank Account will be used to record all transactions and balances related to the general operations of the Community Government. 2. Additional municipal bank accounts can be established by Council Resolution for the purpose of conducting specific activities or achieving specific objectives. 3. Each additional bank account must include: <ol style="list-style-type: none"> 3.1. The name of the fund 3.2. A description of the purpose of the fund 3.3. A description of the specific purposes of any reserves that will be created under the fund, and 3.4. Any rules governing the operation of the fund as Council considers necessary or advisable. 4. All municipal fund/bank account signing officers shall be authorized by Council Resolution. 	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>Cities, Towns and Villages Act Hamlets Act Charter Communities Act Tlilho Community Government Act</p>	

Section/Number: Financial Administration – 005	Approval Date: (DD/MM/YY)
Subject: Bank Reconciliations	Amendment Dates:
<p>Policy</p> <p>Monthly reconciliations will be completed on all bank accounts on or before the fifteenth day of the following month.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The Finance Officer is responsible to ensure that the General Municipal Fund and all other bank accounts are reconciled on a monthly basis. <ol style="list-style-type: none"> 1.1. The Finance Officer will prepare and sign the bank reconciliation form once completed. 2. The Payroll Officer is responsible to ensure that the Payroll Bank Account is reconciled on a monthly basis. <ol style="list-style-type: none"> 2.1. The Payroll Officer will prepare and sign the payroll reconciliation form once completed. 3. If the Finance Officer and/or Payroll Officer are not able to complete the reconciliations, they must seek the assistance of the Senior Administrative Officer (SAO) in order to ensure that all accounts are reconciled in a timely manner. 4. The SAO or designate is responsible to review all bank reconciliations on a monthly basis and verify that the bank accounts have been reconciled. 5. Upon verifying that the bank accounts have been reconciled, the SAO or designate will sign each bank reconciliation form attesting to the fact that the bank accounts have been reconciled. 	
<p>Attachments</p> <p>Bank Reconciliation Form</p>	
<p>References</p> <p>N/A</p>	

Section/Number: Financial Administration – 006	Approval Date: (DD/MM/YY)												
Subject: Purchasing Policy	Amendment Dates:												
<p>Policy</p> <p>All contracts for services will be made in a manner that is open, transparent and fair. All contracts must be signed by the Mayor and/or Senior Administrative (SAO) or their designated alternatives and must be in adherence with the guidelines set out in this policy.</p>													
<p>Definitions:</p> <p>Definition of “Emergency” includes:</p> <ul style="list-style-type: none"> i. An imminent or actual danger to life, health and safety of an official or an employee while acting on behalf of the city, town or village; ii. An imminent or actual danger or injury or destruction of real or personal property belonging to the city, town or village; iii. An unexpected interruption of a public service; iv. An emergency as defined by the Emergency Management Act and/or the emergency plan formulated there under the city, town or village; v. A spill of a pollutant as contemplated by Section 5.1 of the Environmental Protection Act R.S.N.W.T. 1988, c. E-7 and by Part 8, section 193 of the Canadian Environmental Protection Act 1999, c.33 and; vi. Issuance of a non-compliance or directive order under a statute by a Territorial or Federal authority. 													
<p>Guidelines</p> <p>1. Authority to negotiate contracts for goods and services up to twenty-five thousand dollars (\$25,000.00) is delegated by Council to the Senior Administrative Officer (SAO).</p> <p>Delegation of Spending Authority :</p> <table border="1"> <tr> <td>Director or Manager of Public Services</td> <td>\$15,000</td> </tr> <tr> <td>Director of Finance</td> <td>\$15,000</td> </tr> <tr> <td>Director of Community Services</td> <td>\$10,000</td> </tr> <tr> <td>Director of Protective Services</td> <td>\$10,000</td> </tr> <tr> <td>Community Economic Development Manager</td> <td>\$10,000</td> </tr> <tr> <td>Head Librarian</td> <td>\$5,000</td> </tr> </table> <p>2. A standard format shall be used to ensure all required terms and conditions are included in the contract.</p>		Director or Manager of Public Services	\$15,000	Director of Finance	\$15,000	Director of Community Services	\$10,000	Director of Protective Services	\$10,000	Community Economic Development Manager	\$10,000	Head Librarian	\$5,000
Director or Manager of Public Services	\$15,000												
Director of Finance	\$15,000												
Director of Community Services	\$10,000												
Director of Protective Services	\$10,000												
Community Economic Development Manager	\$10,000												
Head Librarian	\$5,000												

3. Contracts shall be reviewed and initialled by the SAO prior to signing by either party to the contract.
4. All contracts over \$25,000 must be reviewed by the SAO and approved by Council.
5. The cost of the contract or special service must not exceed the budget for any program. If so then the decision to purchase must be made by Council.
6. Invoices for service contracts must be accompanied by the approved service contract and confirmation that services have been provided.
7. For all purchases, a purchase preference shall be provided to local businesses, which shall not exceed fifteen (15%) percent over the price which a purchase could be obtained from a business other than a local business.

Single Source Supplier

8. In the following circumstances, Council may approach only one supplier to provide goods or services.
 - 8.1. There is clearly only one firm/contractor available when all factors and pertinent policies are taken into account; and/or
 - 8.2. The work is one of pressing emergency (see definition section) in which delay would be injurious to the public interest.
9. This decision should be duly recorded with justification for selection of the sole source supplier.

Emergency Situation

10. In event of an emergency, the SAO has the authority to expend whatever funds are reasonably necessary to deal with the situation.
11. Prior to expending or committing such funds, the SAO will attempt to contact the Mayor or the Deputy Mayor, advise him/her of the nature of the emergency and the amount of funds to be committed or expended and obtain direction with which to proceed.
 - 11.1. Any such expenditure or commitment must be reported to Council at the earliest opportunity.
12. Purchasing Methods
Goods and Services may be acquired by the following methods:
 1. Direct Purchase
 2. Request for Quotation
 3. Request for Tender

4. Request for Proposal

Direct Purchase

- 13. For purchases of less than \$ 5,000, a direct purchase method (no quotes, proposals or tenders required) may be used.
- 14. Breaking up of purchases to use this method to avoid quotes, tenders and proposals is not permitted.

Request for Quotations

- 15. For purchases between \$5,000 and \$24,999, purchases may be made by getting three quotes
- 16. If unable to get three quotes, despite reasonable efforts, the process will be documented and the purchase may proceed based on the quotes that have been received
- 17. Breaking up of purchases to use this method to avoid quotes, tenders and proposals is not permitted.

Requests for Proposals

- 18. Where in the opinion of Council a proposal would be more appropriate than a tender, the Community Government may acquire personal property or services through a request for proposals.
- 19. Every request for proposals must express the criteria to be used in evaluating the proposal and no criteria will be used in evaluating the proposal that is not expressed in the request for proposals.
- 20. Where a contract is to be awarded as a result of a request for proposals, it will be awarded to the proposer who will provide the best value for the Community Government and according to the evaluation criteria in the request for proposals.
- 21. Council reserves the right to reject any or all proposals, and to enter into negotiations with any one submitting a proposal.

Requests for Tenders

- 22. Tenders must, unless otherwise approved by Council, be called for every contract

and for any purchase in excess of \$25,000

22.1. Tenders may be called by either public or closed tender.

23. The Community Government reserves the right to accept or reject any or all tenders and to waive irregularities and informalities at its discretion.

23.1. The Community Government reserves the right to accept a tender other than the lowest tender without stating reasons.

24. By the act of submitting its bid, the Bidder waives the right to contest in any legal proceeding or action the right of the Community Government to award the work to whomever it chooses and may consider the following and other factors:

24.1. Any past experience with the Bidder, or lack there

24.2. The results of any reference check done by the Town

24.3. Information relating to the financial state of the Bidder, however obtained, or

24.4. Relative length of construction schedule.

25. Council reserves the right to offer three (3) options when tendering:

25.1. Service contract only with materials supplied by the Town

25.2. Supply of service and materials by the contractor; and

25.3. Supply of materials by the contractor.

26. Public or closed tenders shall be advertised and open to all qualified tenders and bidders.

27. The SAO shall report to Council prior to issuing an invitation to tender. Council will instruct the SAO as to whom the invitational tenders shall be distributed.

28. Advertisements for Tenders will be advertised only in local and northern newspapers, and posted in a public place within the Town, unless otherwise authorized by Council.

29. Requests for tenders shall state that the competition will close at a specified local time, on a specified day and at a specified location.

30. At the request of a prospective bidder, the following information shall be supplied for each tender:

30.1. A minimum of one copy of the official tender form consisting of specifications, conditions, pricing sections and signing page.

30.2. One standard tender envelope.

30.3. Tendering material, i.e. specifications, plans, profiles.

31. A list of prospective bidders, who receive tender competition packages, shall be maintained by the SAO.

32. All replies to tenders will be directed to the SAO on or before the competition closing time and date.

- 32.1. The SAO shall ensure that as tenders are accepted, the envelopes are date stamped, initialled and kept in a locked safe or cabinet until the date and time fixed for tender opening.
33. Tenders received after the competition closing date and time shall not be accepted.
- 33.1. The late submission shall be time stamped, recorded and returned to the bidder unopened.
- 33.2. The time as determined by the SAO shall for all purposes be deemed conclusive.
34. A prospective bidder who has submitted a tender may request that his tender be withdrawn. The withdrawal shall be allowed if the request is made prior to the competition closing date and time.
35. The SAO will, at the date and time specified for opening of tenders ensure that in the presence of at least one senior officer from the Community Government and in the presence of those bidders who care to attend the opening, open all tenders and record the details of each bid received.
36. Tenders shall be opened in order as decided by random draw of the tender envelopes.
37. In the event that a tender is rejected the following shall occur:
- 37.1. The bidder shall be advised in writing as to the reason for the rejection of the tender;
- 37.2. The report to Council shall include the rejected bidder and the reason for rejection of the tender.
38. The SAO will prepare a summary of all bids received, ensure that all required documents, deposits or other data, are checked for accuracy and present this information to Council for review and award of tender.
39. Tenders may be reviewed by the appropriate Committee or by Staff who shall recommend to Council the successful tenderer.
40. Council shall at a regular or special meeting award the contract, as early as practical, after the closing date of the tender.
41. The SAO may make available to qualified bidders, on written request:
- 41.1. The names of persons tendering on contracts;
- 41.2. The amount(s) of the tender (at the tender opening or following the award of a contract); and
- 41.3. An explanation (where applicable) of why the contract was not awarded to the lowest bidder.

Bid, Performance, Maintenance or Security Bond

42. Council may, by resolution, require that tendered contracts be subjected to a bid, performance, labour and material, maintenance or security bond made in the favour of the Town, where it is deemed to be in the public interest to do so.
43. In the case of tenders with a value of less than \$100,000, no security is required to accompany the tender; however, the Community Government may require security upon award of the contract in accordance with this section.
44. In the case of tenders with a value of greater than \$ 100,000, security is required to accompany the tender in form of either:
- 44.1. A bid bond or surety in a form made in the favour of the Town, approved by the Community Government and issued by an approved bonding company in the amount of at least ten (10%) percent of the tender; or
 - 44.2. The bidder may provide by way of a security deposit, a “certified cheque” or “letter of irrevocable guarantee” of ten (10%) percent made in the favour of the Community Government of the tendered price.
45. The security deposit referred to in this policy, will be forfeited to the Community Government if the bidder refuses to enter into a contract when called upon to do so.
- 45.1. Council may, if it is in the public interest, waive the right of the Community Government to require the bidder to forfeit the security deposit, but reserves the rights to recover mitigated damages.
46. Upon notification of acceptance of a tender by the Community Government for an amount in excess of \$100,00, the bidder shall furnish within 14 days of the notification of acceptance:
- 46.1. A performance bond and a labour and materials bond each in the amount that is equal to but not less than fifty (50%) percent of the tendered amount;
 - 46.2. A security deposit in an amount that is equal to ten (10%) percent of the tendered amount; or
 - 46.3. Other security as deemed appropriate by Council.
47. A performance bond and a labour and material bond referred to in this section shall be in a form as approved by the Federal Treasury Board and issued by a bonding or surety company that is approved by the Town.
48. A security deposit referred to in this bylaw, shall be in the form of a “letter of irrevocable guarantee” in the form authorized by the Town, payable to the Community Government that is drawn on a bank to which the Bank Act or the Quebec Savings Bank Act applies, or a certified cheque or bank draft from a bank acceptable to the Community Government and made payable to the Town.
49. Council reserves the right to recover liquidated damages for work not completed in a

timely fashion.

50. Unless otherwise stated as a special condition of the contract, the standard hold back of payment for work in progress or material on site, will be fifteen (15%) percent of the work done to date.
51. The SAO shall ensure records are kept of all invitations to tender issued and all bids received.
52. Progress and/or final payments for goods or services will be made by the Community Government to contractors or other agencies upon approval of the work:
- 52.1. As payment for work in progress or for placing materials on site.
- 52.2. When called for as a specific condition of contract.
- 52.3. When the contract is completed to the specifications and has been accepted by the SAO.
- 52.4. The fifteen (15%) percent hold back on final payment will be paid to the contractor only upon approval of the SAO, who must be satisfied that all specifications and terms of the contract have been met.
- 52.5. Where all specifications and terms of the contract have been met to the satisfaction of the Town, the fifteen (15%) percent hold back must be remitted to the contractor not later than thirty-five (35) days from the date of acceptance of final completion of contract or receipt by the Community Government of final clearance from the Workers Compensation Board, whichever is later.

Exclusion of Suppliers in Litigation

53. The municipality may, in its absolute discretion, reject a quotation, tender or proposal if the potential supplier, or any officer or director of the potential supplier is or has been engaged, either directly or indirectly through another corporation in legal action against the municipality, its elected or appointed officers and/or employees.
54. Due consideration may be given under this provision as it relates to:
1. Any other contract or service
 2. Any matter arising from the municipality's exercise of its powers, duties or functions.
55. In determining whether or not to reject a quotation, tender or proposal under this clause, the municipality shall consider whether the litigations is likely to affect the potential supplier's ability to work with the municipality, its consultants and representatives and whether the municipality's experience with the potential supplier indicates that the municipality is likely to incur increased staff and legal costs in the administration of the contract if it is awarded to the potential supplier.

Exclusion of Suppliers Due to Poor Performance

56. All individuals responsible for a contract shall document evidence and keep records

where the performance of a supplier has been unsatisfactory in terms of failure to meet contract specifications, terms and conditions, health and safety regulations and all other applicable legislation.

57. Council may prohibit an unsatisfactory supplier from participating in future contracts for a period of up to three years.

Cooperative Purchasing

58. The municipality may participate with other governments or public authorities in cooperative purchasing where it is in the best interest of the municipality.

59. The decision to award a contract in a cooperative purchasing arrangement will be made by the municipality in accordance with the authorities in this policy.

60. The policies of the government or public authority calling the cooperative tender shall apply.

Attachments

N/A

References

N/A

SCHEDULE 1
GOODS AND SERVICES NOT SUBJECT TO THIS POLICY

1. Petty Cash items
2. Training and education including:
 - i. Conferences
 - ii. Courses
 - iii. Conventions
 - iv. Magazines
 - v. Memberships
 - vi. Periodicals
 - vii. Seminars
 - viii. Staff Development
 - ix. Staff Workshops
 - x. Staff Relations
3. Refundable Employee Expenses including:
 - i. Cash Advances
 - ii. Meal Allowances
 - iii. Travel Expenses
 - iv. Accommodation
4. Employer's General Expenses including:
 - i. Payroll Deductions Remittances
 - ii. Medicals
 - iii. Insurance Premiums
 - iv. Tax Remittances
5. Licenses, certificates and other approval required.
6. Ongoing maintenance for existing computer hardware and software
7. The following Professional and Special Services:
 - i. Additional non-recurring Accounting and Auditing Services
 - ii. Legal Counsel
 - iii. Banking Services where covered by agreements
 - iv. Public Debenture Sales
 - v. Group Benefits
 - vi. Realty Services regarding the lease, acquisition, demolition, sale of land, appraisal of land, and survey
 - vii. Project Management Services
 - viii. Utilities where a franchise agreement or monopoly exists
 - ix. Engineering Services
8. Real property acquisitions, including the leasing of property

Section/Number: Financial Administration – 007	Approval Date: (DD/MM/YY)
Subject: Credit Card Usage	Amendment Dates:
<p>Policy</p> <p>Authorized personnel may use the Community Government credit card to pay for approved expenses.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Use of the company credit card will only be authorized by the Senior Administrative Officer (SAO) and the Finance Manager. 2. Credit card payments must always be accompanied by a payment authority document. 3. Credit Cards shall not be used for personal use. <ol style="list-style-type: none"> 3.1. In the event of personal charges inadvertently being applied, the user must report this immediately to the Finance Officer. 4. The Finance Officer will monitor purchases and ensure that credit limits have not been exceeded. 5. Use of the company credit card for travel will be authorized once a written quote, including the following, is received: <ul style="list-style-type: none"> • purpose of travel • arrival and departure dates • persons traveling • costs per person • hotel, airline and other approved expenses • total cost including applicable GST. 6. Upon completion of travel, the original invoices from the airline, accommodations and other expenses will be presented to the Finance Officer. 7. If the Finance Officer does not receive the proper documentation to facilitate payment of the credit card expenditures, the company credit card privileges may immediately be suspended. 	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>N/A</p>	

Section/Number: Financial Administration – 008	Approval Date: (DD/MM/YY)
Subject: Bad Debts Schedule	Amendment Dates:
<p>Policy</p> <p>The Senior Administrative Officer (SAO) or designate is responsible for preparing and submitting to Council a Bad Debts Schedule for the previous year's bad debts on or before December 31 in each fiscal year.</p> <p>Council will review the Bad Debts Schedule and give its approval in "whole" or in "part" to the writing off of bad debts.</p>	
<p>Definitions</p> <p>Bad Debts means an Outstanding General Accounts Receivable or other receivable which has:</p> <ul style="list-style-type: none"> • been in arrears for twelve (12) months and • is considered to be uncollectable after at least four (4) written attempts and collection proceedings have been unsuccessful in attempting to collect the outstanding account. 	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The Bad Debts Schedule must include, but is not limited to, such uncollectable accounts, as: <ol style="list-style-type: none"> 1.1. Business Licenses 1.2. Utility Arrears 1.3. General Accounts Receivable 1.4. Culture and Recreation User Fees, Registrations and Rentals 1.5. Tax and Compliance Certificates 1.6. Burial Fees and Licenses 1.7. Other Fees, Charges, Permits, Registrations, etc. 1.8. NSF, Stale-dated and Returned Cheques. 2. Once the bad debt(s) have been approved for write-off, the debt(s) will be removed from the current Accounts Receivable Ledger and placed into an Inactive Accounts Receivable Ledger. 3. Although the Bad Debt(s) are written off by Council, this does not exempt the debtor from any liability for the outstanding debt. 4. All new applications for credit or utility hook-ups must be checked against the inactive Accounts Receivable Ledger to ensure no one is granted a new utility hook-up or additional credit if they have a previous outstanding account with the Community Government. <ol style="list-style-type: none"> 4.1. If the debtor pays off the previous outstanding account, he will be hooked up to utilities or eligible for general additional credit. 4.2. If the debtor has not paid off the previous outstanding account, he/she will be refused credit or a utility hook-up. 	

5. Example of Council Procedure to Forgive Bad Debt:

5.1 Recommended to at least annually;

5.2 Procedure to write off debt;

- One final notice and appropriate cut off procedures (all traditional collection activities followed)
- Report prepared for council including rationale for write-off.
- Passed by resolution

For process for tax arrears, the process detailed in the appropriate taxation legislation is followed.

Attachments

N/A

References

N/A

Section/Number: Financial Administration – 009	Approval Date: (DD/MM/YY)
Subject: Cash Floats	Amendment Dates:
<p>Policy</p> <p>Cash floats will be maintained at all Community Government facilities where cash transactions occur.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. A cash float fund will be established to manage all cash floats.2. Cash floats of no more than \$200 will be maintained at all Community Government facilities where cash transactions occur including the Community Government Office and the Recreation Complex.3. A Custodian will be assigned to secure and maintain each cash float.4. The Custodian will be responsible for:<ol style="list-style-type: none">4.1. Disbursements from the float4.2. Replenishment of the float4.3. Maintaining receipts and filing of reimbursement reports relating to the float4.4. Preservation of the cash in the float.5. Monies will only be disbursed from the fund to replenish cash floats upon satisfactory submissions of bona fide receipts from the Custodian.	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>N/A</p>	

Section/Number: Financial Administration – 010	Approval Date: (DD/MM/YY)
Subject: Duty Travel	Amendment Dates:
<p>Policy</p> <p>Community Government duty travel must be pre-approved and must fall within the guidelines of this policy.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. All duty travel and travel expenses for the Mayor and Council must be pre-approved by a motion of Council. 2. All duty travel and travel expenses for the Senior Administrative Officer (SAO) must be pre-approved by the Mayor and reported to Council. 3. All duty travel and travel expenses for all staff except the SAO must be pre-approved by the SAO. 4. Lodging will normally be paid by the Community Government. <ol style="list-style-type: none"> 4.1. Any approved lodging charges not paid by Community Government will be fully reimbursed. 4.2. Incidental charges such as non-business related phone charges and/or entertainment charges will not be paid by the Community Government. 5. Phone Charges are reimbursable when incurred in the course of business. 6. Vehicle rental charges including vehicle rental, mileage, gas and insurance charges will be paid where pre-approved. 7. Where a personal automobile is used at the Community Government's convenience, a car allowance will be paid to cover all costs including the cost of fuel. <ol style="list-style-type: none"> 7.1. Employees must obtain prior approval before using their personal vehicle. 7.2. A journey log with kilometres is required. 7.3. Employees will be reimbursed at GNWT Duty Travel Mileage Rates. 8. Parking and taxi fees are reimbursable when incurred in the course of business. 9. Meals and incidentals will be reimbursed at GNWT Duty Travel Rates. 10. If circumstances prove these amounts to be insufficient then application should be made to SAO for increase. 	

<p>11. All other expenses incurred in the course of work must be accompanied by an explanation of charges with receipts and be pre-approved.</p> <p>12. The following expenses do not qualify for reimbursement:</p> <ul style="list-style-type: none">12.1. Alcohol.12.2. Cigarettes.12.3. Personal items other than incidentals.12.4. Late fees on credit cards.12.5. Traffic citations or other fines. <p>13. Travel advances may be provided upon request before departure.</p> <ul style="list-style-type: none">13.1. The SAO must pre-approve travel advances.13.2. The request for advance must be provided as soon as the travel is approved with two weeks advance notice if possible.13.3. The amount of advance requested should reflect the minimum required for the trip.13.4. Upon return, advances will be subtracted from expense forms and remaining balances, if any, are payable to the Community Government. <p>14. Payment on claims will be made as soon as possible after receipt of claim.</p> <p>15. It is the employee's responsibility to:</p> <ul style="list-style-type: none">15.1. Attach all cash and credit card original receipts to the expense form.15.2. Ensure all receipts are legible and match the items on the expense report.15.3. Sign and date the expense report.15.4. Identify the purpose and dates of the travel.15.5. Submit the completed form to the Finance Officer.
<p>Attachments</p> <p>N/A</p>
<p>References</p> <p>N/A</p>

Section/Number: Financial Administration – 011	Approval Date: (DD/MM/YY)
Subject: Grants and Grants in Kind	Amendment Dates:
<p>Policy</p> <p>Council is responsible for approving the annual Grants and Grants in Kind funding to be made on behalf of the Community Government.</p>	
<p>Definitions</p> <ul style="list-style-type: none"> - Eligible Candidate Groups: 	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Council will budget the amount of funding to be expended for Grants and Grants in Kind to support various community events, programs and projects. 2. Eligible community organizations include community associations, sports clubs, youth groups, Elders groups and other similar local organizations. 3. The Community Government sponsors events and grants funding to community organizations for the following categories: <ol style="list-style-type: none"> 3.1. Cultural Activities – Grants/Grants in Kind not to exceed \$1,000 to any one organization for each year or event. 3.2. Sports Events - Grants/Grants in Kind not to exceed \$5,000 annually to any one sports group. 3.3. Other Grants/Grants in Kind as deemed appropriate by the Grant Review. 4. Twice each year, the Community Government will advertise and post notices for two (2) consecutive weeks inviting applications from various individuals, groups and organizations requesting Grants and Grants in Kind assistance. 5. Applications for Grants and Grants in Kind assistance will be received by the Community Government during the three week period immediately following the last day of the advertisement. <ol style="list-style-type: none"> 5.1. Applications will be directed to the Senior Administrative Officer (SAO) care of the Community Government. 6. After the date of closure for the acceptance of grant applications, the Community Government will establish an ad hoc Grant Review Committee comprised of representatives of Council, the Recreation Committee and Administration to review applications received and to make recommendations on the amount of grant funding assistance to be provided. 7. Council's decision regarding the grant funding recommendation is final and binding. 8. The SAO will maintain an annual record of all Grants/Grants in Kind approved by Council. 	

9. The Grants/Grants in Kind funding assistance is not meant to provide annual operating funds for groups or organization on an on-going basis.
10. All applicants must complete the application form and provide all of the required information to be eligible for Grants/Grants in Kind funding assistance.
11. Political donations will not be made by the Community Government.

Attachments

N/A

References

N/A

Section/Number: Financial Administration – 012	Approval Date: (DD/MM/YY)
Subject: Hospitality	Amendment Dates:
<p>Policy</p> <p>Council may pre-approve expenses for the Mayor, Council Members, the Senior Administrative Officer or other staff for reasonable hospitality expenses while engaged in Community Government business.</p>	
<p>Definitions</p> <p>Hospitality expenses include meals, snacks and refreshments in the community or during duty travel.</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. All hospitality expenses for the Mayor, Council or the SAO must be pre-approved by Council.2. Hospitality expenses for all other staff must be pre-approved by the SAO.3. All hospitality expenses must be substantiated in writing and include a receipt for the amount claimed.<ol style="list-style-type: none">3.1. Both the person(s) entertained and the reason for the meeting must be indicated.4. The Community Government will not cover any alcoholic beverage, cigarette or tobacco related product expenses.	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>N/A</p>	

Section/Number: Financial Administration – 013	Approval Date: (DD/MM/YY)
Subject: Leases and Rentals	Amendment Dates:
<p>Policy</p> <p>All lease and rental agreements in the Community Government's name must be pre-approved by the Mayor or Senior Administrative Officer and follow standard leasing and rental procedures.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <p>1. All leases and rentals, including vehicle rentals, must be authorized by the Senior Administrative Officer or Mayor.</p>	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>N/A</p>	

Section/Number: Financial Administration – 014	Approval Date: (DD/MM/YY)
Subject: Investments	Amendment Dates:
<p>Policy</p> <p>Council may approve investment of surplus Community Government funds as described under the appropriate municipal act and in accordance with this policy.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Council may approve the investment of all surplus monies of the Community Government which are not required to finance budgeted Community Government needs. 2. Investments can only be made in bona fide financial lending institutions or brokerage firms. 3. Investments must be made in vehicles that are considered secure and that provide a reasonable rate of return. 4. The SAO will prepare and submit an investment policy outlining the recommended monies to be invested, the investment vehicle and the rate of return for Council review and approval. 5. Investment plans and policies must comply with appropriate municipal legislation. 	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>Cities, Towns and Villages Act Hamlets Act Charter Communities Act Tlicho Community Governments Act</p>	

Section/Number: Financial Administration – 015	Approval Date: (DD/MM/YY)
Subject: Annual Audit	Amendment Dates:
<p>Policy</p> <p>Council is responsible for ensuring that an audit of the Community Government is conducted on an annual basis by a qualified audit firm.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The Senior Administrative Officer or his/her designate will annually ensure the following listings, reconciliations, schedules and trial balances are prepared and ready for audit verification within one month following the year-end and in advance of the year-end audit taking place: <ol style="list-style-type: none"> 1.1. Bank Reconciliations for each Account 1.2. General Ledger Trial Balance 1.3. Aged Listings of Accounts Receivable, Taxes Receivable and Accounts Payable 1.4. A Listing of Utility Deposits 1.5. Bad Debts List 1.6. NSF, Stale Dated and Returned Cheques 1.7. GST Rebate Schedule 1.8. Employee Benefit Deduction Schedules 1.9. A Listing of Accrued and Prepaid Accounts 1.10. Land Sales Account Schedule 1.11. Fixed Asset Vehicles, Machinery and Equipment Ledger 1.12. Land Ledger 1.13. Debenture Debt Repayment Schedule 1.14. Reserve Fund Schedule 1.15. Schedule of Sale or Disposal of Fixed Assets 1.16. Reconciliation of Cash on Hand 1.17. Journal Entry Ledger 1.18. Hold Backs Schedule 1.19. Security Deposits 1.20. School Taxes Payable 1.21. Interfund Account Analysis 2. Council will retain an auditor who shall be a member of a recognized professional accounting association (Certified Accountant (CA), Certified General Accountant (CGA) or Certified Management Accountant (CMA)) authorized to conduct audits. 3. The auditor will not be an employee or a Council Member or the partner of the same during the current or preceding fiscal year. 	

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| 4. | The audit will include all transactions involving the Community Government. |
| 5. | The audit will include a general review of the adequacy of the accounting procedures and systems of control employed to preserve and protect the assets of the Community Government. |
| 6. | The auditor shall be required to submit the Auditors Report and Audited Financial Statements. |
| 7. | An original copy of every Audit Report and Audited Financial Statement will be kept at all times as part of the financial records of the Community Government. |

Attachments

N/A

References

Cities, Towns and Villages Act Hamlets Act Charter Communities Act Tlcho Community Governments Act

Section/Number: Financial Administration – 016	Approval Date: (DD/MM/YY)
Subject: Bonding	Amendment Dates:
<p>Policy</p> <p>Community Government staff must be bonded as required under the appropriate municipal act</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The Senior Administrative Officer (SAO), any employees responsible for the following duties, and any other Officers or employees as identified by Council must be bonded. <ol style="list-style-type: none"> 1.1. Identified employees will be bonded for an amount deemed to be equivalent to the value of the risks and with the amount of surety that Council determines appropriate. 1.2. Ensuring the safekeeping of all funds, securities and assets of the municipal corporation. 1.3. Collecting and receiving all monies owned by or owing to the municipal corporation; 1.4. Ensuring that all disbursements of the funds of the municipal corporation comply with this Act and any applicable bylaw. 1.5. Ensuring that complete and accurate accounts are kept of all money received and disbursed on behalf of the municipal corporation. 1.6. Ensuring that complete and accurate accounts are kept of all assets and liabilities of the municipal corporation and all transactions affecting the financial position of the municipal corporation. 1.7. Ensuring that the financial statements of the municipal corporation are prepared annually in accordance with this Act and at any times that council may direct. 1.8. Providing the financial information respecting the municipal corporation that the Minister may require. 2. The positions to be bonded are: <ol style="list-style-type: none"> 1. SAO 2. Director of Finance 3. Financial Officers 4. Council Administration Support 5. ... 6. ... 7. Any positions meeting the above criteria. 	
<p>Attachments</p> <p>N/A</p>	

Logo

Community Government Name

References

Cities, Towns and Villages Act

Hamlets Act

Charter Communities Act

Tlcho Community Governments Act

Logo

Community Government Name

#	Policy Title
GA - 001	Administration in Lieu of a Policy
GA – 002	Customer Service
GA – 003	Inventory Control/Insurances
GA – 004	Long Distance Phone Calls
GA – 005	Mail Handling
GA – 006	Office Machines
GA – 007	Records Management
GA – 008	Staff Use of Vehicles
GA – 009	Media Relations

Section/Number: Governance – 001	Approval Date: (DD/MM/YY)
Subject: Administration in Lieu of a Policy	Amendment Dates:
<p>Policy</p> <p>The Mayor or Senior Administrative Officer (SAO) is authorized to act in accordance with best practices and the best interests of the Community Government in cases where a policy is not in place.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. The Mayor or SAO is authorized to act where immediate action is required and/or there is no policy in place.2. In taking action, the Mayor or SAO will use as a guide the following:<ol style="list-style-type: none">2.1. The action is legal2.2. The action is in keeping with Council beliefs and standards2.3. In the opinion of the Mayor or SAO, the action reflects the best-established managerial practice appropriate to the given situation2.4. In the opinion of the Mayor or SAO, the action appears to be in the best interests of the Community Government.3. The Mayor or SAO will advise Council as soon as possible after the action is taken if appropriate.	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>N/A</p>	

Section/Number: General Administration - 002	Approval Date: (DD/MM/YY)
Subject: Customer Service	Amendment Dates:
Policy The Community Government is dedicated to providing professional and courteous customer service to residents, clients, suppliers and others.	
Definitions N/A	
Guidelines <ol style="list-style-type: none">1. The Community Government is committed to providing excellent customer service.2. In all dealings with customers or suppliers, employees are expected to behave in a professional, courteous and respectful fashion.3. Employees are expected to provide professional and respectful in-person services.4. Employees are expected to adhere to the following guidelines when dealing with clients on the telephone:<ol style="list-style-type: none">4.1. Do not put customers or suppliers on hold for an extended period of time4.2. Whenever possible, answer customer questions rather than transferring them to other individuals4.3. Return all phone calls within twenty-four hours, whenever possible.	
Attachments N/A	
References N/A	

Section/Number: General Administration - 003	Approval Date: (DD/MM/YY)
Subject: Inventory Control/Insurances	Amendment Dates:
<p>Policy</p> <p>An inventory of all property owned by the Community Government, including but not limited to real estate, buildings, vehicles and mobile equipment, other equipment, furniture, material and supplies, will be maintained by the Designated Employee.</p> <p>All property will be covered by the appropriate insurance.</p>	
<p>Definitions</p> <p>The Delegated Employee is the employee responsible for maintaining and updating the inventory and ensuring appropriate insurances are maintained, updated and renewed.</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. All real estate, buildings, vehicles and mobile equipment, other equipment, furniture, materials and supplies and other property belonging to the Community Government are to be used solely for the completion of Community Government business. 2. The Designated Employee will ensure that each Manager maintains a current and accurate inventory of property, equipment and other items within their area. 3. The Designated Employee will maintain a list of all property, equipment and other items and other items within the Community Government. 4. Managers are responsible for adding acquired items to the inventory list for their area. 5. Managers are responsible for deleting items from the inventory list for their area that are sold, discarded or transferred to other areas 6. The Designated Employee will update the inventory list at least once each fiscal year 7. Any Damage to, malfunction of, or other problem with property or equipment owned by the Community Government will be noted on the Inventory Control List and reported to the Senior Administrative Officer (SAO). 	

8. The Designated Employee will update and renew a general insurance policy with coverage for all Community Government property and equipment.
8.1. The general insurance policy must include damage, theft and personal liability insurance.

9. The Designated Employee will update and renew vehicle insurance covering all Community Government owned vehicles and mobile equipment.

Attachments

N/A

References

N/A

Section/Number: General Administration - 004	Approval Date: (DD/MM/YY)
Subject: Long Distance Telephone Calls	Amendment Dates:
<p>Policy</p> <p>Long distance telephone calls are only to be made in completion of Community Government business.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. Employees are only to make or receive long distance telephone calls for Community Government related business.2. When deemed necessary by the Senior Administrative Officer, employees will be provided with a long distance calling card number and all long distance telephone calls made by the employee from a third number will be charged to the card.3. Long distance telephone calls of a personal nature must not be charged to the Community Government.	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>N/A</p>	

Section/Number: General Administration - 005	Approval Date: (DD/MM/YY)
Subject: Mail Handling	Amendment Dates:
<p>Policy</p> <p>The Administrative Assistant is responsible for administering all incoming and outgoing mail on behalf of the Community Government.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. The Administrative Assistant is responsible for receiving, entering and distributing all mail received including mail for Council, Committees and Administration.2. The Administrative Assistant will receive, open, date stamp and log in all incoming mail including mail for Council, Committees and Administration.3. Items marked personal and confidential will not be opened<ol style="list-style-type: none">3.1. The Secretary will date stamp the envelope and forward the item to the individual.4. Each item will be forwarded to the appropriate individual5. A copy of specified items will be maintained on file as appropriate.6. Copies of all outgoing mail must be provided to the Secretary for filing.	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>N/A</p>	

Section/Number: General Administration - 006	Approval Date: (DD/MM/YY)
Subject: Office Equipment	Amendment Dates:
Policy The Administrative Assistant is responsible for the maintenance and operation of all office equipment including computers, fax machines, photocopiers and telecommunications equipment.	
Definitions N/A	
Guidelines <ol style="list-style-type: none">1. The Administrative Assistant is responsible for the maintenance for all general office equipment including computers, fax machines, photocopiers and telecommunications equipment.2. All problems associated with general office equipment must be reported to the Administrative Assistant.3. The Administrative Assistant will arrange for repairs to the office equipment and/or order new equipment with the proper authorization.	
Attachments N/A	
References N/A	

Section/Number: General Administration - 007	Approval Date: (DD/MM/YY)
Subject: Records Management	Amendment Dates:
<p>Policy</p> <p>The Community Government will ensure that records are maintained in a secure and confidential manner as appropriate.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The Community Government is legally and ethically responsible for all related records including employee, financial, operational and contractor information. 2. A file management system will be established and regularly maintained. 3. A review of the overall management of the system must be conducted at least every three years. 4. The original copies of records will be retained in the Community Government Administrative Offices. <ol style="list-style-type: none"> 4.1. Personnel Files will be maintained in a locked and secure filing cabinet under the care and control of the Employee Designated for Personnel Files. 5. The Community Government will retain payroll records for seven years after an Employee's last date of employment or the time period dictated by the Income Tax Act, whichever is greater. 6. The Community Government will retain financial records for eight years. 7. The Community Government will permanently retain administrative records such as Council minutes, incorporation documents, policies and procedures, personnel files, audited financial statements, and statistical reports. 8. Items which should NOT be retained in a filing system include: <ol style="list-style-type: none"> 8.1. Drafts. 8.2. Presentation materials. 8.3. Extra copies of documents (keep only originals/clean copy in files). 8.4. Photocopied material from journals, publications or Internet. 	

<p>8.5. Federal resource materials.</p> <p>8.6. Guidelines or information newsletters.</p> <p>8.7. Information from other jurisdictions/associations, etc.</p> <p>8.8. Information of interest (e.g. keep relevant information in a working file for program area).</p> <p>9. All employee, financial, and administrative records are confidential and must be stored securely on-site.</p> <p>10. All records must be stored in a secure, locked area.</p> <p>11. All stored information must be contained in a secure area in boxes or cabinets labeled with contents, storage date and particulars related to destruction (if appropriate).</p> <p>12. All permanent files must be marked "DO NOT DESTROY".</p> <p>13. Only employees requiring the information to perform his/her duties will have access to confidential records.</p> <p>14. Only the Senior Administrative Officer (SAO) can authorize the removal or destruction of records in accordance with current legislation.</p> <p>15. File destruction must be conducted in a manner which will render the files destroyed beyond recognition.</p> <p>16. When dealing with issues related to access to information, the SAO must refer to any relevant applicable Access to Information and Privacy Act (ATIP) for guidance.</p>
<p>Attachments</p> <p>N/A</p>
<p>References</p> <p>Access to Information and Privacy Act</p> <p>Cities, Towns and Villages Act</p> <p>Income Tax Act</p>

Section/Number: General Administration - 008	Approval Date: (DD/MM/YY)
Subject: Use of Community Government Vehicles	Amendment Dates:
<p>Policy</p> <p>Community Government Vehicles must only be used by authorized Community Government employees or other authorized persons for Community Government business.</p> <p>All vehicle operators must have a valid driver's license or operator's certificate appropriate to the class or type of vehicle.</p> <p>All vehicle operators must be eligible to be covered by the Community Government's insurance policy.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The Senior Administrative Officer (SAO) will maintain a list of persons who are eligible to drive a Community Government vehicle and/or operate Community Government mobile equipment. 2. All drivers/operators must have a valid driver's licenses and/or operator's certificate appropriate to the class or type of vehicle. 3. All drivers/operators must submit a driver's abstract demonstrating that they have a valid and current driver's license and are legally eligible to operate the vehicle. 4. Only "On Call" vehicles are permitted to be used outside of the normal hours of work and these are as listed: <ol style="list-style-type: none"> 4.1. Duty "On Call" Fire Vehicle 4.2. Utilities Operations Vehicle 4.3. Works Foreman Vehicle 4.4. SAOs' Vehicle. 5. All other Community Government owned vehicles are available and insured to be driven by licensed and authorized Community Government staff and other authorized persons during normal working hours after which they must be parked at either the Public Works Garage or the Town Office. 6. In certain circumstance, the SAO may authorize the use of Community Government vehicles outside of the normal hours of work. 	

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Community Government Name

Attachments
N/A
References
N/A

#	Policy Title
GV - 000	GV Policy List
GV – 001	Role of Council
GV – 002	Role of the Mayor
GV – 003	Media Relations
GV – 004	Strategic Plan
GV – 005	Appointment and Evaluation of the SAO
GV – 006	Council Remuneration

Section/Number: Governance – 001	Approval Date: (DD/MM/YY)
Subject: Role of Council	Amendment Dates:
<p>Policy</p> <p>The duly elected Council has the authority to make or delegate decisions according to applicable legislation and the bylaws, mandate, mission and policies and procedures of the Community Government.</p>	
<p>Definitions</p> <p>Council's authority is as a single body under the applicable legislation.</p> <p>Individual Council Members do not have authority outside of Council except as has been delegated by Council through policy or formal motions and resolutions.</p>	
<p>Guidelines</p> <p>The duties of Council are to:</p> <ol style="list-style-type: none">1. Develop and evaluate the plans, policies and programs of the Community Government.2. Make the bylaws and resolutions of the Community Government as authorized under legislation.3. Ensure that the powers, duties and functions of the Community Government are appropriately carried out. <p>Council, Members are responsible to:</p> <ol style="list-style-type: none">4. Make decisions under the authority and mandate of Council concerning Community Government governance, operations and business.5. Comply with legislated and policy requirements.6. Represent the residents in a professional, ethical and appropriate manner.7. Attend, and be prepared for, all Council Meetings except in unavoidable circumstances, and notify the Mayor or Senior Administrative Officer (SAO) if unable to attend a specific meeting.	

8. Ensure efficient and effective management of Council business.
9. Review any documentation provided by the Mayor or SAO in preparation for Council Meetings.
10. Review the agenda, minutes and any other documentation associated with Council Meetings.
11. Submit agenda items, when appropriate, to the Mayor or SAO.
12. Actively participate in Council meetings, discussions and decisions.
13. Be prepared to vote on Council decisions.
14. Serve on Committees, act as Committee Chair and make presentations to the Council on behalf of a Committee, at the request of the Mayor and/or Council.
15. Submit issues and concerns to the Council, and suggestions on how to address these issues.
16. Submit any relevant financial records, in an organized and timely manner to the SAO.
17. Declare any Conflict of Interest at a Council or Committee Meeting and ensure that the Conflict of Interest is recorded at the meeting.
18. Complete all tasks as requested by the Mayor and Council.
19. Provide direction to the SAO, participate in the hiring of the SAO and monitoring and evaluating the performance of the SAO.
 - 19.1. The SAO is responsible for all other employees and Council Members must raise any concerns regarding staff to the SAO.
20. Respect the position of the SAO and any other staff position.
21. Review and approve or reject the annual strategic plan, budget and any proposed organizational changes.
22. Review and approve or reject monthly, quarterly and annual financial statements.

Attachments

N/A

References

Cities, Towns and Villages Act

Hamlets Act

Tlcho Community Government Act

Charter Communities Act

Section/Number: Governance – 002	Approval Date: (DD/MM/YY)
Subject: Role of the Mayor	Amendment Dates:
<p>Policy</p> <p>The Mayor is the duly elected representative of Council and is the day-to-day supervisor of the Senior Administrative Officer (SAO).</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The Mayor is a member of Council and takes direction from, and acts on behalf of, Council. 2. The Mayor is the official spokesperson of the Community Government and represents the Community Government to governments, organizations and businesses unless other Council Members or individuals are delegated to do so. 3. The Mayor has the authority to make decisions on behalf of Council where time is of the essence or when specific decision-making authority has been delegated by the Council. <ol style="list-style-type: none"> 3.1. Prior to making such decisions, the Mayor will make a concerted effort to consult with available Council Members and other appropriate personnel within the organization. 3.2. All such decisions must be referred to Council for review. 3.3. The Council maintains the authority to overturn or alter any such decisions. 4. The Mayor shall, when present, preside at all Council Meetings. 5. In addition to his/her duties as a Council Member, the Mayor is also responsible to: <ol style="list-style-type: none"> 5.1. Ensure decisions of Council are effectively implemented. 5.2. Ensure Council complies with legislated requirements. 5.3. Represent residents in a professional, ethical and appropriate manner. 5.4. Act as the Community Government's official spokesperson or representative at ceremonial and/or other special functions. 5.5. Oversee the activities of the SAO. 5.6. Represent Council at local, regional, territorial, national and international meetings and conferences as directed by Council. 5.7. Speaks on behalf of the Council and the Community Government to the media. 5.8. Monitor the conduct of Council Members to ensure Members act in a professional and ethical manner as described in the policies and procedures of the Community Government. 5.9. Coordinate a yearly evaluation of the SAO with the Members of the Council. 5.10. Approve the agenda for Council meetings. 	

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Community Government Name

Attachments

N/A

References

N/A

Section/Number: Governance – 003	Approval Date: (DD/MM/YY)
Subject: Media Relations	Amendment Dates:
<p>Policy</p> <p>Council Members and staff will abide by the following policy when dealing with the media.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. The Mayor or his/her delegate will respond to all inquiries from the news media as appropriate and will initiate communications with the media as the need arises.2. Council Members and/or staff are not authorized to speak with media representatives unless provided with approval from the Mayor or his/her delegate.3. Councils Members and/or staff may provide information to the media about specific programs or issues for which they are responsible, with the permission of the Mayor or his/her delegate.4. All press releases from the Community Government must be approved by the Mayor or his/her delegate and the SAO.	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>N/A</p>	

Section/Number: Governance – 004	Approval Date: (DD/MM/YY)
Subject: Strategic Plan	Amendment Dates:
<p>Policy</p> <p>Council will approve an Annual Strategic Plan for the Community Government.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. An Annual Strategic Plan will be reviewed and approved by Council each fiscal year. 2. The Annual Strategic Plan will include the vision, mandate and goals and objectives for the Community Government. 3. The Strategic Plan must include, but not be limited to: <ol style="list-style-type: none"> 3.1. The Capital Plan 3.2. The Energy Plan 3.3. The Human Resources Plan 3.4. The Annual Budget 4. The Senior Administrative Officer (SAO) is responsible for coordinating preparation of the Draft Annual Strategic Plan and presenting the draft plan to Council by (give date). 5. Council will approve, recommend changes to or reject the draft Annual Strategic Plan by (date). 6. The draft Annual Strategic Plan will be submitted to the Department of Municipal and Community Affairs by (give date). 7. The approved Strategic Plan will be made public once it has been approved by Council. 	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>Integrated Community Sustainability Toolkit</p> <p>http://www.maca.gov.nt.ca/toolkit/sustainability_planning/index.html</p>	

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Community Government Name

Section/Number: Governance – 005	Approval Date: (DD/MM/YY)
Subject: Appointment and Evaluation of the Senior Administrative Officer	Amendment Dates:
<p>Policy</p> <p>Council will appoint the Senior Administrative Officer (SAO) as outlined in the bylaw, and conduct an annual evaluation of the performance of the SAO.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. The SAO will be selected by Council based on the approved position description and qualifications of the selected SAO candidate.<ol style="list-style-type: none">1.1. A Human Resources Committee may be struck to oversee the recruitment process.1.2. The Human Resources Committee will make recommendations to Council on the selected candidate; however, Council as a whole must approve the hiring of the SAO.2. The terms and conditions of employment for the SAO will be described in an Employment Contract.3. The SAO will report to the Mayor on a regular basis but is responsible to Council as a whole.4. The SAO will fulfill the duties as described in the approved position description, and as directed by Council and as assigned in the appropriate municipal act.5. An annual evaluation of the performance of the SAO will be completed by Council based on the approved SAO Performance Evaluation process.6. The SAO is the only staff member that is supervised by Council.<ol style="list-style-type: none">6.1. All other staff members will be supervised by the SAO or the designated supervisor.	

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Community Government Name

Attachments

Sample SAO Job Description

References

Cities, Towns and Villages Act

Hamlets Act

Tlicho Community Government Act

Settlement Act

ATTACHMENT 1: SENIOR ADMINISTRATIVE OFFICER JOB DESCRIPTION**PURPOSE OF THE POSITION**

(The main reason for the position, in what context and what is the overall end result)

The Senior Administrative Officer is responsible for the management, administration and delivery of all municipal programs and services in order to ensure that these programs are accomplished in an effective and efficient manner and within all legislative, policy and procedural guidelines.

SCOPE

(The way the position contributes to and impacts the organization)

Reporting to the Mayor and Town Council, the Senior Administrative Officer (SAO) will oversee all operations of the municipality. The SAO will ensure that all operations are conducted in a respectful and responsible manner, ensuring that all decisions and actions comply with the relevant legislation, policies and procedures. He/she is responsible for all financial transactions, programs and services created and implemented by the municipality.

The SAO is responsible for managing a budget of xxx million dollars and up to xxx staff members. He/she is responsible for delivery of programs and services in the areas of finance and administration, municipal services, recreation programs and facilities, protective services and community lands administration.

The SAO provides advice and support to the Mayor and Council and ensures that they have accurate and timely information in order to make effective decisions. The SAO also acts as liaison between the municipality and other government agencies and departments, private industry, business and any other individuals, groups or agencies operating in the community.

The SAO must provide records and documents to the relevant governments and agencies, when requested. He/she must also ensure that all municipal business and operations are conducted in a responsible, confidential and ethical way.

Failure to provide adequate services may result in lost or misused revenues, poor morale among staff, inadequate services for residents and a loss of credibility for the Mayor and Council.

RESPONSIBILITIES

(Major responsibilities and target accomplishments expected of the position including the typical problems encountered in carrying out the responsibilities.)

1. Financial management of all municipal operations in order to ensure that finances are maintained in an accurate and timely manner and that they comply with relevant legislation, by-laws, policies and procedures. The SAO will:
 - Prepare municipal budgets
 - Estimate revenues and expenses
 - Review and analyze financial statements and reports
 - Conduct financial analysis and cash flow forecasting
 - Establish internal financial controls
 - Oversee payroll functions
 - Review and analyze variance reports
 - Ensure financial systems are maintained in an accurate and timely manner
 - Prepare for and respond to the annual audit
 - Manage funds
2. Management of all municipal programs and services to ensure that services are provided in an effective and efficient manner. The SAO will:
 - Manage protective, municipal, land use and recreation programs and services
 - Develop strategic and operational plans for each program area
 - Develop or monitor proposals for program funding
 - Maintain program and services standards, policies, guidelines and procedures
 - Evaluate the effectiveness of programs and program delivery
 - Prepare an Emergency Preparedness Plan
 - Facilitate the development of community lands
3. Management of all municipal staff in order to ensure a productive, positive and healthy work environment. The SAO will:
 - Develop and implement a human resources plan and personnel management policies and procedures
 - Ensure that accurate job descriptions are in place
 - Recruit and orient staff
 - Evaluate, train and develop staff
 - Provide leadership, guidance and counselling to staff
 - Supervise staff and delegate responsibilities
 - Take corrective action when required

4. Maintenance and general administration of the municipality. The SAO will:
 - Provide reports to government agencies, departments and other organizations
 - Ensure records are maintained
 - Maintain insurances
 - Obtain legal and legislative advice on various issues
 - Ensure computer systems and office equipment are maintained
 - Award and oversee contracts
 - Ensure inventories are maintained
 - Research potential funding, programs and projects as required
 - Tender, award and manage contracts
 - Oversee the land management program
5. Coordination of community development and public and community relations activities. The SAO will:
 - Assist in coordination and implementation of the community development plan
 - Evaluate the community plan and its implementation
 - Conduct needs assessments as required
 - Facilitate public meetings
 - Liaise with various community groups
 - Address public complaints and concerns
 - Promote municipal programs, services and community events and activities
6. Provision of support and advice to the Mayor and Town Council to ensure that Council is able to make effective decisions. The SAO will:
 - Work with Council to develop and implement a strategic plan
 - Administer Town Council elections
 - Attend Council meetings
 - Prepare agendas, information and resources for Council Meetings
 - Provide Council with advice and recommendations
 - Maintain and circulate minutes of meetings
 - Assist with the preparation or revision of by-laws and motions
 - Ensure that all Council business is conducted within relevant legislation, policies and procedures
 - Convey Council decisions to the public
 - Represent the municipality at local, regional, territorial, national meetings
 - Coordinate and/or facilitate Council orientation and training
7. Performance of other related duties as required

KNOWLEDGE, SKILLS AND ABILITIES

(The knowledge, skills and attitudes required for satisfactory job performance)

Knowledge

The incumbent must have proficient knowledge in the following areas:

- ✓ financial management and generally accepted accounting principles
- ✓ human resources management
- ✓ municipal government program administration, management and delivery
- ✓ program evaluation
- ✓ understanding of relevant municipal legislation, policies and procedures
- ✓ understanding of the northern cultural and political environment
- ✓ understanding of the roles and responsibilities of Town Councils
- ✓ understanding of land claims and self-government

Skills

The incumbent must demonstrate the following skills:

- ✓ team leadership and management skills
- ✓ financial management skills
- ✓ supervisory and human resource management skills
- ✓ contract management skills
- ✓ strategic planning skills
- ✓ analytical and problem solving skills
- ✓ decision making skills
- ✓ negotiations skills
- ✓ effective verbal and listening communications skills
- ✓ computer skills, including the ability to operate spreadsheets and word-processing programs at a highly proficient level
- ✓ effective written communications skills including the ability to prepare reports, policies and bylaws
- ✓ effective public relations and public speaking skills
- ✓ research and program development skills
- ✓ stress management skills
- ✓ time management skills

Personal Attributes

The incumbent must maintain strict confidentiality in performing the duties of SAO. The incumbent must also maintain standards of conduct and demonstrate the following personal attributes:

- ✓ be respectful
- ✓ possess cultural and political awareness and sensitivity
- ✓ be flexible
- ✓ demonstrate sound work ethics
- ✓ be consistent and fair

The SAO would normally attain the required knowledge, skills and abilities through completion of a recognized accounting designation and/or through completion of a post-secondary program in Public or Local Administration and several years of related municipal experience at a senior level. Equivalencies will be considered.

WORKING CONDITIONS

The unavoidable, externally imposed conditions under which the work must be performed and which create hardship for the incumbent including the frequency and duration of occurrence of physical demands, environmental conditions, demands on one's senses and mental demands.

Physical Demands

The nature of physical effort leading to physical fatigue.

The SAO may have to work odd or long hours at a time to complete special requests or projects. The SAO will have to spend long hours sitting and using office equipment, computers and attending meetings.

Environmental Conditions

The nature of adverse environmental conditions affecting the incumbent.

The municipal office is a busy facility. The SAO will have to manage a number of people and projects at one time, and will be interrupted frequently to meet the needs and requests of residents and Council Members. The SAO may find the environment to be busy, noisy and will need excellent organizational and time and stress management skills to complete the required tasks.

Sensory Demands

The nature of demands on the incumbent's senses.

Sensory demands which may include reading, use of the computer causing eyestrain and occasional headaches, and the constant noise and activity of a busy office environment.

Mental Demands

Conditions that may lead to mental or emotional fatigue.

The SAO will have to manage a number of requests and projects at one time. He/she may have to complete a number of tasks and responsibilities at one time, and must be prepared to deal with emergencies and stressful situations at any time. The need to supervise a number of staff and the need to meet continuous and tight deadlines often results in a stressful work environment. The level of responsibility and the potentially detrimental effects of decisions made by the SAO can also be a significant cause of stress and anxiety.

CERTIFICATION

<div style="border-bottom: 1px solid black; margin-bottom: 10px;">Employee Signature</div> <div style="border-bottom: 1px solid black; margin-bottom: 10px;"></div> <div style="display: flex; justify-content: space-between;"> Printed Name Date </div> <div style="border-bottom: 1px solid black; margin-bottom: 10px;"></div> <p>I certify that I have read and understand the responsibilities assigned to this position.</p>	<div style="border-bottom: 1px solid black; margin-bottom: 10px;">Supervisor's Title</div> <div style="border-bottom: 1px solid black; margin-bottom: 10px;"></div> <div style="display: flex; justify-content: space-between;"> Supervisor's Signature Date </div> <div style="border-bottom: 1px solid black; margin-bottom: 10px;"></div> <p>I certify that this job description is an accurate description of the responsibilities assigned to the position.</p>
<div style="border-bottom: 1px solid black; margin-bottom: 10px;"></div> <div style="display: flex; justify-content: space-between;"> Mayor's Signature Date </div> <div style="border-bottom: 1px solid black; margin-bottom: 10px;"></div> <p>I approve the delegation of responsibilities outlined above within the context of the attached organizational structure.</p>	

The above statements are intended to describe the general nature and level of work to be performed by the incumbent(s) of this job. They are not intended to be an exhaustive list of all responsibilities and activities required of the position.

Section/Number: Governance – 006	Approval Date: (DD/MM/YY)
Subject: Council Remuneration	Amendment Dates:
<p>Policy</p> <p>Council Members are entitled to an honorarium to compensate for time spent conducting Community Government business.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. Council Members are entitled to a maximum honorarium as specified in Appendix A of this policy for conducting Council approved Community Government business which includes:<ol style="list-style-type: none">1.1. Attendance at Council Meetings1.2. Attendance as the Council approved Representative at Committee Meetings1.3. Attendance at other meetings or events as the Council Approved Representative and where Council agrees to pay an honorarium and/or travel expenses.2. Council may, at its discretion, reimburse or pay travel and other expenses incurred by Council Members for authorized work conducted in connection with the affairs of the Corporation as outlined in the Duty Travel Policy.<ol style="list-style-type: none">2.1. Approval for reimbursement must be obtained prior to the Council Member's conduct of business and/or travel.	
<p>Attachments</p> <p>Council Remuneration Rates</p>	
<p>References</p> <p>Duty Travel Policy</p>	

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Community Government Name

Council Remuneration Rates

For the fiscal year (year), the honorarium to be paid for each Council Member for attending and fully participating in Council or Committee Meetings and/or to travel on pre-approved Board business is as follows:

\$xxx for a full day

\$xxx for a half day

Reimbursement for travel expenses will be as specified in the Duty Travel Policy

Each Council Member is entitled to one Preparation Day per Regular Council Meeting to review Council materials and meeting packages. The Preparation Day is to be paid at a rate of:

\$xxx per day.

#	Policy Title
HR - 001	HR Plans
HR - 002	Job Descriptions
HR - 003	Recruitment and Selection
HR - 004	Offer Of Employment
HR - 005	Personnel Files
HR - 006	Code of Work Ethics
HR - 007	Confidentiality
HR - 008	Conflict of Interest
HR – 009	Outside Employment
HR - 010	Hours of Work – need sample leave forms
HR - 011	Overtime
HR - 012	Probation
HR - 013	Orientation
HR - 014	Performance Evaluation
HR – 015	Professional Development
HR - 016	Electronic and Telecommunications Equipment Use
HR - 017	Harassment Free Workplace
HR - 018	Prohibited Smoking and Use of Tobacco in the Workplace
HR - 019	Prohibited Use of Alcohol or Drugs in the Workplace
HR - 020	Corrective Action
HR - 021	Staff Complaints/Appeal Process
HR - 022	Resignation of Position
HR - 023	Abandonment of Position
HR - 024	Termination of Employment
HR – 025	All Staff Meetings

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Community Government Name

Section/Number: Human Resources – 001	Approval Date: (DD/MM/YY)
Subject: Human Resource Planning	Amendment Dates:
Policy	
Council will approve an annual Human Resources (HR) Plan for the Community Government.	
Definitions	
N/A	
Guidelines	
<ol style="list-style-type: none">1. The HR Plan must be consistent with the mission, mandate and goals and objectives of the Community Government.2. The Senior Administrative Officer (SAO) and/or his/her delegate will be responsible for preparing the annual draft HR Plan.3. The HR Plan must include, but not be limited to:<ol style="list-style-type: none">3.1. The vision, mission, goals and priorities for the Community Government3.2. The human resource needs of the Community Government3.3. The human resources supply for the Community Government3.4. Gaps between the human resource needs and supply3.5. Board strategies for filling the gaps.4. The SAO/delegate will provide the draft annual HR Plan to Council for consideration.5. Council will approve, recommend changes to, or reject the draft HR Plan.6. The HR Plan will be revised and/or finalized.7. The SAO/delegate will be responsible for monitoring and reporting on the HR Plan at the conclusion of each fiscal year.	
Attachments	
N/A	
References	
MACA ICSP and HR Planning Document (http://www.nwtac.com/ICSP%20Documents/ICSP%20HR%20Plan%202009%20.pdf)	

Commented [srb1]: We need to have a discussion about what this is and how it relates to the ICSP.

I am not certain about this requirement.

Lets talk!

Section/Number: Human Resources – 002	Approval Date: (DD/MM/YY)
Subject: Job Descriptions	Amendment Dates:
<p>Policy</p> <p>Employees are entitled to a job description that contains a written statement of duties and qualifications.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Each position in the Community Government will have a job description. 2. Job descriptions will be used as the basis for describing the job, recruitment and selection, performance evaluation and training and development. 3. The Department Manager is responsible for ensuring that job descriptions are reviewed and, if necessary, updated on an annual basis or before a position goes to competition. 4. Employees will have the opportunity for input into the job description, however, the Manager must approve any changes to a job description. 5. The manager and the incumbent will review the job description at least once each fiscal year. 6. The incumbent will recommend changes (if appropriate) to the manager. 7. The manager will determine whether the changes are warranted and the appropriate changes will be made to the job description. 8. The job description will be submitted to the Senior Administrative Officer for final approval. 9. The incumbent, manager and Senior Administrative Officer will sign the approved job description. <ol style="list-style-type: none"> 9.1. The incumbent will sign that he/she had read and understand the job description. 9.2. The manager and Senior Administrative Officer will sign to approve the job description. 	

10. The incumbent will be provided with a copy of the revised job description and one copy will be placed in the position file.
Attachments
N/A
References
N/A

Section/Number: Human Resources – 003	Approval Date: (DD/MM/YY)
Subject: Recruitment and Selection	Amendment Dates:
<p>Policy</p> <p>The Community Government is committed to a fair and open recruitment and selection process for hiring or promoting employees.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. Any position that becomes vacant or is created within the Community Government will be open for public competition.2. The Department Manager is responsible for ensuring that both the job description and organizational chart are current and accurate prior to starting the recruitment and selection process.3. The job description and organizational chart will be reviewed by the Senior Administrative Officer (SAO) to ensure the position is properly described and to determine if the position should be staffed, replaced by a different position or removed from the organization.4. Vacancies will be advertised as required.5. Once the competition has closed, the Selection Committee will meet to review the applications.6. A set of questions will be developed and each candidate will be asked the same set of questions.7. At the completion of each interview, the Selection Committee will review the responses provided by each candidate.8. Once all interviews have been completed, the candidates will be ranked in order according to their interview results.9. The SAO or his/her delegate will contact at least two former or current supervisors of the candidate (with the candidate's permission) to complete reference checks.	

<p>10. If required, criminal records checks will be completed for each successful candidate.</p> <p>11. Based on the information provided from the references and/or criminal records check, the Selection Committee may decide to:</p> <ul style="list-style-type: none">11.1. proceed with an offer11.2. postpone a decision until reference checks have been completed on other candidates11.3. disqualify the candidate based on poor reference checks and have references completed on the next candidate. <p>12. The SAO will proceed with the offer including negotiating the salary and benefits (if required) and signing the letter of offer.</p> <p>13. Once an offer has been accepted, all other short-listed or interviewed candidates will be informed that a candidate has been selected.</p>
Attachments
N/A
References
N/A

Section/Number: Human Resources – 004	Approval Date: (DD/MM/YY)
Subject: Offer of Employment	Amendment Dates:
<p>Policy</p> <p>All employees will be provided with a written Letter of Offer that clearly states their position title, rate of pay, benefits and allowances, hours of work and probationary period, prior to commencement of employment.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The Senior Administrative Officer (SAO) or his/her delegate is responsible for making all offers of employment including verbal and written offers. 2. Verbal offers of employment create a binding contractual relationship and must be confirmed in writing by a Letter of Offer. 3. Letters of Offer may be conditional based upon the following circumstances: <ol style="list-style-type: none"> 3.1. where licensing is required, 3.2. where criminal records checks are being completed, and/or 3.3. on receipt of certification or proof of qualification. 4. The Letter of Offer must contain the name of the person being hired, the title of the position, the salary and benefits/allowances for the position, hours of work and the probationary period. 5. One copy of the signed Letter of Offer will be provided to the employee and one will be placed on the employee's Personnel File. 	
<p>Attachments</p> <p>Sample Letter of Offer</p>	
<p>References</p> <p>N/A</p>	

Logo

Community Government Name

Sample Letter of Offer

Date

Employees Name and Address

Letter of Offer – Title of Position

On behalf of the Community Government, I am pleased to offer you the position of **Title**. Attached please find a copy of the position description.

This is a **position type** (i.e. full-time, permanent position) Your date of hire for the position will be **date**. Your normal workday will be **hours of work** (i.e. 8:30 AM to 5:00 PM, Monday to Friday). There will be a six month probationary period after which your performance will be evaluated. There will subsequently be an annual performance evaluation on the anniversary of your date of hire.

Your starting salary for the position will be **salary**. You will be eligible for a performance increase to the next Step of the Pay Grid on the anniversary of your date of hire each year until you have reached the maximum Step for the position (if applicable). Performance increases will be based on, and subject to, a satisfactory performance review.

In addition to the salary, you will be entitled to the following benefits:

- **Provide list of benefits and allowances**

It is imperative that you understand the importance of confidentiality in your position. Should there be any breach of confidentiality, you may be subject to disciplinary action as described in the Community Government Policies and Procedures. As part of the Offer of Employment you will be required to sign an Oath of Confidentiality and a Code of Conduct.

You will also be subject to all Community Government Policies and Procedures and it is your responsibility to read and abide by these Policies and Procedures.

Please sign and return the Letter of Offer at your earliest convenience, and welcome to the Community Government.

Sincerely,

Name
Senior Administrative Officer
Community Government

Logo

Community Government Name

Acceptance of Offer – I accept this offer on the terms and conditions outlined herein.

Employee Signature

Date

Section/Number: Human Resources – 005	Approval Date: (DD/MM/YY)
Subject: Personnel Files	Amendment Dates:
<p>Policy</p> <p>Employee records are maintained in separate Personnel Files for all Community Government employees. All information contained in the Personnel File is maintained in strict confidence and will only be released to authorized individuals under appropriate circumstances as described in this policy</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. A Personnel File will be established for each employee.2. The Personnel File will be maintained in a secured area with access limited to the Senior Administrative Officer (SAO) and the employee designated to maintain the Personnel File.<ol style="list-style-type: none">2.1. Duplicate Personnel Files cannot be kept in the Managers or Supervisors offices.3. Information concerning an employee must be contained on the Personnel File in order to be considered part of the employee's official record of employment.<ol style="list-style-type: none">3.1. Information that is not contained on the Personnel File cannot be used for any reason.4. The Personnel File will contain required personal information, performance-related information, corrective action information and leave records.5. Employees cannot place information directly on their Personnel Files.6. Employees are entitled to review their personnel file by making an appointment with the SAO or his/her delegate:<ol style="list-style-type: none">6.1. Employees must be accompanied by the SAO/delegate while reviewing their Personnel File6.2. Employees are not entitled to review the rating forms completed during the job interview, reference checks or criminal records checks which will be contained in sealed envelopes on the employee's file	

<p>6.3. Employees are entitled to make copies of information other than interview rating forms, reference checks or criminal records checks, but are not entitled to remove or alter any documents or information.</p> <p>7. Employees must be made aware of any corrective action documents placed on their file.</p> <p>7.1. The SAO/delegate must provide the employee with a copy of the document at the time of filing.</p> <p>7.2. Documents must be clearly marked <i>cc to Personnel File</i> or a statement must be included in the body to indicate a copy of the document will be placed on the employee's Personnel File.</p> <p>8. At the request of the employee, any documents or written statements relating to corrective action and placed on the Personnel File of an employee will be destroyed after two years from the date of the document if no further corrective action has occurred.</p> <p>9. In cases where the Community Government receives a request in any form from a third party for information concerning an employee, the SAO/delegate will:</p> <p>9.1. Check the identity of the third party</p> <p>9.2. Require the third party to produce evidence of the employee's consent (except in cases where disclosure is required by law - for example, a search warrant).</p>
<p>Attachments</p> <p>N/A</p>
<p>References</p> <p>NWT Access to Information and Protection of Privacy Act</p>

Section/Number: Human Resources – 006	Approval Date: (DD/MM/YY)
Subject: Code of Work Ethics	Amendment Dates:
<p>Policy</p> <p>Employees are expected to abide by the Code of Ethics as well as all other policies in order to ensure a positive work environment and provide constructive and effective services to community residents.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Employees are expected to: <ol style="list-style-type: none"> 1.1. Conduct themselves in a friendly, courteous and professional manner with all co-workers 1.2. Maintain the highest ethical standards and refrain from gossip 1.3. Contribute to the efforts of the team and offer assistance wherever required 1.4. Be honest, trustworthy, reliable and dependable in fulfilling all duties 1.5. Take direction from and work cooperatively with supervisors 1.6. Maintain confidentiality 1.7. Demonstrate respect and regard for residents, clients, supervisors and co-workers 1.8. Avoid being in a position of conflict of interest and notify their supervisor immediately of any potential conflict of interest. 2. Employees are expected not to: <ol style="list-style-type: none"> 2.1. Use loud, abusive, or profane language 2.2. Conduct illegal activities on Community Government property 2.3. Wilfully damage Community Government property 2.4. Be intoxicated while on duty, whether by alcohol or other substances 2.5. Lobby or solicit for a cause, a political agenda, or business patronage on Community Government property 2.6. Wilfully violate Community Government policies 2.7. Claim that he/she is engaging in an activity or participating in a cause on behalf of Community Government unless authorized by his/her supervisor. 3. Employees who fail to comply with this policy may be subject to disciplinary action up to and including dismissal. 	

4. All allegations or suspicions of employee behaviour that violates territorial or federal legislation, including the Criminal Code of Canada, will be reported to the appropriate authorities.

Attachments

N/A

References

N/A

Section/Number: Human Resources – 007	Approval Date: (DD/MM/YY)
Subject: Confidentiality	Amendment Dates:
<p>Policy</p> <p>Employees will acquire confidential information that relates to the conduct and operations of the Community Government. The information is the exclusive property of the Community Government and employees must maintain the confidentiality of the information.</p>	
<p>Definitions</p> <p>Confidential information includes, but is not limited to, verbal and written communications, computer programs and messages, photographs, financial and accounting records, human resources information and any other documentation or information.</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. Employees are required to sign an Oath of Confidentiality before assuming their duties.2. Confidential information must not be disclosed to persons who are not Employees of, or not employed by, the Community Government and/or employees of the Community Government who are not privy to such information.3. Employees may not make unauthorized use of information they have acquired as a result of their position or of any property or facilities owned or operated by the Community Government.4. Employees may not, except as authorized or required by their duties, reveal any confidential information concerning the Community Government which may come to their knowledge as a result of their position.5. Employees must keep confidential all information entrusted to them and not use or attempt to use any such information in any manner to their advantage or to the advantage of their family or other business or personal relationships.6. Before disclosing any confidential or potentially confidential information, an Employee must obtain the written approval of the Senior Administrative Officer.7. Failure to adhere to this policy may result in disciplinary action up to and including dismissal.	

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Community Government Name

Attachments
Sample Confidentiality Form
References
N/A

Confidentiality Acknowledgement Form

This is to confirm that I have read, understood and agree to abide by the Community Government Confidentiality Policy.

Employee Name

Employee Signature

Date:

This is to confirm that I have explained the Community Government Confidentiality Policy to the above named employee.

Supervisor's Name

Supervisor's Signature

Date:

Section/Number: Human Resources – 008	Approval Date: (DD/MM/YY)
Subject: Conflict of Interest	Amendment Dates:
Policy Employees of the Community Government are prohibited from involvement in activities which could constitute a conflict of interest with their employment and/or duties.	
Definitions N/A	
Guidelines <ol style="list-style-type: none">1. Employees may not request or accept payment, gifts or any other benefit for completing their employment duties other than the remuneration and benefits accruing to their position.2. Employees may not make unauthorized use of information they have acquired as a result of their employment, or of any property or facilities owned by the Community Government.3. An employee who contravenes this policy may be subject to corrective action up to and including dismissal.	
Attachments N/A	
References N/A	

Section/Number: Human Resources – 009	Approval Date: (DD/MM/YY)
Subject: Outside Employment	Amendment Dates:
<p>Policy</p> <p>Employees of the Community Government require approval from the Senior Administrative Officer before accepting or maintaining other employment and/or operating a business.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. Employees may not carry on any business or accept or maintain other employment where there may be an actual or perceived conflict between their private interests and the duties they are required to perform with the Community Government.2. Before engaging in any business or employment outside of their regular duties, an employee must obtain the written approval of the Senior Administrative Officer (SAO).3. If the SAO believes there is an actual or perceived conflict of interest, he/she may deny the employee's request.<ol style="list-style-type: none">3.1. The SAO may make it a condition that the employee's firm may not bid on, or be awarded, business contracts with the Community Government.3.2. The SAO will notify the employee in writing stating the reasons for denying the request.4. If the request is approved, a copy of the approval will be provided to the employee and one copy will be placed on the employee's Personnel File.5. An employee who contravenes this policy may be subject to corrective action up to and including dismissal.	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>N/A</p>	

Section/Number: Human Resources – 010	Approval Date: (DD/MM/YY)
Subject: Hours of Work	Amendment Dates:
Policy Employees are expected to attend work during their regular hours of work.	
Definitions N/A	
Guidelines <ol style="list-style-type: none">1. Employees will be advised of their regular hours of work in their Letter of Offer.2. Unless absent with authorized leave (i.e. vacation leave, sick leave, etc.), employees are expected to attend work during their regularly scheduled hours of work.3. The Supervisor is responsible for ensuring that attendance records are maintained for all employees.<ol style="list-style-type: none">3.1. Attendance registers will record the attendance and absences of each employee with sufficient information to substantiate all payments of salary and the accrual of all credits associated with the salary4. Employees must request authorization for any absence, scheduled or unscheduled, as soon as reasonably possible:<ol style="list-style-type: none">4.1. The request must include a reason for, and an estimate of the duration of, the absence.4.2. The Supervisor will ask the employee to submit the request in writing.4.3. If approved, the Supervisor will sign the request and/or submit the request to the SAO as appropriate.5. If the leave is taken and not authorized, the employee may be subject to corrective action and the employee's pay may be reduced to reflect the unauthorized time away from work.	
Attachments Sample Leave Form	
References N/A	

Sample Leave Form

Leave of Absence Request Form

Employee Name:_____

Date:_____

Type of Leave Requested:_____

Start Date/Time of Leave:_____

Return to Work Date/Time:_____

Verification of Leave Credits:_____

Employee Signature:_____

Supervisor Signature:_____

Senior Administrative Officer Approval:_____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Human Resources – 011	Approval Date: (DD/MM/YY)
Subject: Overtime	Amendment Dates:
<p>Policy</p> <p>In order to effectively deliver programs and services, the Community Government may require employees to work outside of the regular hours of work.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Employees may be required to work more than their daily or weekly standard hours or on a holiday in order to meet operational requirements. 2. Compensation for overtime will be provided as per the NWT Employment Standards Act (or Collective Agreement) when work is authorized in advance by the Senior Administrative Officer (SAO) or his/her delegate. 3. The SAO or his/her delegate will make every reasonable effort to assign overtime work equitably and to give employees reasonable advance notice, subject to operational requirements. 4. Authorization for overtime worked must be given either verbally or in writing by the SAO or his/her delegate before the overtime takes place: <ol style="list-style-type: none"> 4.1. In exceptional circumstances approval may be given after the overtime is worked. 5. Department Managers are responsible for recording the actual hours of work on the overtime form. <ol style="list-style-type: none"> 5.1. The form must include the verification for overtime by the Manager. 6. An employee may, for cause, refuse to work overtime. <ol style="list-style-type: none"> 6.1. Cause may include family and other emergencies. 6.2. An employee's cause for refusal to work will be considered in light of the requirement for overtime (i.e. the need to have the employee available during a community emergency or where there is the possibility of loss of life, injury or property such as the water system freezing). 	

7. Overtime will be provided at a rate of one and a half (1.5) times the employee's normal rate of pay except as described under the Employment Standards Act (or the Collective Agreement).
8. Overtime will be granted in time in lieu unless overtime pay is specifically authorized by the SAO or his/her delegate.
9. As a general rule, an employee should accumulate no more than fifteen (15) days of lieu time without the approval of the SAO or his/her delegate.
10. If the SAO determines that an employee is accumulating too much lieu time, the SAO may refuse to grant any further lieu time until the employee has used some of the accumulated credits.
 - 10.1. Overtime will then be paid out.
11. Employees may request time off for lieu time by submitting the appropriate leave form.

Attachments

Sample Overtime Form or Timesheet

References

Employment Standards Act
(Collective Agreement)

**Community Government
Overtime Authorization**

Employee Name:		Department:	
Supervisor:			
Hours approved:		Dates approved:	
Approved by:		Date:	
Signature:			

Section/Number: Human Resources – 012	Approval Date: (DD/MM/YY)
Subject: Probation	Amendment Dates:
<p>Policy</p> <p>All new employees and employees transferring or being promoted to a new position will be subject to a probationary period as outlined in this policy.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The probationary period is an opportunity for the Community Government to determine if the employee is qualified and suitable for the position. 2. Employees will be advised of the length of their probationary period in their Letter of Offer. 3. The probationary period for all employees is as follows: <ol style="list-style-type: none"> 3.1. Twelve (12) months for all new employees in Management, Supervisory and Officer level positions. 3.2. Six (6) months for all employees transferring or being promoted to all positions. 3.3. Six (6) months for all new employees in all other positions. 4. The Senior Administrative Officer (SAO) or his/her delegate is responsible for advising employees on probation of the standard of performance that is expected and the rules of the work place within the first week of employment. 5. The SAO or his/her delegate is responsible for monitoring the performance of an employee on probation: <ol style="list-style-type: none"> 5.1. The SAO/delegate is responsible for identifying problem areas and developing ways in which to assist the employee 5.2. The SAO/delegate is also responsible for identifying areas where the employee is performing well. 5.3. The SAO/delegate will meet with the employee prior to the end of the probationary period to advise the employee of his/her status. 6. Employees who are on probation are not entitled to salary increments. 	

7. Employees who are on probation will not be considered on other Community Government positions without the consent of the SAO.
8. Probationary periods may be extended for employees whose performance does not meet specified standards but who may perform at a satisfactory level with further training, development and/or experience.
9. An employee on probation who is not suitable for the position will be rejected during the probationary period and his/her employment with the Community Government will be terminated (see Policy HR – 024 Termination of Employment) or, he/she will be assigned to a position more suited to his/her abilities at the rate of pay of the new position.
10. Employees can only be rejected on probation if the employee has been advised of problems of performance and/or suitability.

Attachments

N/A

References

HR – 024 Termination of Employment

Section/Number: Human Resources – 013	Approval Date: (DD/MM/YY)
Subject: Orientation	Amendment Dates:
<p>Policy</p> <p>All new employees will be provided with an orientation program that is designed to assist the employee to transition to the work environment and reduce the stress commonly associated with starting a job with a new employer.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The Senior Administrative Officer (SAO) or his/her delegate is responsible for introducing the employee to the work group and work place on the employee's first day of work. 2. The SAO/delegate will discuss basic policies, procedures and pertinent work place rules on the first day of work. 3. The SAO/delegate will arrange for a documentation session to take place as soon as possible after the employee has started work. <ol style="list-style-type: none"> 3.1. The documentation session will include a review of, and sign up for, any benefits, allowances, insurances and deductions required of the employee. 4. The SAO/delegate will review the mandate, roles and responsibilities of the Company with the new employee. 5. The SAO/delegate will also make arrangements for the employee to attend any additional orientation sessions. 	
<p>Attachments</p> <p>Sample Orientation Table of Contents and Sign-off Sheet</p>	
<p>References</p> <p>N/A</p>	

Community Government Orientation Form

This is to confirm that the employee has been provided with the following documents/information:

Information Document	Provided	Not Applicable
Employment Policies and Procedures		
Job Description		
Organization Mandate and Vision		
Organization Chart		
Completed Benefits Documentation Session		
Performance Evaluation Form		
Professional Development Form		
Keys (as required)		
Tour of Facilities		
Introduction to Co-workers		
Other:		
Other:		
Other:		
Other:		
Other:		

Payroll Officer Name

Employee Name

Payroll Officer Signature

Employee Signature

Section/Number: Human Resources – 014	Approval Date: (DD/MM/YY)
Subject: Performance Evaluation	Amendment Dates:
<p>Policy</p> <p>A performance evaluation will be conducted for each employee prior to the completion of his/her probationary period and on each subsequent anniversary of the date of hire or promotion.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Performance Evaluations are a method to ensure that employees are receiving effective feedback on how they are performing in their jobs, particularly those areas in which they are performing well and areas where improvement may be required. 2. Performance Evaluations are designed as a positive approach to help employees develop their knowledge, skills and attitudes. 3. Performance Evaluations will be completed on each employee at least once each fiscal year. 4. The Supervisor must complete the prescribed performance evaluation form. <ol style="list-style-type: none"> 4.1. The Performance Evaluation will form the basis for training and development throughout the year. 5. The employee will be given an opportunity to review and discuss the evaluation and to state his/her career development goals. 6. In cases of unsatisfactory performance, the employee will be informed of the areas that are unsatisfactory and measures will be developed to assist the employee to improve. <ol style="list-style-type: none"> 6.1. A further evaluation will be completed within two months of the unsatisfactory performance appraisal or more frequently if necessary. 7. Continued unsatisfactory performance will be identified and may lead to corrective action. 8. The Supervisor and employee will discuss training and development needs for both current and future positions. 	

9. The employee will have an opportunity to comment on the evaluation including any areas where he/she disagrees with the evaluation.
10. The performance evaluation form will be presented to the Senior Administrative Officer for final approval.
11. A copy of the evaluation will be placed on the Employee's Personnel File and a copy will be provided to the employee for his/her records.

Attachments

Sample Performance Evaluation Forms

<http://www.maca.gov.nt.ca/school/tools/index.html>

References

N/A

Section/Number: Human Resources – 015	Approval Date: (DD/MM/YY)
Subject: Professional Development	Amendment Dates:
<p>Policy</p> <p>The Community Government encourages employees to further their professional and technical knowledge and skills through appropriate education, training and development.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The Community Government will pay for the costs of training and/or courses that the Community Government considers essential to an employee's development. 2. The Community Government will consider paying the costs of other training/courses that the Community Government considers beneficial to an employee's development if they are related to the employee's current or future job duties as identified during Performance Reviews and targeted as an agreed upon goal. 3. Approval for training/courses is at the discretion of the Senior Administrative Officer (SAO) and must be supported by the employee's supervisor. 4. Requests for training/education must be made in advance. <ol style="list-style-type: none"> 4.1. Requests for reimbursement after the training/courses has taken place may not be supported. 5. In order for employees to receive funding for training/courses they must successfully complete the training/course. <ol style="list-style-type: none"> 5.1. Where training/courses provide a grade, employees must meet the minimum passing grade for the course or 50%, whichever is higher. 5.2. Where training/courses do not provide a grade, the employee must receive a certificate of completion and/or a statement of proof from the course provider stating that the employee successfully completed the training/course. 6. Employees who successfully complete approved training/courses will be provided with assistance as follows. <ol style="list-style-type: none"> 6.1. One hundred (100) per cent of related tuition fees and textbooks 6.2. One-half (1/2) day of paid leave for study and preparation for the final exam 6.3. Other assistance as deemed appropriate by the SAO. 	

<p>7. Financial assistance may be advanced; however, it must be returned if the employee does not successfully complete the training/course or the employee leaves the organization within six months of completing the training/course.</p> <p>7.1. The advance will be recovered through payroll deductions.</p> <p>8. Employees who wish to participate in training/courses must apply in writing to their immediate supervisors prior to taking a training/course.</p> <p>8.1. The application must state:</p> <p>8.1.1. Location and duration of training/course</p> <p>8.1.2. How the training/course will benefit the employee and the Community Government</p> <p>8.1.3. Training/course costs including tuition, books and travel expenses.</p> <p>9. Each supervisor must assess the impact of the proposed training on the operation of her/his work unit and make a written recommendation to the SAO.</p> <p>10. The SAO will approve or deny the training/course in writing and identify any costs to be paid by the Community Government.</p>
<p>Attachments</p> <p>Sample Training Form</p>
<p>References</p> <p>N/A</p>

Logo

Community Government Name

Community Government Individual Training Plan

Employee Name: _____

Date: _____

Training Required	Training Course	Training Agency (i.e. School of Community Government	Location	Cost	Approved

Section/Number: Human Resources – 016	Approval Date: (DD/MM/YY)
Subject: Electronic Equipment and Telecommunications Use	Amendment Dates:
<p>Policy</p> <p>Employees are expected to respect and properly use electronic and telecommunications equipment provided as part of their employment.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. All electronic and telecommunications equipment provided by the Community Government for employment use, including computers, cell phones and all other equipment and devices, is the property of the Community Government. 2. The Community Government retains the right to monitor all information contained on, and electronic communication made through the use of, electronic and telecommunications equipment and devices. <ol style="list-style-type: none"> 2.1. This includes, but is not limited to, all Internet usage, social media usage (i.e. Facebook), telecommunications conversations and text or e-mail messages. 3. The Community Government reserves the right to inspect any and all files stored on a computer, computer network or other electronic device in order to ensure compliance with Community Government policies. 4. All existing Community Government policies apply to a user's conduct on the Internet, especially (but not exclusively) those that deal with unacceptable behaviour, misuse of Community Government resources, sexual harassment, information and data security, and confidentiality. These include: <ol style="list-style-type: none"> 4.1. Confidentiality - under no circumstances should employees disseminate confidential information over the Internet or through electronic communications. 4.2. Pornography - employees are not allowed to visit sites that are considered pornographic. 4.3. Sexual harassment – maintaining, displaying or transmitting sexually explicit images and materials is a violation of the Community Government policy on workplace harassment. 	

<p>4.4. Employees are not permitted to transmit, download, archive, edit or manipulate sexually explicit material while using Community Government resources.</p> <p>4.5. Illegal activity - an employee cannot use Community Government Internet facilities or other telecommunications equipment to knowingly break any laws and regulations of Canada or any other country, and</p> <p>4.6. Use of the Internet for illegal purposes may be grounds for discipline or termination.</p> <p>5. It is a violation of Community Government policy to store, view or print graphic files that are not directly related to an employee's job or business activity.</p> <p>5.1. Examples of inappropriate use include, but are not limited to, downloading games, jokes, audio files, animations or movie segments.</p> <p>6. Employees must identify themselves and their position when they send e-mail, register accounts or when conducting other Internet transactions.</p> <p>6.1. Attempting to subvert these disclosure policies is a serious offence.</p> <p>7. All electronic transmissions including e-mail and text messaging must include a statement on the confidentiality of the information and clearly identify to whom the information is intended.</p> <p>8. Employees in breach of this policy may be subject to Corrective Action up to and including dismissal.</p>
<p>Attachments</p> <p>Electronic Equipment and Telecommunications Use Acknowledgement Form</p>
<p>References</p> <p>N/A</p>

Electronic Equipment and Telecommunications Use Acknowledgement Form

This is to confirm that I have read, understood and agree to abide by the Community Government Electronic Equipment and Telecommunications Use Policy.

Employee Name

Employee Signature

Date:

This is to confirm that I have explained the Community Government Electronic Equipment and Telecommunications Use Policy to the above named employee.

Supervisor's Name

Supervisor's Signature

Date:

Section/Number: Human Resources – 017	Approval Date: (DD/MM/YY)
Subject: Harassment Free Workplace	Amendment Dates:
<p>Policy</p> <p>Employees are entitled to work in a harassment free workplace and are expected to abide by the conditions set out in this policy.</p>	
<p>Definitions</p> <ol style="list-style-type: none"> 1. <u>Harassment</u> is verbal or physical conduct that is offensive or shows hostility toward an individual because of that person's race, skin color, ancestry, nationality, religion, age, gender, national origin, age, sex, marital status, family status, sexual orientation, political beliefs or association or disability. <ol style="list-style-type: none"> 1.1. Harassment can also occur if conduct is directed toward a person's relatives, friends or associates. 2. <u>Harassing conduct</u> includes, but is not limited to, abuse; slurs; negative stereotyping; threatening, intimidating, or hostile acts including jokes or pranks that are hostile or demeaning; and written, graphic or electronic material that is offensive or shows hostility toward an individual or group. 3. <u>Sexual harassment</u> is behaviour, actions or remarks of a sexual nature that are unwarranted and unsolicited. <ol style="list-style-type: none"> 3.1. Sexual harassment includes, but is not limited to, sexual advances and/or verbal or physical conduct of a sexual nature, visual forms of a sexual or offensive nature (e.g., signs and posters, material downloaded from the Internet, and sexually explicit e-mail communications). 	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. All Community Government Councillors and employees are responsible for respecting the rights of others and contributing to a work environment that is free from harassment. 2. Harassment may include, but is not limited to, any and all situations described above. 	

3. All harassment complaints are treated seriously and confidentially and must be investigated by the Senior Administrative Officer (SAO) except where the complaint is against the SAO.
 - 3.1. If the complaint is against the SAO, the matter must be referred to the Mayor/Chief for investigation.
4. The complainant should keep a record of all related information surrounding the alleged harassment including:
 - 4.1. Names of people involved
 - 4.2. Locations, circumstances and nature of the behaviour
 - 4.3. Times and dates of the incidents
 - 4.4. Names of witnesses, if any
 - 4.5. Dates and names of individuals or supervisors that were advised of the harassment, and
 - 4.6. Dates of submission of harassment complaints and the names of persons who received the complaint.
5. Complaints must be made in writing and placed in an envelope marked "Strictly Confidential" and filed with the SAO or Mayor/Chief as appropriate.
6. The SAO or Mayor/Chief will begin an investigation into the complaint as soon as possible.
 - 6.1. The investigation will include speaking in confidence to the complaintent(s), the accused person(s), and any witnesses.
7. The SAO or Mayor/Chief should take required actions to maintain a safe and productive work place while the investigation occurs.
8. The SAO or Mayor/Chief may decide that the accused person be suspended with pay for up to 30 days while the investigation takes place.
9. Within ten working days, the SAO or Mayor/Chief will write a report which includes:
 - 9.1. Detailed information concerning the complaint and the alleged incident(s)
 - 9.2. A conclusion as to whether harassment took place
 - 9.3. How the complaint should be resolved
 - 9.4. How similar problems can be prevented.
10. If the complaint is substantiated, the SAO or Mayor/Chief will take the appropriate Corrective Action up to and including suspension or dismissal.

11. If the complaint is found to be false, the SAO or Mayor/Chief may reprimand, demote, suspend or terminate the employment of the complainant if the complainant filed the complaint maliciously.
- 11.1. See Policy HR – 024 Termination of Employment if the employee is to be terminated.
12. All appropriate letters and documentation will be placed on the Personnel File of the accused person if the complaint is substantiated, or on the Personnel File of the complainant if the accusation is found to be false.

Attachments

N/A

References

Policy HR – 024 Termination of Employment

Section/Number: Human Resources – 018	Approval Date: (DD/MM/YY)
Subject: Prohibited Use of Tobacco/Smoking	Amendment Dates:
<p>Policy</p> <p>In accordance with Worker's Safety and Compensation Commission Regulations, and in recognition of the hazards of smoking and tobacco in general, the Community Government does not permit smoking and/or the use tobacco, in any form, by employees or the general public in Community Government workplaces.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. Smoking and tobacco use in any form is prohibited in all Community Government work sites including, but not limited to, buildings, facilities and vehicles including when such facilities are closed to the public.<ol style="list-style-type: none">1.1. Smoking and tobacco use is also prohibited outside the work site within a three metre radius of any entrance to or exit from the work site.2. Tobacco use includes, but is not limited to, smoking and chewing tobacco.3. Employees who do not adhere to this policy will be subject to Corrective Action.4. Visitors who do not adhere to this policy will be asked to leave the workplace.	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>WSSC Regulations on use of Tobacco/Smoking.</p>	

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Community Government Name

Section/Number: Human Resources – 019	Approval Date: (DD/MM/YY)
Subject: Prohibited Use of Drugs and Alcohol	Amendment Dates:
Policy The Community Government does not permit the use of alcohol or non-prescribed drugs during working hours and will take appropriate action if performance is impaired by the use of alcohol and/or drugs outside of the workplace.	
Definitions Non-prescribed drugs include any drug that is not specifically prescribed by an authorized medical practitioner.	
Guidelines <ol style="list-style-type: none">1. Employees who are proven to have used alcohol or non-prescription drugs during working hours will be subject to Corrective Action up to and including dismissal (see Policy HR – 0XX – Termination of Employment).2. Employees whose performance is affected by the use of alcohol or drugs outside of the workplace will be subject to Corrective Action up to and including dismissal.3. Employees may be given the opportunity to enter an in-patient alcohol and drug treatment program either through the use of annual leave, time-in-lieu and/or leave without pay.4. Employees who complete an in-patient alcohol and drug treatment program and remain alcohol and drug free for a period of thirty (30) days following the program will be eligible to return to work and/or for rehire.	
Attachments	
N/A	
References Policy HR – 024 Termination of Employment	

Commented [s1]: Do we want to specify under what conditions, frequency etc.

Commented [s2]: Right for testing – should be a condition of return

Commented [PR3]: Legislation?

Section/Number: Human Resources – 020	Approval Date: (DD/MM/YY)
Subject: Corrective Action	Amendment Dates:
<p>Policy</p> <p>Corrective action may be implemented in cases where an employee has demonstrated poor performance, misconduct or inappropriate behaviour.</p> <p>Corrective action will be progressive and the preferred outcome will be to assist the employee to correct the problem or behaviour. It is the employee's responsibility to correct the performance or behaviour.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Each employee must be informed of the rules that apply to the workplace and to his/her position. 2. Corrective action may be taken for poor performance, misconduct including insubordination, or for problems such as being consistently late for work. 3. Corrective action is to be used as a means of identifying and correcting a problem. <ol style="list-style-type: none"> 3.1. It is in the best interest of both the Community Government and the employee that the problem be corrected at the earliest possible stage of the process. 3.2. Further corrective action should only be taken if the problem is not corrected by the employee. 4. A corrective action must be discussed in a private and confidential meeting between the Senior Administrative Officer (SAO), the Supervisor and the employee. <ol style="list-style-type: none"> 4.1. At the meeting, the employee must be provided with an opportunity to explain the circumstances surrounding the problem or misconduct. 5. Letters of corrective action must be placed on the employee's Personnel File. <ol style="list-style-type: none"> 5.1. The employee may request that the letters be removed from the Personnel File if no further actions have been required after a period of two years from the date of the last letter. 6. Unless the misconduct is extremely serious and warrants either an immediate suspension or dismissal (such as cases of theft, fraud or breach of policy), corrective actions will be progressive and will normally follow the steps outlined in this policy 	

6.1. In cases of immediate dismissal, please refer to Policy HR – 0XX, Termination of Employment.

7. Step 1 – Verbal Warning for the first occurrence

- 7.1. The SAO will administer verbal warnings.
- 7.2. The employee will be advised of the problem and what steps need to be taken to correct the problem.
- 7.3. The employee will be advised that if the problem continues, further actions may be taken up to and including dismissal.
- 7.4. The SAO will make note of the verbal warning on the employee's Personnel File.
- 7.5. If the problem is corrected in a reasonable amount of time, no further actions are required.
- 7.6. If the problem is not corrected, the SAO will implement Step 2 of the Corrective Action Process.

8. Step 2 – Written Warning at the second and/or subsequent occurrence(s)

- 8.1. The SAO will administer written warnings.
- 8.2. Written warnings must include specific incidences, times and dates of occurrence.
- 8.3. Employees will be advised that this is a further corrective action to the verbal action previously administered.
- 8.4. Employees will be advised that if the problem continues further actions may be taken up to and including dismissal.
- 8.5. One copy of the written warning will be placed on the employee's Personnel File and one copy will be given to the employee.
- 8.6. If the problem is corrected in a reasonable amount of time no further actions are required.
- 8.7. If the problem is not corrected, the SAO will implement Step 3 of the Corrective Action Process.

9. Step 3 – Suspension or demotion at the third and/or subsequent occurrence(s)

- 9.1. The SAO will administer suspensions or demotions.
- 9.2. The SAO will advise the Mayor/Chief or Council Personnel Committee of the suspension or demotion in camera and on a confidential basis at the earliest possible time.
- 9.3. Suspensions or demotions can only be administered when there is appropriate documentation in place concerning the employee's specific problem.
- 9.4. The purpose of the suspension or demotion is to advise the employee of the serious nature of the problem in an attempt to help him/her understand the need to correct the problem.
- 9.5. The SAO may demote an employee either temporarily or permanently if the employee is guilty of misconduct or incompetence.
 - 9.5.1.1. Demotion may be used as a last resort prior to dismissal when an employee is deemed incompetent.
- 9.6. One copy of the suspension/demotion letter will be placed on the employee's Personnel File and one copy will be given to the employee.

9.7. If the problem is corrected in a reasonable amount of time no further actions are required.

9.8. If the problem is not corrected, the SAO will implement Step 4 of the Corrective Action Process.

10. Step 4 - Dismissal

10.1. Dismissal is administered by the SAO who must consult with legal counsel who specializes in employment law. (see HR Policy – 0XX, Termination of Employment).

10.2. The SAO will advise the Mayor/Chief or Council Personnel Committee of the dismissal in camera and on a confidential basis prior to the dismissal.

10.3. Dismissals can only be administered when there is appropriate documentation in place concerning the employee's specific problem.

10.4. Documentation must include specific incidences, times and dates of occurrence and the attempts on the part of the organization to help the employee address the problem.

10.5. One copy of the letter of dismissal will be delivered to the employee and one copy placed on the employee's personnel file.

11. Incidents of serious misconduct (such as fraud, theft or breach of specific policies such as use of drugs or alcohol in the workplace) may warrant an immediate dismissal and the steps outlined above can be by-passed (see HR Policy – 0XX, Termination of Employment).

Attachments

Sample Corrective Action Letter

Sample Suspension Letter

Sample Demotion Letter

For a Sample Letter of Dismissal – see HR Policy – 0XX, Termination of Employment

References

HR Policy – 0XX, Termination of Employment

Sample Corrective Action Letter

Date

Employee Name

Title

Dear Employee Name:

Subject of Action

This will confirm our meeting on (date) concerning (nature of problem).

We had previously discussed this situation on (date(s)) and you were advised that failure to correct this problem could result in further corrective actions. Despite this discussion you have continued to (state nature of problem), the latest incident occurring on (date).

As I have explained to you, this type of behaviour is unacceptable. It is your responsibility to correct this problem. As we discussed, the Community Government is prepared to (state any ways in which the organization is prepared to assist the employee with the problem). If, however, (state nature of the problem) continues, you will be subject to further actions up to and including dismissal from your position.

A copy of this letter will be placed on your Personnel File.

Signature of Senior Administrative Officer

cc: Personnel File

Sample Notice of Suspension

Date

Employee Name

Title

Dear Employee:

Subject of Action

This will confirm our meeting on (date) concerning (nature of problem).

A verbal corrective action concerning this issues was taken on (date of verbal corrective action) and a written corrective action was taken on (date of written corrective action) to provide you with an opportunity to correct this problem. The (date) incident indicates that these actions have not been sufficient to resolve the issue.

Therefore I have decided to suspend you without pay for ____ working days, commencing on (date). You will be expected to report to work at your normal work location and starting time on (date following suspension).

This suspension is to ensure that you understand the seriousness of this situation and to convince you of the need to correct the issue. If (state nature of problem) continues, you may be subject to further corrective actions up to and including dismissal.

A copy of this letter will be placed on your Personnel File.

Signature of Senior Administrative Officer

cc: Personnel File

Logo

Community Government Name

Sample Letter of Demotion

Date

Employee Name

Title

Dear Employee:

Subject of Demotion

This will confirm our meeting on (date) concerning your performance in your position.

Deficiencies in your performance have been identified to you on several occasions (include dates). You have been given the opportunity to improve your performance but have failed to do so.

As I have explained to you, it has been determined that you will be demoted into the position of (title and pay level of position) effective (date).

A copy of this letter will be placed on your Personnel File.

Signature of Senior Administrative Officer

cc: Personnel File

Section/Number: Human Resources – 021	Approval Date: (DD/MM/YY)
Subject: Employee Complaints/Appeals	Amendment Dates:
<p>Policy</p> <p>Employees have the right to register a complaint or appeal an action which they feel is unwarranted and/or inappropriate.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Employee complaints and requests for appeals will be handled in a timely and professional manner. 2. The complainant should first work directly with the supervisor and/or other employee(s) to seek resolution of the complaint. 3. If the matter cannot be resolved between the supervisor and/or the employee(s), the matter must be referred in writing to the Senior Administrative Officer (SAO) for resolution. 4. The SAO must respond in writing to the complaint within 10 working days. 5. If after review by the SAO, the matter remains unresolved to the employee's satisfaction, the employee may appeal in writing to Council. 6. If the matter is between the employee and the SAO, the employee may appeal in writing directly to Council. 7. Council or the Personnel Committee of Council will review the matter and respond in writing within 10 business days with a resolution. 8. The decision of Council will be final in regards to any employee complaint or request for appeal. 	

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Community Government Name

Attachments
N/A
References
N/A

Section/Number: Human Resources – 022	Approval Date: (DD/MM/YY)
Subject: Resignation of Position	Amendment Dates:
Policy Employees who plan to terminate their employment with the Community Government are expected to provide at least two weeks of written notice of termination.	
Definitions N/A	
Guidelines <ol style="list-style-type: none">1. An employee who plans to terminate his/her employment with the Community Government is expected to provide at least two weeks of written notice of his/her resignation.<ol style="list-style-type: none">1.1. Verbal notice of resignation will be accepted if given directly by the employee to the Senior Administrative Officer.2. The Senior Administrative Officer will accept in writing the letter of resignation or verbal notice of resignation.<ol style="list-style-type: none">2.1. The Senior Administrative Officer will wait a period of 24 hours before accepting the resignation.2.2. A copy of the letter of resignation and a copy of the letter acceptance of resignation will be placed on the employee's Personnel File.3. The employee will be asked to complete an Exit Interview form.4. The employee will be asked to provide a forwarding address for final payment and for T4 purposes.5. The Payroll Officer will check leave records, make the necessary arrangements for completing a Record of Employment and prepare the final pay.	
Attachments N/A	
References N/A	

Section/Number: Human Resources – 023	Approval Date: (DD/MM/YY)
Subject: Abandonment of Position	Amendment Dates:
<p>Policy</p> <p>An employee who is absent from work without approved leave for a period of five or more working days may be considered to have abandoned his/her position.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The Senior Administrative Officer (SAO) or delegate must make every reasonable effort to contact an employee who is absent from duty without leave in order to determine the reason for the absence and whether or not the employee intends to return to work. 2. The SAO/delegate must document all attempts to contact the employee which may include but are not limited to: <ol style="list-style-type: none"> 2.1. Telephoning the employee. 2.2. Contacting a spouse or relative. 2.3. Sending the employee a registered letter. 3. If the SAO/delegate is able to contact the employee, the employee will be advised of a specific date for return to work: <ol style="list-style-type: none"> 3.1. The employee may be subject to discipline for being absent without leave. 4. If the SAO/delegate is unable to contact the employee, or the employee does not return to work on or before the specified date, the employee will be considered to have abandoned his/her position. 5. Before determining that the employee has abandoned his/her position, the SAO must receive a written legal opinion from an independent legal counsel who specializes in employment law. <ol style="list-style-type: none"> 5.1. The legal opinion must set out how the abandonment of position is to be carried out by the Community Government. 6. The SAO must advise Council and/or the Personnel Committee of the written legal opinion of legal counsel. 7. The SAO must implement the approved abandonment of employment in the manner prescribed by the independent legal counsel. 	

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Community Government Name

Attachments

N/A

References

N/A

Section/Number: Human Resources – 024	Approval Date: (DD/MM/YY)
Subject: Termination of Employment	Amendment Dates:
<p>Policy</p> <p>Employees are entitled to notice of termination if their employment has been terminated by the Community Government unless the termination has been deemed to have been for just cause.</p>	
<p>Definitions</p> <p>Notice of Termination is defined as the amount of notice that is required to employees whose employment has been terminated as per Clause 4.</p> <p>Please note – all employs must be properly notified of termination of employment whether the reason as described in Clause 4 or is for just cause as described in Clause 10.</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1) The Senior Administrative Officer must receive a written legal opinion from an independent legal counsel who specializes in employment law before terminating any employment, whether or not the termination is for cause. <ol style="list-style-type: none"> 1.1) The legal opinion must set out how the termination is to be carried out by the Community Government. 2) The SAO must advise Council and/or the Personnel Committee of the written legal opinion of legal counsel. 3) The SAO must implement the approved termination of employment in the manner prescribed by the independent legal counsel. 4) Employees are entitled to notice of termination unless the employee: <ol style="list-style-type: none"> 4.1) has voluntarily resigned 4.2) is deemed to have abandoned his/her position 4.3) is terminated for cause 4.4) completes his/her term of employment 4.5) is offered and refuses an equivalent position. 5) Employees who are entitled to notice of termination will be given: <ol style="list-style-type: none"> 5.1) two weeks of notice if the employee has been employed by the Community Government for three years or less 5.2) one (1) additional week of notice for each additional year of employment to a maximum of eight weeks. 	

- 6) The Community Government may elect to pay eligible employees termination pay in lieu of termination notice.
 - 6.1) the amount of termination pay will be equal to the amount of wages that would have been paid to the employee if he/she had worked his/her usual hours of work during the period of notice of termination.
- 7) The Payroll Officer will make the necessary arrangements for completing a Record of Employment and preparing the final pay.

Layoff and Re-Employment

- 8) If there is a lack of work and/or funding or a position is to be abolished, the Community Government will provide the employee with notice of lay-off.
 - 8.1) The Community Government will notify employees who are to be laid off ten (10) working days before the layoff is to be effective or payment shall be made at the employee's regular rate of pay for each day short of ten (10) working days of notice of lay-off.
 - 8.2) Employees who have been laid off will be placed on a re-employment list for a period of six (6) months.
 - 8.3) No new employees will be hired into the positions designated for lay-off until those laid off have been given the opportunity of re-employment.
 - 8.4) An employee's name will be removed from the re-employment list on his/her first refusal to return to work in any suitable position or when he/she has neglected to keep the Community Government advised of the address or phone number at which he/she can be contacted.
 - 8.5) Employees must be made aware of this in writing when they are laid off.

Release During Probationary Period

- 9) At any time during a probationary period, the SAO may terminate without notice, but with cause, an employee from his/her position after review of his/her performance.
 - 9.1) The SAO must follow the procedures for obtaining and implementing a written legal opinion from an independent legal counsel who specializes in employment law.
 - 9.2) Employees who are terminated from their position during the probationary period are not eligible for severance pay or pay in lieu of notice of termination.

Termination With Cause

- 10) Except in cases meriting immediate dismissal (i.e. use of drugs or alcohol on the job or in the workplace, theft, fraud, etc.) the Corrective Action process must be applied before an employee is dismissed for cause.
 - 10.1) The SAO must follow the procedures for obtaining and implementing a written legal opinion from an independent legal counsel who specializes in employment law.
 - 10.2) An employee who is dismissed with cause is not eligible for severance pay or pay in lieu of notice of termination.
 - 10.3) An employee who is dismissed with cause must be properly notified as per the written legal opinion of an independent legal counsel who specializes in employment law.

11) Upon termination of employment, all property of the Community Government in the possession of the employee shall be returned to the Community Government prior to issuance of any outstanding salary or other amounts due to the employee.

Attachments

N/A

References

NWT Employment Standards Act

Section/Number: Human Resources – 025	Approval Date: (DD/MM/YY)
Subject: All Staff Meetings	Amendment Dates:
Policy All Staff Meetings will be held on a monthly basis.	
Definitions N/A	
Guidelines <ol style="list-style-type: none">1. All Staff Meetings will be held in the Council Chambers on the first Tuesday of each month.2. All staff are expected to participate in the meetings with the exception of the person responsible for attending the reception area, or if a staff member has a valid reason for missing the meeting and has the approval of his/her supervisor.3. All Staff Meetings will be held for the purpose of reviewing and updating staff on events arising out of Council meetings and answering any questions related to Council meetings or upcoming events.<ol style="list-style-type: none">3.1. Supervisors will provide an update on activities within their area.3.2. Staff are encouraged to raise concerns or problems and share information, ideas and recommendations relating to their job functions.4. The Senior Administrative Officer (SAO) or his/her delegate will chair the meetings.5. The SAO or his/her delegate may change the date and timing of the meeting at his/her discretion, or decide to cancel the meeting if he/she deems it necessary.	
Attachments N/A	
References N/A	

#	Policy Title
LM-000	Leave Table of Contents
LM-001	Annual Vacation Leave – Mandatory
LM-001a	Annual Vacation Leave – Optional
LM-002	Designated Paid Holidays - Mandatory
LM-002a	Designated Paid Holidays - Optional
LM-003	Sick Leave Without Pay – Mandatory
LM-003a	Sick Leave With Pay – Optional
LM-004	Maternity Leave – Mandatory
LM-004a	Maternity Leave with Allowance – Optional
LM-005	Parental Leave/Adoption Leave – Mandatory
LM-005a	Paternal /Adoption Leave With Allowance – Optional
LM-006	Compassionate Leave – Mandatory
LM-007	Bereavement Leave – Mandatory
LM-008	Court Leave – Mandatory
LM-009	Time Off For Elections – Mandatory
LM-010	Seasonal (Christmas) Time Off – Optional
LM-011	Casual Leave (Appointments) – Optional
LM-012	Civic Leave – Optional
LM-013	Travel Time for Medical Leave - Optional
LM-014	Vacation Travel Leave – Optional
LM-015	Leave Without Pay - Optional
LM-016	Special Leave - Optional
LM-017	Educational Leave – Optional

Section/Number: Leave Management–001	Approval Date: (DD/MM/YY)
Subject: Annual Leave	Amendment Dates:
<p>Policy</p> <p>Employees earn vacation leave credits on an annual basis and every reasonable effort will be made to accommodate each employee's request for vacation leave without jeopardizing operational requirements.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. An employee is entitled to an annual vacation, with vacation pay, after each year of employment. <ol style="list-style-type: none"> 1.1. An employee will receive two weeks of vacation leave for the first five years of employment. 1.2. An employee will receive three weeks of vacation leave after the sixth and subsequent years of employment. 2. Casual employees whose terms are less than four months will be paid out for annual leave as specified in the Employment Standards Act. 3. Casual employees begin to earn leave credits from the date that their term has been approved to exceed four (4) months. 4. Employees can apply for annual leave with pay each year for the purpose of taking a vacation where the following applies: <ol style="list-style-type: none"> 4.1. The employee has earned the vacation leave. 4.2. The time is mutually agreeable to the employee and the employee's supervisor and/or Senior Administrative Officer (SAO). 5. Annual leave is approved subject to operational requirements and is granted in the fiscal year in which it is earned or during the following fiscal year. 6. Annual leave credits may be advanced up to the amount of annual leave credits to be earned in that fiscal year. <ol style="list-style-type: none"> 6.1. Annual leave that is advanced, but not earned, will be deducted from the employee's final pay upon the employee's termination. 7. Employees may carry over up to one year's vacation leave credits to the subsequent fiscal year. <ol style="list-style-type: none"> 7.1. Annual leave credits in excess of one year's banked vacation are paid out in cash at the end of the fiscal year except when authorized by the SAO. 	

8. The Community Government will make every reasonable effort to:
 - 8.1. Grant vacation leave during the fiscal year in which it is earned.
 - 8.2. Grant vacation leave at a time specified by the employee.
 - 8.3. Not recall an employee to duty after the employee has planned for or proceeded on authorized annual leave.
9. An employee will apply for vacation leave using an Application for Leave Form.
10. The employee's supervisor will review the application and verify the entitlement and leave credits with the employee responsible for leave records.
11. The SAO or his/her designate will reply to the employee's request for vacation leave as soon as possible after the request has been received, and no later than two weeks after the request has been received.
12. The SAO/delegate will approve, change, reduce or deny the request based on the recommendation of the Supervisor.
 - 12.1. If the request is approved, the employee will be notified and the Application Leave Form placed on the Employee's Personnel File.
13. In cases where the SAO/delegate plans to change, reduce or deny the request for vacation leave, the SAO/delegate must advise the employee in writing within the two (2) week period noted above except in cases where operational requirements do not allow for such notice.

Attachments

Sample Leave Form

References

Employment Standards Act Section 24 – Vacations

<http://www.justice.gov.nt.ca/PDF/ACTS/Employment%20Standards.pdf>

Sample Leave Form

Leave of Absence Request Form

Employee Name:_____

Date:_____

Type of Leave Requested:_____

Start Date/Time of Leave:_____

Return to Work Date/Time:_____

Verification of Leave Credits:_____

Employee Signature:_____

Supervisor Signature:_____

Senior Administrative Officer Approval:_____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Leave Management–001	Approval Date: (DD/MM/YY)
Subject: Annual Leave	Amendment Dates:
<p>Policy</p> <p>Employees earn vacation leave credits on an annual basis and every reasonable effort will be made to accommodate each employee's request for vacation leave without jeopardizing operational requirements.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Non-casual employees who receive at least ten (10) days of pay in a calendar month are entitled to earn vacation leave at the following rates. <ol style="list-style-type: none"> 1.1. One and one-quarter (1 ¼) working days each month to a total of fifteen (15) days per year until the month in which the employee completes three (3) years of continuous service. 1.2. After the third year of continuous service, vacation leave will be earned at a rate of one and two-thirds (1 2/3) working days each month to a total of twenty (20) days per year. <p>(Community Governments should identify the amount of paid vacation leave they will provide if different than stated in this sample policy).</p> 2. Casual employees whose terms are less than four months will be paid out for annual leave as specified in the Employment Standards Act. 3. Casual employees begin to earn leave credits from the date that their term has been approved to exceed four (4) months. 4. Employees can apply for annual leave with pay each year for the purpose of taking a vacation where the following applies: <ol style="list-style-type: none"> 4.1. The employee has earned the vacation leave. 4.2. The time is mutually agreeable to the employee and the employee's supervisor and/or Senior Administrative Officer (SAO). 5. Annual leave is approved subject to operational requirements and is granted in the fiscal year in which it is earned or during the following fiscal year. 6. Annual leave credits may be advanced up to the amount of annual leave credits that will be earned in that fiscal year. <ol style="list-style-type: none"> 6.1. Annual leave that is advanced, but not earned, will be deducted from the employee's final pay upon the employee's termination. 7. Employees may carry over up to one year's vacation leave credits to the subsequent fiscal year. <ol style="list-style-type: none"> 7.1. Annual leave credits in excess of one year's banked vacation are paid out in cash at the end of the fiscal year except where authorized by the SAO. 	

8. The Community Government will make every reasonable effort to:
 - 8.1. Grant vacation leave during the fiscal year in which it is earned.
 - 8.2. Grant vacation leave at a time specified by the employee.
 - 8.3. Not recall an employee to duty after the employee has planned for or proceeded on authorized annual leave.
9. An employee will apply for vacation leave using an Application for Leave Form.
10. The employee's supervisor will review the application and verify the entitlement and leave credits with the employee responsible for leave records.
11. The SAO or his/her designate will reply to the employee's request for vacation leave as soon as possible after the request has been received, and no later than two weeks after the request has been received.
12. The SAO/delegate will approve, change, reduce or deny the request based on the recommendation of the Supervisor.
 - 12.1. If the request is approved, the employee will be notified and the Application Leave Form placed on the Employee's Personnel File.
13. In cases where the SAO/delegate plans to change, reduce or deny the request for vacation leave, the SAO/delegate must advise the employee in writing within the two (2) week period noted above except in cases where operational requirements do not allow for such notice.

Attachments

Sample Leave Form

References

Employment Standards Act Section 24 – Vacations

<http://www.justice.gov.nt.ca/PDF/ACTS/Employment%20Standards.pdf>

Sample Leave Form

Leave of Absence Request Form

Employee Name: _____

Date: _____

Type of Leave Requested: _____

Start Date/Time of Leave: _____

Return to Work Date/Time: _____

Verification of Leave Credits: _____

Employee Signature: _____

Supervisor Signature: _____

Senior Administrative Officer Approval: _____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Leave Management–002	Approval Date: (DD/MM/YY)
Subject: Designated Paid Holidays	Amendment Dates:
<p>Policy</p> <p>Employees are entitled to Designated Paid Holidays except as stipulated in this policy.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. All employees will be paid for the following designated paid holidays: <ol style="list-style-type: none"> 1.1. New Year's Day 1.2. Good Friday 1.3. Victoria Day 1.4. National Aboriginal Day 1.5. Canada Day 1.6. The first Monday in August 1.7. Labour Day 1.8. Thanksgiving Day 1.9. Remembrance Day 1.10. Christmas Day. 2. If the Designated Paid Holiday falls on the employee's day of rest, he/she will be entitled to a day off with pay on the previous and/or following workdays. 3. If the employee is required to work on the designated paid holiday, he/she is entitled to overtime pay at the rate designated in the NWT Employment Standards Act. 4. An employee is entitled to Designated Paid Holidays while on approved annual leave, bereavement leave, sick leave, or court leave not exceeding 10 days. 5. An employee is not entitled to be paid Designated Holiday pay while on: <ol style="list-style-type: none"> 5.1. pregnancy leave 5.2. parental leave 5.3. compassionate leave, or 5.4. court leaves exceeding 10 days. 6. An employee is not entitled to Designated Holiday pay if: <ol style="list-style-type: none"> 6.1. the employee was required to work that day but did not report to work; or 6.2. the employee, without the consent of the employer, did not report for work on his or her last regular working day preceding or following the statutory holiday. 	

Attachments

N/A

References

Employment Standards Act

<http://www.justice.gov.nt.ca/PDF/ACTS/Employment%20Standards.pdf>

Section/Number: Leave Management–002	Approval Date: (DD/MM/YY)
Subject: Designated Paid Holidays	Amendment Dates:
<p>Policy</p> <p>Employees are entitled to Designated Paid Holidays except as stipulated in this policy.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. All employees will be paid for the following designated paid holidays: <ol style="list-style-type: none"> 1.1. New Year's Day 1.2. Good Friday 1.3. Easter Monday 1.4. Victoria Day 1.5. Canada Day 1.6. Civic Holiday 1.7. Labour Day 1.8. Thanksgiving Day 1.9. Remembrance Day 1.10. Christmas Day 1.11. Boxing Day 1.12. Any local holiday proclaimed by a by-law. <p>(Community Governments should include any additional Designated Paid Holidays)</p> 2. If the Designated Paid Holiday falls on the employee's day of rest, he/she will be entitled to a day off with pay on the previous and/or following workdays. 3. If the employee is required to work on the designated paid holiday, he/she is entitled to overtime pay at the rate designated in the NWT Employment Standards Act. 4. An employee is entitled to Designated Paid Holidays while on approved annual leave, bereavement leave, sick leave, or court leave not exceeding 10 days. 5. An employee is not entitled to be paid Designated Holiday pay while on: <ol style="list-style-type: none"> 5.1. pregnancy leave 5.2. parental leave 5.3. compassionate leave, or 5.4. court leaves exceeding 10 days. 6. An employee is not entitled to Designated Holiday pay if: <ol style="list-style-type: none"> 6.1. the employee was required to work that day but did not report to work; or 6.2. the employee, without the consent of the employer, did not report for work on his or her last regular working day preceding or following the statutory holiday. 	

Attachments

N/A

References

Employment Standards Act

<http://www.justice.gov.nt.ca/PDF/ACTS/Employment%20Standards.pdf>

Section/Number: Leave Management–003	Approval Date: (DD/MM/YY)
Subject: Sick Leave Without Pay	Amendment Dates:
<p>Policy</p> <p>Employees are entitled to Sick Leave Without Pay as stipulated in the NWT Employment Standards Act.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. All employees are entitled to five days of sick leave without pay during each 12 month period. 2. To be eligible for sick leave the employee must: <ol style="list-style-type: none"> 2.1. Be incapable of working because of an illness or injury 2.2. Have been employed by the Community Government for at least 30 days, and 2.3. Submit an Application for Leave Form at the earliest possible date after returning from Sick Leave. 3. An employee who cannot report to work because of an illness or injury must contact his/her supervisor or the Senior Administrative Officer at the start of the workday and/or at the earliest possible time if the illness or injury occurs during the workday. <ol style="list-style-type: none"> 3.1. The employee must request and receive approval for sick leave. 3.2. The employee must indicate the estimated length of sick time. 4. If the duration or expected duration of the sick leave exceeds three consecutive days, or for any other duration at the employer's discretion, the employee must provide the Community Government with a medical certificate stating that he/she is incapable of working because of illness or injury. <ol style="list-style-type: none"> 4.1. The Senior Administrative Officer/delegate (SAO) may waive this requirement if the SAO/delegate is aware of the illness or injury. 5. Employees who do not call in within the first hour of the workday may be considered to be Absent Without Leave. 6. An employee reporting for work after an illness must submit an Application for Leave Form indicating the number of days of sick leave used. 7. The Supervisor will ensure that the employee is eligible for sick leave credits and the Leave Form will be placed on the employee's Leave File. <ol style="list-style-type: none"> 7.1. If the employee does not have the required sick leave credits, the leave will be considered Leave Without Pay. 	

Attachments

Request for Leave Form

References

Employment Standards Act

<http://www.justice.gov.nt.ca/PDF/ACTS/Employment%20Standards.pdf>

Sample Leave Form

Leave of Absence Request Form

Employee Name: _____

Date: _____

Type of Leave Requested: _____

Start Date/Time of Leave: _____

Return to Work Date/Time: _____

Verification of Leave Credits: _____

Employee Signature: _____

Supervisor Signature: _____

Senior Administrative Officer Approval: _____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Leave Management–003	Approval Date: (DD/MM/YY)
Subject: Sick Leave With Pay	Amendment Dates:
<p>Policy</p> <p>Employees are entitled to Sick Leave With Pay as stipulated in this policy.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Employees are entitled to earn sick leave with pay at a rate of one and one-half (1.5) days per month for each month that they receive at least ten (10) days of pay. (Community Governments should identify the amount of paid sick leave they will provide if different than stated in this sample policy). 2. To be eligible for sick leave the employee must: <ol style="list-style-type: none"> 2.1. Be incapable of working because of an illness or injury 2.2. Have been employed by the Community Government for at least 30 days, and 2.3. Submit an Application for Leave Form at the earliest possible date after returning from sick leave. 3. An employee who cannot report to work because of an illness or injury must contact his/her supervisor or the Senior Administrative Officer at the start of the workday and/or at the earliest possible time if during the workday. <ol style="list-style-type: none"> 3.1. The employee must request and receive approval for sick leave. 3.2. The employee must indicate the estimated length of sick time. 4. If the duration or expected duration of the sick leave exceeds three consecutive days, or for any other duration at the employer's discretion, the employee must provide the Community Government with a medical certificate stating that he/she is incapable of working because of illness or injury. <ol style="list-style-type: none"> 4.1. The Senior Administrative Officer/delegate (SAO) may waive this requirement if the SAO/delegate is aware of the illness or injury. 5. Employees who do not call in within the first hour of the workday may be considered to be Absent Without Leave. <ol style="list-style-type: none"> 5.1. Employees who are considered to be Absent Without Leave will not be paid for that time and may be subject to further disciplinary action. 6. An employee reporting for work after an illness must submit an Application for Leave Form indicating the number of days of sick leave used. 7. The Supervisor will ensure that the employee is eligible for sick leave credits and the Leave Form will be placed on the employee's Leave File. <ol style="list-style-type: none"> 7.1. If the employee does not have the required sick leave credits, the leave will be considered Leave Without Pay and the employee will not be paid for that time. 	

Attachments

Request for Leave Form

References

Employment Standards Act Section

<http://www.justice.gov.nt.ca/PDF/ACTS/Employment%20Standards.pdf>

Sample Leave Form

Leave of Absence Request Form

Employee Name: _____

Date: _____

Type of Leave Requested: _____

Start Date/Time of Leave: _____

Return to Work Date/Time: _____

Verification of Leave Credits: _____

Employee Signature: _____

Supervisor Signature: _____

Senior Administrative Officer Approval: _____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Leave Management–004	Approval Date: (DD/MM/YY)
Subject: Maternity Leave	Amendment Dates:
<p>Policy</p> <p>The Community Government provides Maternity Leave to employees who become pregnant.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Employees who become pregnant are eligible for a total of 17 consecutive weeks of Maternity Leave Without Pay. 2. The leave may begin as early as 17 weeks before the due date and end up to 17 weeks after the date of birth. 3. To be eligible for Maternity Leave, the employee must: <ol style="list-style-type: none"> 3.1. submit a written request for Maternity Leave at least four weeks before the day on which she intends to commence the leave; and 3.2. provide a medical certificate confirming that she is pregnant and estimating the date of delivery. 4. The employee must inform his/her Supervisor in writing of her pregnancy at least four weeks before the expected start date of Maternity Leave. 5. The employee will complete an Application for Leave Form, attach a certificate from her doctor and submit it to the Supervisor for approval. 6. The certificate must include the expected date of birth and state how long she can work before starting her leave. 7. The Senior Administrative Officer will approve the leave application for up to 17 weeks. 8. The leave application will be placed on the employee's personnel file. 9. The employee can apply to Human Resources and Skills Development Canada for EI benefits. 10. No employee shall be laid off, transferred or relocated while on, or within six months of her return from pregnancy leave without the consent of the employee and the Employer. 	
<p>Attachments</p> <p>Sample Leave Form</p>	

References

Employment Standards Act

<http://www.justice.gov.nt.ca/PDF/ACTS/Employment%20Standards.pdf>

Sample Leave Form

Leave of Absence Request Form

Employee Name: _____

Date: _____

Type of Leave Requested: _____

Start Date/Time of Leave: _____

Return to Work Date/Time: _____

Verification of Leave Credits: _____

Employee Signature: _____

Supervisor Signature: _____

Senior Administrative Officer Approval: _____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Leave Management – 004	Approval Date: (DD/MM/YY)
Subject: Maternity Leave	Amendment Dates:
<p>Policy</p> <p>The Community Government provides maternity leave to employees who become pregnant.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> Employees who become pregnant are eligible for a total of 17 consecutive weeks of maternity leave. The leave may begin as early as 17 weeks before the due date and end up to 17 weeks after the date of birth. To be eligible for maternity leave, the employee must: <ol style="list-style-type: none"> submit a written request for pregnancy leave at least four weeks before the day on which she intends to commence the leave; and provide a medical certificate confirming that she is pregnant and estimating the date of delivery. Maternity Leave Allowance is available for a maximum of 17 weeks. This includes the two week waiting period required by Human Resources and Skills Development Canada (HRSDC). <ol style="list-style-type: none"> The allowance will be added to regular EI benefits. The employee will receive xxx% of regular salary during the maternity leave allowance period. The Community Government will not be responsible for any consequences of an employment insurance benefit overpayment; nor will it be responsible for providing any additional payments in respect of maternity leave should the employee's benefits be affected by tax, employment insurance, or legislative provisions. If the employee is entitled to, and agrees to, Maternity Leave Allowance, the employee must agree to return to work on a specific date for a period of at least six continuous months. If the employee takes 17 weeks of maternity leave along with 35 weeks of parental leave, the employee must return to work on the date of expiry of the parental leave for a period of twelve months. 	

7. If the employee does not fulfill the commitment outlined in Clause 5 or Clause 6 as appropriate, the amount received as maternity leave allowance will be recovered on a pro-rated basis.
 - 7.1. Full-time employees must return to work for the equivalent of six months full time.
 - 7.2. Part-time employees must return to work for the equivalent of six months of their part-time hours prior to the maternity leave.
8. The employee must inform his/her Supervisor in writing of her pregnancy at least four weeks before the expected start date of pregnancy leave.
9. The employee will complete an Application for Leave Form, attach a certificate from her doctor and submit it to the Supervisor for approval.
 - 9.1. The certificate must include the expected date of birth and state how long she can work before starting her leave.
10. The employee will advise the individual responsible for benefits that she will be on Maternity Leave in order to make arrangements for Maternity Leave Allowance.
11. The employee will sign the Maternity Leave Allowance Form.
12. The Senior Administrative Officer will approve the leave application for up to 17 weeks.
13. The leave application will be placed on the Employee's Personnel File.
14. The employee can apply to HRSDC for EI benefits.
15. No employee shall be laid off, transferred or relocated while on, or within six months of her return from, pregnancy leave without the consent of the employee and the Employer.

Attachments

Sample Leave Form

References

Employment Standards Act

<http://www.justice.gov.nt.ca/PDF/ACTS/Employment%20Standards.pdf>

Sample Leave Form

Leave of Absence Request Form

Employee Name:_____

Date:_____

Type of Leave Requested:_____

Start Date/Time of Leave:_____

Return to Work Date/Time:_____

Verification of Leave Credits:_____

Employee Signature:_____

Supervisor Signature:_____

Senior Administrative Officer Approval:_____

(If leave is denied, Senior Administrative Officer will advise in writing.)

MATERNITY AND PARENTAL LEAVE AGREEMENT

1. This is an Agreement between _____ and _____
(employee name)
_____.
(Senior Administrative Officer, Community Government)
2. The Employee undertakes to return to work on _____ (date) and to remain in the employ of the Community Government for:
 - a) If the employee takes 17 weeks of maternity leave, the employee must return to work on the date of expiry of the maternity leave for six months.
 - b) If the employee takes 17 weeks of maternity leave along with 35 weeks of parental leave, she must return to work on the date of expiry of the parental leave for twelve months.
 - c) If the employee does not fulfill the commitment outlined above, the amount received as maternity leave allowance will be recovered on a pro-rated basis.
 - d) If the employee returns to work part-time she must return to work for the equivalent of the time taken of her hours prior to the maternity leave.
3. The return date specified in paragraph 2 can be amended only with the consent of the employing department. The employee understands that, in the event of an amended date, the period of employment undertaken in paragraph 2 will commence on the new return date.
4. The employee understands that if she fails to return to work or fails to remain employed with the Community Government for the required period as specified in paragraphs 2 and 3, she will be indebted to the Employer for the amounts received as maternity leave allowance and/or parental leave allowance and will repay such amounts.
5. The employee shall not be laid off, transferred or relocated while on, or within six months of her return from, maternity/adoption leave without the consent of the employee and the Employer.

Dated at _____
(place)

this _____ day of _____,
(day) (month) (year)

(Senior Administrative Officer Signature)

(Employee Signature)

Section/Number: Leave Management–005	Approval Date: (DD/MM/YY)
Subject: Parental/Adoption Leave	Amendment Dates:
<p>Policy</p> <p>The Community Government provides Parental Leave to an employee who has, or will have, in his/her care and custody, his/her newborn child or who adopts a child.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Parental leave without pay of up to 37 weeks is available to male and female employees who remain at home to care for: <ol style="list-style-type: none"> 1.1. A newborn child of the employee 1.2. A child recently adopted by the employee, or 1.3. A child with whom the employee has commenced adoption proceedings. 2. An employee who takes maternity leave may also take parental leave, in which case, the parental leave must be taken immediately following the maternity leave. <ol style="list-style-type: none"> 2.1. The total amount of maternity and parental leave combined cannot exceed 52 weeks. 3. Parental leave may be shared by an employee-couple. <ol style="list-style-type: none"> 3.1. Parental leave utilized by an employee-couple, in conjunction with maternity leave, shall not exceed a total of fifty-two (52) weeks for both employees combined. 4. The time for which an employee is entitled to parental leave does not increase if the employee is adopting more than one child or is the natural parent of more than one newborn child (i.e., twins, triplets, etc.). 5. An employee requesting parental leave shall make every effort to provide reasonable notice. 6. An employee who intends to request parental leave shall notify the Supervisor in writing at least four weeks prior to the expected date of the commencement of parental leave. 	

7. In the case of an adoption, the employee shall notify the Supervisor as soon as the application for adoption has been approved by the adoption agency or legal guardianship and custody papers have been drawn.

8. HRSDC approval for parental leave is also required.

Attachments

Sample Leave Form

References

Employment Standards Act

<http://www.justice.gov.nt.ca/PDF/ACTS/Employment%20Standards.pdf>

Sample Leave Form

Leave of Absence Request Form

Employee Name: _____

Date: _____

Type of Leave Requested: _____

Start Date/Time of Leave: _____

Return to Work Date/Time: _____

Verification of Leave Credits: _____

Employee Signature: _____

Supervisor Signature: _____

Senior Administrative Officer Approval: _____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Leave Management–005	Approval Date: (DD/MM/YY)
Subject: Parental/Adoption Leave	Amendment Dates:
<p>Policy</p> <p>The Community Government provides Parental Leave to an employee who has, or will have, in his/her care and custody, his/her newborn child or who adopts a child.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Parental leave without pay of up to 37 weeks is available to male and female employees who remain at home to care for: <ol style="list-style-type: none"> 1.1. A newborn child of the employee 1.2. A child recently adopted by the employee, or 1.3. A child with whom the employee has commenced adoption proceedings. 2. An employee who takes maternity leave may also take parental leave, in which case, the parental leave must be taken immediately following the maternity leave. <ol style="list-style-type: none"> 2.1. The total amount of maternity and parental leave combined cannot exceed 52 weeks. 3. Parental leave may be shared by an employee-couple. <ol style="list-style-type: none"> 3.1. Parental leave utilized by an employee-couple, in conjunction with maternity leave, shall not exceed a total of fifty-two (52) weeks for both employees combined. 4. The time for which an employee is entitled to parental leave does not increase if the employee is adopting more than one child or is the natural parent of more than one newborn child (i.e., twins, triplets, etc.). 5. An employee requesting parental leave shall make every effort to provide reasonable notice. 6. An employee who intends to request parental leave shall notify the Supervisor in writing at least four weeks prior to the expected date of the commencement of parental leave. 	

7. In the case of an adoption, the employee shall notify the Supervisor as soon as the application for adoption has been approved by the adoption agency or legal guardianship and custody papers have been drawn.
8. To be eligible for parental leave with a parental leave allowance an employee must:
 - 8.1. Have at least six months of continuous service with the GNWT;
 - 8.2. Have applied for and been granted parental leave;
 - 8.3. Provide proof that he/she has applied for and is receiving EI benefits; and
 - 8.4. Sign an agreement with the Community Government, to return to work on the date of the expiry of the parental leave, and work for a minimum of six months after the parental leave.
9. Parental leave allowance is available for up to 17 weeks. This includes the two-week waiting period required by HRSDC.
 - 9.1. Parental leave allowance "tops up" regular EI benefits so the employee receives 93% of regular salary during the period.
 - 9.2. The Community Government is not responsible for any consequences of an employment insurance benefit overpayment, nor is it responsible for providing any additional payments in respect of parental leave should the employee's benefits be affected by tax, employment insurance, or legislative provisions.
10. If the employee wants to receive the parental leave allowance, the SAO and the employee sign a Parental Leave Agreement.
 - 10.1. The employee agrees to return to work on a specific date for a period of at least six months.
 - 10.2. If the employee does not fulfil his/her commitment, his/her allowance will be recovered on a pro-rated basis proportionate to the period of time the employee returned to work.
11. Where an employee takes parental leave in conjunction with maternity leave, payment will be for the difference between the employment insurance benefit received and 93% of the weekly rate of pay for 17 weeks.
12. HRSDC approval for parental leave is also required.

Attachments
Sample Leave Form

References
Employment Standards Act
<http://www.justice.gov.nt.ca/PDF/ACTS/Employment%20Standards.pdf>

Sample Leave Form

Leave of Absence Request Form

Employee Name:_____

Date:_____

Type of Leave Requested:_____

Start Date/Time of Leave:_____

Return to Work Date/Time:_____

Verification of Leave Credits:_____

Employee Signature:_____

Supervisor Signature:_____

Senior Administrative Officer Approval:_____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Leave Management–006	Approval Date: (DD/MM/YY)
Subject: Compassionate Leave	Amendment Dates:
<p>Policy</p> <p>The Community Government provides Compassionate Leave to allow an employee to care for a family member.</p>	
<p>Definitions</p> <p>Immediate family is defined as an employee's father, mother, brother, sister, spouse, child, father-in-law, mother-in-law, son-in-law, daughter-in-law, grandparent, common law spouse, grandchild, sister-in-law, brother-in-law, stepchild, foster child and all relatives permanently residing with the employee.</p> <p>Spouse means a person, regardless of gender, who is married to an employee, or has lived together with that person in a conjugal relationship outside of marriage if the employee represents that person as his or her spouse.</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. An employee is entitled to Compassionate Leave, without pay, to provide care or support to a family member of the employee. <ol style="list-style-type: none"> 1.1. An employee may also use Special Leave if he/she has Special Leave Credits available. 2. To be eligible for Compassionate Leave the employee must submit an Application for Leave Form advising the Supervisor of the expected duration of the leave. 3. The employee's family member must be suffering from a serious medical condition with a significant risk of death within 26 weeks of the request for leave. 4. The employee must provide, if requested by the Supervisor, a medical certificate confirming the medical condition referred to above. 5. The employee is entitled to eight weeks of compassionate leave without pay. Leave will begin on the day a medical certificate is issued or the day the employee takes the leave which- ever is earliest. It will end on the Saturday of the 26th week after the leave begins or the week of the death of the family member, which-ever is earliest. 6. Compassionate leave may be taken in separate periods, but each period must be of not less than one week's duration. 	

Attachments

Sample Leave Form

References

Employment Standards Act

<http://www.justice.gov.nt.ca/Legislation/SearchResults.asp?Option=Title&DBTable=LegReg&Parameter=E&Page=7>

Sample Leave Form

Leave of Absence Request Form

Employee Name:_____

Date:_____

Type of Leave Requested:_____

Start Date/Time of Leave:_____

Return to Work Date/Time:_____

Verification of Leave Credits:_____

Employee Signature:_____

Supervisor Signature:_____

Senior Administrative Officer Approval:_____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Leave Management–007	Approval Date: (DD/MM/YY)
Subject: Bereavement Leave	Amendment Dates:
<p>Policy</p> <p>The Community Government provides Bereavement Leave to allow an employee to attend a family member's funeral or memorial service.</p>	
<p>Definitions</p> <p>Immediate family is defined as an employee's father, mother, brother, sister, spouse, child, father-in-law, mother-in-law, son-in-law, daughter-in-law, grandparent, common law spouse, grandchild, sister-in-law, brother-in-law, stepchild, foster child and all relatives permanently residing with the employee.</p> <p>Spouse means a person, regardless of gender, who is married to an employee, who has lived together in a conjugal relationship with that person outside of marriage if the employee represents that person as his or her spouse.</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. An employee is entitled to Bereavement Leave, without pay, to attend the funeral of, or a memorial service for, a family member. <ol style="list-style-type: none"> 1.1. An employee may also use Special Leave if he/she has Special Leave Credits available. 2. Bereavement Leave, without pay, may be provided to employees to attend the funeral of, or a memorial service for, a non-family member with the approval of the Senior Administrative Officer. 3. The period of Bereavement Leave to which an employee is entitled is: <ol style="list-style-type: none"> 3.1. three days, if the funeral or memorial service will take place in the community in which the employee resides or 3.2. seven days, if the funeral or memorial service will take place outside the community in which the employee resides. 4. The Bereavement Leave may be split if the burial takes place at a date later than the date of the memorial and/or funeral service. 5. The employee will apply for Bereavement Leave using an Application for Leave Form. 6. The approved Application for Leave Form will be placed on the employee's Personnel file. 	

Attachments

Sample Leave Form

References

Employment Standards Act

<http://www.justice.gov.nt.ca/Legislation/SearchResults.asp?Option=Title&DBTable=LegReg&Parameter=E&Page=7>

Sample Leave Form

Leave of Absence Request Form

Employee Name:_____

Date:_____

Type of Leave Requested:_____

Start Date/Time of Leave:_____

Return to Work Date/Time:_____

Verification of Leave Credits:_____

Employee Signature:_____

Supervisor Signature:_____

Senior Administrative Officer Approval:_____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Leave Management –008	Approval Date: (DD/MM/YY)
Subject: Court Leave	Amendment Dates:
<p>Policy</p> <p>The Community Government provides Court Leave as stipulated in the NWT Employment Standards Act.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. An employee is entitled to Court Leave to: <ol style="list-style-type: none"> 1.1. answer a summons for selection to serve on a jury 1.2. serve on a jury, or 1.3. answer a summons to attend as a witness in a legal proceeding. 2. Court Leave may be granted with or without pay depending upon the circumstances. <ol style="list-style-type: none"> 2.1. Where the employee will receive an honorarium equal to or greater than the daily rate of pay, Court Leave will be granted without pay. 2.2. Where the employee is entitled to an honorarium which is less than the daily rate of pay, Court Leave will be granted with pay and the employee must relinquish the entitlement to any honorarium. 2.3. Where an honorarium is not received, Leave is granted with full pay. 3. The period of Court Leave will be the period required to perform the duties referred to above. 4. The employee will apply for Court Leave using an Application for Leave Form. 5. The approved Application for Leave Form will be placed on the employee's Personnel File. 	
<p>Attachments</p> <p>Sample Leave Form</p>	
<p>References</p> <p>Employment Standards Act http://www.justice.gov.nt.ca/Legislation/SearchResults.asp?Option=Title&DBTable=LegReg&Parameter=E&Page=7</p>	

Sample Leave Form

Leave of Absence Request Form

Employee Name:_____

Date:_____

Type of Leave Requested:_____

Start Date/Time of Leave:_____

Return to Work Date/Time:_____

Verification of Leave Credits:_____

Employee Signature:_____

Supervisor Signature:_____

Senior Administrative Officer Approval:_____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Leave Management–009	Approval Date: (DD/MM/YY)
Subject: Time Off for Elections	Amendment Dates:
<p>Policy</p> <p>The Community Government provides time off for voting to employees eligible to vote in First Nations, Federal, Territorial and Municipal elections.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Federal Elections and Referenda: Under the provisions of the <u>Canada Elections Act</u>, employees who are eligible to vote in a Federal election will be provided up to three (3) consecutive hours off to allow the employees to vote during the hours the polls are open. 2. Territorial Elections: Under the provisions of the NWT <u>Elections and Plebiscites Act</u>, employees who are eligible to vote in a Territorial election will be provided up to three (3) consecutive hours off to allow the employees to vote during the hours the polls are open. 3. Municipal Elections: The Senior Administrative Officer (SAO) may provide employees who are eligible to vote in Municipal elections time off to vote during the hours the polls are open. 4. First Nations Government Elections: The SAO may provide employees who are eligible to vote in First Nations Government elections time off to vote during the hours the polls are open. 	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>Canada Elections Act NWT Elections and Plebiscites Act</p>	

Section/Number: Seasonal Time Off With Pay-010	Approval Date: (DD/MM/YY)
Subject: Seasonal (Christmas) Leave	Amendment Dates:
<p>Policy</p> <p>The Community Government provides employees time off with pay during the Seasonal Holiday Period.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. Employees will be provided with time off with pay during the Seasonal Holiday Period as set by Council.2. The Senior Administrative Officer will advise employees of the days at least 30 days prior to the Seasonal Holiday Period.	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>N/A</p>	

Section/Number: Leave Management–011	Approval Date: (DD/MM/YY)
Subject: Casual Leave	Amendment Dates:
Policy Employees may be granted Casual Leave for specific purposes.	
Definitions N/A	
Guidelines <ol style="list-style-type: none">1. At the discretion of the Senior Administrative Officer (SAO), employees may be granted casual leave with pay to a maximum of two (2) hours, with no charge against leave credits, for the following purposes:<ol style="list-style-type: none">1.1. medical and dental appointments1.2. appointment with school authorities with regards to their child or a child under their legal guardianship1.3. appointment with regards to financial or legal appointments (i.e. mortgage application) at the discretion of the supervisor1.4. for other purposes of a special or unusual nature where the SAO is satisfied that Casual Leave is warranted.2. Employees must request Casual Leave as far in advance as possible so that the Supervisor can plan for operational requirements and service delivery during the employee's absence.3. This policy does not apply to an employee who is on Vacation/Sick/Lieu time off, Leave Without Pay or under Suspension.4. Items such as the amount of Casual Leave previously used in relation to others and/or current workplace demands can be used as deciding factors by the SAO when determining the reasonableness of Casual Leave requests.	
Attachments N/A	
References N/A	

Section/Number: Leave Management–012	Approval Date: (DD/MM/YY)
Subject: Civic Leave	Amendment Dates:
<p>Policy</p> <p>The Community Government provides employees with time off with pay to serve as members of community councils, public boards and committees as described in these Guidelines.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Civic Leave is limited to five (5) days per fiscal year per employee. <ol style="list-style-type: none"> 1.1. Employees do not earn civic leave credits. 2. Civic Leave will be granted only where operational requirements permit the employee's absence. 3. Civic Leave may be approved under the following circumstances: <ol style="list-style-type: none"> 3.1. An employee requests leave to attend official functions or meetings of public service organizations such as: <ul style="list-style-type: none"> ▪ band councils, community councils and community justice committees (these organizations are encouraged to continue conducting meetings on weekends or after normal working hours) ▪ regional bodies ▪ local education authorities and school bodies ▪ housing and health authorities ▪ income support appeal committees ▪ NWT Association of Municipalities ▪ other approved bodies. 3.2. An employee has been appointed to a public service board such as the following and requests leave to attend hearings or official meetings: <ul style="list-style-type: none"> ▪ Housing Corporation ▪ Public Utilities Board ▪ Water Board. 3.3. An employee is an executive member or board member of an Aboriginal organization and requests leave to attend official meetings. 4. Travel time required to participate in a function approved for civic leave is included in the Civic Leave entitlement. 	

<p>5. Civic Leave may be granted with or without pay depending upon the following circumstances:</p> <p>5.1. where the employee will receive an honorarium equal to or greater than the daily rate of pay, Civic Leave will be granted without pay</p> <p>5.2. where the employee is entitled to an honorarium which is less than the daily rate of pay, Civic Leave will be granted with pay, but the employee must relinquish entitlement to any honorarium</p> <p>5.3. where an honorarium is not received, leave will be granted with full pay</p> <p>5.4. for appointments which may be considered an extension of the employee's duties, the employee will be deemed to be "on-duty" when attending hearings.</p> <p>6. An employee must submit an Application for Leave Form.</p> <p>7. The SAO will approve or deny the request.</p> <p>8. The Payroll Officer will make arrangements for adjusting the employee's pay and/or receiving the honorarium.</p>
<p>Attachments</p> <p>Sample Leave Form</p>
<p>References</p> <p>N/A</p>

Sample Leave Form

Leave of Absence Request Form

Employee Name: _____

Date: _____

Type of Leave Requested: _____

Start Date/Time of Leave: _____

Return to Work Date/Time: _____

Verification of Leave Credits: _____

Employee Signature: _____

Supervisor Signature: _____

Senior Administrative Officer Approval: _____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Leave Management–013	Approval Date: (DD/MM/YY)
Subject: Travel Time for Medical Leave	Amendment Dates:
Policy The Community Government will provide employees on approved medical travel with leave with pay for Medical Travel Time.	
Definitions N/A	
Guidelines <ol style="list-style-type: none">1. The Senior Administrative Officer (SAO) will approve up to three (3) days of Medical Travel Time between the employee's place of residence and his/her point of departure and his/her return.<ol style="list-style-type: none">1.1. Medical Travel Time is not earned.1.2. Medical Travel Time is for the actual travel time involved.1.3. Medical Travel Time is not granted for escort duty.1.4. A copy of the medical referral is required before Medical Travel Time is approved.2. Employees will apply for Medical Travel Time using an Application for Leave Form.<ol style="list-style-type: none">2.1. A copy of the medical referral must be attached.3. The SAO will approve the request for Medical Travel Time of up to three days for the travel from the place of residence to the point of departure and return.4. The Leave Form will be placed on the employee's Leave File.	
Attachments Sample Leave Form	
References N/A	

Sample Leave Form

Leave of Absence Request Form

Employee Name: _____

Date: _____

Type of Leave Requested: _____

Start Date/Time of Leave: _____

Return to Work Date/Time: _____

Verification of Leave Credits: _____

Employee Signature: _____

Supervisor Signature: _____

Senior Administrative Officer Approval: _____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Leave Management–014	Approval Date: (DD/MM/YY)
Subject: Vacation Travel Leave	Amendment Dates:
<p>Policy</p> <p>The Community Government provides employees with Vacation Travel Leave as described in this policy.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Vacation Travel Leave will not be granted within the first six months of employment. <ol style="list-style-type: none"> 1.1. An eligible employee is entitled to receive up to two (2) days of paid Vacation Travel Leave per year for vacation travel. 2. Vacation Travel Leave must be used in conjunction with Annual Leave and cannot be accrued from one year to the next. 3. An eligible employee may be granted Vacation Travel Leave when an equal or greater number of Annual Leave days has been requested in conjunction with the Vacation Travel Leave (i.e. an employee must use at least two Annual Leave Days in order to receive two Vacation Leave Days). 4. An eligible employee will apply for Vacation Travel Leave along with his/her application for Annual Leave. <ol style="list-style-type: none"> 4.1. The number of Vacation Travel Leave days must be equal to or less than the number of Annual Leave days. 5. The employee's supervisor will review the application and verify the entitlement and leave credits with the employee responsible for leave records 6. The Senior Administrative Officer will approve, change, reduce or deny the request based on the recommendation of the supervisor. <ol style="list-style-type: none"> 6.1. If the request is approved, the employee will be notified and the Application Leave Form placed on the employee's Personnel File. 6.2. If the request is changed, reduced or denied, the ED or his/her designate will notify the employee in writing. 	

Logo

Community Government Name

Attachments
Sample Leave Form
References
N/A

Sample Leave Form

Leave of Absence Request Form

Employee Name: _____

Date: _____

Type of Leave Requested: _____

Start Date/Time of Leave: _____

Return to Work Date/Time: _____

Verification of Leave Credits: _____

Employee Signature: _____

Supervisor Signature: _____

Senior Administrative Officer Approval: _____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Leave Management –015	Approval Date: (DD/MM/YY)
Subject: Leave Without Pay	Amendment Dates:
Policy The Community Government may provide Leave Without Pay at the discretion of the Senior Administrative Officer (SAO).	
Definitions N/A	
Guidelines <ol style="list-style-type: none">1. Leave Without Pay may be approved for any reason other than the reasons covered in the Leave Management policies at the discretion of the Senior Administrative Officer (SAO).2. Employees requesting Leave Without Pay must submit an Application for Leave Form stating the reason for the request and the duration of the requested Leave Without Pay.3. Approval of the request is strictly at the discretion of the SAO.4. The employee is not entitled to allowances or benefits while on Leave Without Pay.5. Approved requests for Leave Without Pay will be placed on the employee's Personnel File.6. The SAO will provide a written explanation in cases where Leave Without Pay is not approved.	
Attachments Sample Leave Form	
References N/A	

Sample Leave Form

Leave of Absence Request Form

Employee Name:_____

Date:_____

Type of Leave Requested:_____

Start Date/Time of Leave:_____

Return to Work Date/Time:_____

Verification of Leave Credits:_____

Employee Signature:_____

Supervisor Signature:_____

Senior Administrative Officer Approval:_____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Leave Management–016	Approval Date: (DD/MM/YY)
Subject: Special Leave	Amendment Dates:
<p>Policy</p> <p>The Community Government provides Special Leave under certain circumstances as described in this policy.</p>	
<p>Definitions</p> <p>Immediate family is defined as an employee's father, mother, brother, sister, spouse, child, father-in-law, mother-in-law, son-in-law, daughter-in-law, grandparent, common law spouse, grandchild, sister-in-law, brother-in-law, stepchild, foster child and all relatives permanently residing with the employee.</p> <p>Spouse means a person, regardless of gender, who is married to an employee, or has lived together with that person in a conjugal relationship outside of marriage if the employee represents that person as his or her spouse.</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Special leave is earned at a rate of ½ day per month in each month that an employee works a minimum of 10 days, to a maximum of 25 days. 2. Special leave of up to five (5) consecutive days will be approved: <ol style="list-style-type: none"> 2.1. for the purpose of caring for a sick dependent under the age of 18 2.2. for the purpose of the employee getting married 2.3. if there is a death of an immediate family member 2.4. in the event that a member of the immediate family residing outside the employee's community of residence becomes seriously ill 2.5. other extraordinary circumstances with the approval of the Senior Administrative Officer (SAO). 3. Special leave may not be used for sick leave. 4. Special leave credits will be reduced as they are taken. 5. The employee must submit an Application for Leave Form which indicates the reason for the leave to the SAO for approval. 6. At the discretion of the SAO, Special Leave may be granted to an employee who is experiencing difficulties with the use of drugs and/or alcohol, and who has been referred to and has agreed to participate in a recognized addictions treatment program. 	

Logo

Community Government Name

Attachments
Sample Leave Form
References
N/A

Sample Leave Form

Leave of Absence Request Form

Employee Name:_____

Date:_____

Type of Leave Requested:_____

Start Date/Time of Leave:_____

Return to Work Date/Time:_____

Verification of Leave Credits:_____

Employee Signature:_____

Supervisor Signature:_____

Senior Administrative Officer Approval:_____

(If leave is denied, Senior Administrative Officer will advise in writing.)

Section/Number: Leave Management–017	Approval Date: (DD/MM/YY)
Subject: Education Leave	Amendment Dates:
<p>Policy</p> <p>The Community Government is committed to enhancing the education and professional development of its employees.</p> <p>The Community Government may grant Education Leave and assistance to employees if it is in the best interests of both the Community Government and the employee.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. Education Leave may be granted by the Community Government based on the career goals of the employee and the requirements of the Community Government. 2. Education Leave must be approved by Council. 3. If approved, Education Leave will be granted for a maximum of two years. 4. Employees will be expected to return to work for the Community Government for a minimum of a period equal to their Education Leave. 5. Tuition costs for approved education courses will be reimbursed once the employee provides proof of successful completion of the course. <ol style="list-style-type: none"> 5.1. Successful completion means a passing mark for the course or confirmation that the employee attended the course, if the course is not graded. 6. If approved, the Community Government may support the request for Educational Leave by providing the employee with no pay or up to xx% of salary during the period of leave. <ol style="list-style-type: none"> 6.1. The Community Government may further support the request for education leave by paying for other items such as costs of books, living expenses, etc. 6.2. Support will be provided in the form of a forgivable, interest free loan. 6.3. The loan will be forgiven if the employee returns to employment with the Community Government and works for a pre-agreed period of time equal to the number of months of educational leave. 6.4. Employee education costs will be amortized for a period equal to a pre-agreed period after the employee return to the workforce. 6.5. If the employee resigns from, or is terminated by, the Community Government, the unamortized education amount will be withheld from the last pay and/or a payback schedule will be set in place. 	

7. Any employee on Education Leave will be guaranteed his/her current job, or another job at an equal level, upon return from education leave
8. Employees requesting Education Leave must submit an Application for Leave Form accompanied by:
 - 8.1. a rationale for the leave and how the training or education will be of benefit to the Community Government and the employee
 - 8.2. a description of the program to be taken
 - 8.3. the type of leave and assistance requested.
9. Applications for Education Leave using the Application for Leave Form will be submitted to Council for consideration.
10. Approved applicants will be provided with leave and any other approved support, conditional upon to the employee's acceptance into the program.
11. Employees who are provided with supported leave will sign an agreement to return to work and repay any supports according to the terms as outlined above.
12. The Senior Administrative Officer will advise the employee in writing if their application is not approved and will include reasons why the application was denied.

Attachments

Sample Leave Form

References

N/A

Sample Leave Form

Leave of Absence Request Form

Employee Name: _____

Date: _____

Type of Leave Requested: _____

Start Date/Time of Leave: _____

Return to Work Date/Time: _____

Verification of Leave Credits: _____

Employee Signature: _____

Supervisor Signature: _____

Senior Administrative Officer Approval: _____

(If leave is denied, Senior Administrative Officer will advise in writing.)

#	Policy Title
OH-000	Occupational Health and Safety Policy List
OH-001	Accident Prevention
OH-002	Accident Reporting
OH-003	Operation of Community Government Vehicles
OH-004	Operation of the Fire Truck
OH-005	Fire/Emergency Evacuation Plan
OH-006	Fire Drills
OH-007	Building Security
OH-008	Workplace Safety
OH-009	Working Alone
OH-010	Zero Tolerance Policy
OH-011	Work Station
OH-012	Occupational Health and Safety Committee
OH-013	Personal Protective Equipment
OH-014	Fall Prevention and Management/Working at Height

Section/Number: Occupational Health and Safety - 001	Approval Date: (DD/MM/YY)
Subject: Accident Prevention	Amendment Dates:
Policy The personal health and safety of each employee and visitor is of primary importance. To the greatest degree possible, the Community Government will provide for the personal safety and health of employees and visitors on or using Community Government facilities.	
Definitions The Community Government will maintain an accident prevention program conforming to best practices. To be successful, such a program must start with proper attitudes toward injury and illness prevention on the part of both supervisors and employees. It also requires cooperation in all safety and health matters, not only between supervisor and employee, but also between each employee and his/her co-workers. Only through such a cooperative effort can an accident prevention program be established, preserved and successful. The accident prevention program aims to reduce the number of injuries and illnesses to an absolute minimum. Our goal is zero accidents and injuries.	
Guidelines The Accident Prevention Program 1. The accident prevention program will involve: 1.1. conducting a program of safety and health inspections to find and eliminate unsafe working conditions and practises, to control health hazards, and to comply fully with the safety and health standards for every job. 1.2. training all employees in good safety and health practises. 1.3. providing necessary personal protective equipment with instruction for its use and care. 1.4. developing and enforcing safety and health rules and requiring that employees cooperate with these rules as a condition of employment. 1.5. investigating every accident promptly and thoroughly to find out the cause and to correct the problem so that it won't happen again.	

Responsibilities for Safety and Health

2. Responsibilities for safety and health are shared.
 - 2.1. The Community Government accepts responsibility for leadership of the accident prevention program, for its effectiveness and improvement, and for providing the safeguards required to ensure safe conditions.
 - 2.2. The Senior Administrative Officer and Supervisors are responsible for developing the proper attitudes toward safety and health in themselves and in those they supervise, and for ensuring that all operations are performed with the utmost regard for the safety and health of all personnel involved.
 - 2.3. Employees are responsible for wholehearted, genuine cooperation with all aspects of the accident prevention program, including compliance with all rules and regulations and for continually practising safety while performing their duties.
 - 2.4. The employer will establish an "Occupational Health and Safety Committee" to provide an opportunity for management and staff to identify and resolve health and safety problems in a cooperative spirit.

Attachments

N/A

References

N/A

Section/Number: Occupational Health and Safety - 002	Approval Date: (DD/MM/YY)
Subject: Accident Reporting	Amendment Dates:
<p>Policy</p> <p>All work site accidents or industrial disease will be reported <u>immediately</u> by the employee to their supervisor.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. In the event of an accident the Supervisor will: <ol style="list-style-type: none"> 1.1. ensure that First Aid is initiated if necessary 1.2. ensure that medical attention is obtained if necessary 1.3. complete and send a fax to the Workers' Safety & Compensation Commission (WSCC) (within 72 hours of the accident) an "Employer's Report of Accident." 1.4. report (within 24 hours) any workplace deaths or serious accidents to the Chief Safety Officer, Department of Justice (873-7468). 2. The injured employee will complete the Employee's Report of Accident form and the Supervisor must complete the Employer's Report of Accident form within the required timelines. 3. When completing the Employer's Report of Accident, the Supervisor will be sure to complete the sections stating the "first aid" provided and the "physician" seen. <ol style="list-style-type: none"> 3.1. It is required by law to document the first aid provided on site. 4. The Supervisor will ensure that the Senior Administrative Officer (SAO) receives notification of the accident, incident or injury so that he/she can initiate an Accident Investigation if necessary, and so that the accident, incident or injury can be reviewed at the next Occupational Health and Safety Committee meeting. 5. Either immediately, or within the next 24 hours, the employee shall see a physician, as WSCC requires medical documentation to substantiate any claim. 6. The employee shall complete a WSCC form entitled "Worker's Report of Accident or Industrial Disease". <ol style="list-style-type: none"> 6.1. This form must be given to his/her Supervisor as soon as possible so that it may be faxed to WSCC together with the Employer's Report of Accident, if possible. 	

Attachments

N/A

References

WSCC Claim: Employer's Report of Injury

<http://www.wsc.nt.ca/Employers/Forms/Documents/Employer%27s%20Report%20of%20Injury/Employer%27s%20Report%20of%20Incident%20CS002%201004.pdf>

WSCC Claim: Worker's Report of Injury

<http://www.wsc.nt.ca/Workers/Forms/Documents/EN/Worker%27s%20Report%20of%20Incident%20CS001%201004.pdf>

Section/Number: Occupational Health and Safety - 003	Approval Date: (DD/MM/YY)
Subject: Operation of Community Government Vehicles	Amendment Dates:
<p>Policy</p> <p>All vehicle drivers and/or equipment operators must possess a valid, current and appropriate driver's license and/or operator-s certificate, must operate the vehicle/equipment in a safe manner and must abide by the conditions outlined in this policy.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <p>Eligibility to Operate Vehicles and Mobile Equipment</p> <ol style="list-style-type: none"> 1. The Senior Administrative Officer (SAO) or designate will maintain a list of persons who are eligible to drive a Community Government vehicle and/or operate Community Government mobile equipment. 2. All drivers/operators must have a valid driver's license and/or operator's certificate appropriate to the class or type of vehicle or mobile equipment. 3. All drivers/operators must submit a driver's abstract demonstrating that they have a valid and current driver's license and are legally eligible to operate a vehicle on a semi-annual basis. <ol style="list-style-type: none"> 3.1. The Community Government will reimburse the costs for obtaining a driver's abstract. 4. All equipment operators must have an appropriate, valid and current certificate to operate mobile equipment (i.e. Heavy Equipment Operator's Certificate for heavy equipment). 5. Vehicle/equipment operators must report any suspension of their driver's licenses or equipment operating certificates immediately to the SAO. 6. Any Community Government employee found driving a vehicle and/or mobile equipment without the required, valid and current driver's license/operator's certificate, or driving while a driver's license/operator's certificate has been suspended, will be subject to disciplinary action up to and including dismissal. 7. The SAO or designate will semi-annually ensure that all Community Government employees eligible to operate vehicles and mobile equipment have valid and current driver's licenses/operator's certificates. 	

Operation of Vehicles and Mobile Equipment

8. Only "On Call" vehicles are permitted to be used outside of the normal hours of work.
These are as listed:
 - 8.1. Duty "On Call" Fire Vehicle
 - 8.2. Utilities Operations Vehicle
 - 8.3. Works Foreman Vehicle
 - 8.4. SAOs' Vehicle.
9. All other Community Government owned vehicles are available and insured to be driven by licensed and authorized Community Government staff and other authorized persons during the position's normal working hours. After working hours the vehicles must be parked at either the Public Works Garage or the Community Government Office.
10. In certain circumstance, the SAO may authorize the use of Community Government vehicles outside of the normal hours of work.
11. Drivers/operators must only use Community Government vehicles and mobile equipment for municipal business unless otherwise authorized by the SAO.
12. Drivers/operators must observe safe driving practices at all times, including, but not limited to:
 - 12.1. use of seat belts
 - 12.2. obeying speed limits, traffic signs and signals
 - 12.3. conducting pre-operation checks to ensure the vehicle/equipment is in good working order
 - 12.4. taking extra pre-cautions when reversing the vehicle/equipment and
 - 12.5. respecting distracted driving legislation.
13. Vehicle/equipment operators must report and are responsible for addressing, any tickets or violations received while operating the vehicle/equipment, including, but not limited to, speeding, parking or other traffic violations.
14. Drivers/operators may be required to take a safe driving training program.
15. Prior to operating any vehicle/equipment, all drivers/operators must receive an orientation to the vehicle/equipment to familiarize themselves with safety belts, braking systems, back-up alarms and other features of the vehicle.

Accident and Operating Equipment Reporting

16. Any employee or other authorized individual involved in an accident while operating a community government vehicle/equipment must report the accident to the SAO as soon as possible.
 - 16.1. The Driver/Operator must contact the RCMP concerning any serious accidents, accidents where there are injuries, and/or where there may be a dispute as a result of the accident.

17. A Motor Vehicle Accident Report Form must be completed by the driver/operator on the day of the accident and submitted to the SAO.

17.1. If possible, pictures should be taken to accompany the report.

18. The SAO or designate will ensure the insurance company is notified, in writing of the accident along with a copy of the Motor Vehicle Accident Report.

Attachments

Motor Vehicle Report Form

References

N/A

NAME OF COMMUNITY GOVERNMENT**MOTOR VEHICLE ACCIDENT REPORT****Description of Community Government Vehicle/Equipment**

Type:_____ Make and Year:_____

Serial No.:_____ License No.:_____

Estimated Damage_____

Driver Information

Driver's Name:_____ Department:_____

Driver's License No.:_____ Class:_____ Expires:_____

Reason for Use of Vehicle at the time of the Accident: _____

Time and Place of Accident

Date:_____ Time:_____

Location:_____

Witnesses:_____

Second Driver and Vehicle Information

Driver's Name:_____ Owner's Name:_____

Address:_____ Address:_____

Driver's License No.:_____ Serial No.:_____

Insurance Agent:_____ Insurance Co.:_____

Estimated Damage:_____ Policy No.:_____

Logo

Community Government Name

Description of Accident

Driver's Signature:_____ Supervisor's Signature:_____

Date:_____

To be completed by the driver of the vehicle/equipment and submitted to the SAO

Section/Number: Occupational Health and Safety - 004	Approval Date: (DD/MM/YY)
Subject: Operation of the Fire Truck	Amendment Dates:
<p>Policy</p> <p>All Volunteer Fire Truck Drivers must possess a valid, current and appropriate driver's license, and must operate the Fire Truck in a safe manner, and must abide by the conditions outlined in this policy.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <p>Eligibility to Operate Vehicles and Mobile Equipment</p> <ol style="list-style-type: none"> 1. The Senior Administrative Officer (SAO) and Fire Chief will maintain a list of persons who are eligible to drive the Fire Truck. 2. All drivers must have a valid driver's license appropriate to the class or type of Fire Truck. 3. All drivers must submit a driver's abstract semi-annually demonstrating that they have a valid and current driver's license and are legally eligible to operate the Fire Truck. <ol style="list-style-type: none"> 3.1. The Community Government will reimburse the costs for obtaining a driver's abstract. 4. Drivers must report any suspension of their driver's licenses immediately to the Fire Chief and SAO. 5. Any driver found driving the Fire Truck without the required, valid and current driver's license, or driving while a driver's license has been suspended, will be subject to removal from the Volunteer Fire Brigade. 6. Drivers must only use the Fire Truck for authorized uses such as responding to an emergency, practicing for a fire/emergency situation or participating in an authorized event such as a community parade. 7. Drivers/operators must observe safe driving practices including, but not limited to: <ol style="list-style-type: none"> 7.1. use of seat belts 7.2. conducting regular vehicle checks to ensure the vehicle/equipment is in good working order 7.3. taking extra pre-cautions when reversing the vehicle/equipment and 7.4. respecting distracted driving legislation. 	

8. Prior to operating the Fire Truck, all drivers must receive an orientation to the vehicle/equipment to familiarize themselves with safety belts, braking systems, back-up alarms, fire fighting equipment and other features of the vehicle.

Accident and Operating Equipment Reporting

9. Drivers must report any accidents to the Fire Chief and SAO as soon as possible.
10. The Driver or Fire Chief must contact the RCMP in the event of any accident involving the Fire Truck.
11. A Motor Vehicle Accident Report Form must be completed by the driver on the day of the accident and submitted to the Fire Chief and SAO.
12. The SAO or designate will ensure that the insurance company is notified in writing of the accident along with a copy of the Motor Vehicle Accident Report.

Attachments

Motor Vehicle Report Form

References

N/A

NAME OF COMMUNITY GOVERNMENT**MOTOR VEHICLE ACCIDENT REPORT****Description of Community Government Vehicle/Equipment**

Type:_____ Make and Year:_____

Serial No.:_____ License No.:_____

Estimated Damage_____

Driver Information

Driver's Name:_____ Department:_____

Driver's License No.:_____ Class:_____ Expires:_____

Reason for Use of Vehicle at the time of the Accident: _____

Time and Place of Accident

Date:_____ Time:_____

Location:_____

Witnesses:_____

Second Driver and Vehicle Information

Driver's Name:_____

Owner's Name:_____

Address:_____

Address:_____

Driver's License No.:_____

Serial No.:_____

Insurance Agent:_____

Insurance Co.:_____

Estimated Damage:_____

Policy No.:_____

Logo

Community Government Name

Description of Accident

Driver's Signature:_____ Supervisor's Signature:_____

Date:_____

To be completed by the driver of the vehicle/equipment and submitted to the SAO

Section/Number: Occupational Health and Safety - 005	Approval Date: (DD/MM/YY)
Subject: Fire/Emergency Evacuation Plan	Amendment Dates:
<p>Policy</p> <p>All employees and visitors will follow the Fire/Emergency Evaluation Plan in the event of a fire or other emergency situation.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The Building/Facility Evacuation Diagram showing all fire exits will be posted in highly visible locations in each room/area of the building or facility. 2. A Fire/Emergency Warden will be identified for each Community Government building or facility including the Community Government Office, Recreation Facilities, Community Government Garage and Water Treatment Plant. 3. The Fire/Emergency Warden will be in charge in the event of a fire or other emergency. 4. When a fire or emergency occurs, the fire alarm will be sounded or activated by the employee discovering the fire/emergency. 5. If safe to do so, the staff member closest to the fire/emergency will: <ul style="list-style-type: none"> R – Remove anyone in immediate danger A – Activate the alarm system if it is not already activated C – Contain the fire/emergency by closing fire doors if safe to do so E – Extinguish the fire or contain the emergency without risking personal safety. 6. All employees and visitors will evacuate the facility according to the Building/Facility Emergency Evacuation Plan. <ol style="list-style-type: none"> 6.1. Employees and visitors must proceed to the nearest emergency exit unless it is blocked by the fire/emergency situation. 6.2. If the emergency exit is blocked by the fire/emergency situation, they must proceed to the nearest available emergency exit. 7. All emergency exits must not be blocked or hindered and must have emergency release bars to allow for easy exit. 8. All employees and visitors must report to the designated Muster Station immediately after evacuating the building/facility. 9. The Fire Warden will be responsible for taking a head count of all employees and known visitors at the Muster Stations. 	

10. The Fire Warden will report any suspected missing individuals to the emergency responders (i.e. Fire Fighters or Ambulance Personnel).

Attachments

Facility Emergency Evacuation Plans/Diagrams **(Each Community Government must develop and post the Emergency Evacuation Plans/Diagrams for each facility).**

References

N/A

Section/Number: Occupational Health and Safety - 006	Approval Date: (DD/MM/YY)
Subject: Fire Drills	Amendment Dates:
Policy Fire Drills will be completed at each Community Government Facility at least twice each year.	
Definitions N/A	
Guidelines <ol style="list-style-type: none">1. A Fire Drill will be conducted at each facility at least twice each fiscal year.2. Employees and visitors must follow the Fire/Emergency Evacuation Plan (Policy- OH 005) during the Fire Drill.	
Attachments Facility Emergency Evacuation Plans (Each Community Government must develop the Plan for each facility).	
References Fire/Emergency Evacuation Plan; Policy - OH 005	

Section/Number: Occupational Health and Safety - 007	Approval Date: (DD/MM/YY)
Subject: Building Security	Amendment Dates:
<p>Policy</p> <p>The Senior Administrative Officer (SAO) and/or his/her delegates are responsible for ensuring the security of buildings, facilities, vehicles and mobile equipment.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. The SAO and/or his/her delegates are responsible for ensuring that all buildings and facilities are secured when not in use.2. The SAO and/or his/her delegates are responsible for ensuring that all vehicles and mobile equipment are locked and parked in a secure area.3. Authorized personnel will be assigned keys as appropriate.<ol style="list-style-type: none">3.1. A register will be kept identifying who has been assigned keys and what the keys are for.4. All keys for Community Government buildings, facilities, vehicles and equipment will be kept in an organized, secure cabinet in the Administrative area.5. Keys must not be taken from the cabinet without the approval of the SAO or designate.6. The key cabinet will have a sign out and sign in protocol.7. An auxiliary key cabinet will be kept in the SAO's Office.8. Only the SAO will issue keys from the auxiliary key cabinet.9. The auxiliary key cabinet will have a sign out and sign in protocol.10. Employees must complete an Incident Report for lost keys.	

Logo

Community Government Name

Attachments
N/A
References
N/A

Section/Number: Occupational Health and Safety - 008	Approval Date: (DD/MM/YY)
Subject: Workplace Safety	Amendment Dates:
<p>Policy</p> <p>The Community Government and its employees will take all reasonable steps to ensure safe and healthy workplaces and working conditions.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The Senior Administrative Officer (SAO) and his/her designates must take reasonable measures and precautions to make sure that working conditions are safe for employees and visitors. 2. The SAO and/or his/her delegate is responsible for ensuring a safe workplace for employees by: <ol style="list-style-type: none"> 2.1. Monitoring workplace conditions 2.2. Limiting entry to authorized personnel only 2.3. Correcting safety hazards. 3. To ensure that employees are performing their duties in a safe manner the SAO and/or his/her designate will take the following actions: <ol style="list-style-type: none"> 3.1. Ensure buildings and equipment meet required safety codes 3.2. Provide protective clothing and proper safety devices as required 3.3. Monitor employee's performance 3.4. Provide training on safety procedures 3.5. Correct problems as required. 4. Employees are responsible for not engaging in behavior that is hazardous to the health and safety of themselves or others. <ol style="list-style-type: none"> 4.1. Any employee who engages in activities that create a health or safety hazard will be subject to discipline up to and including dismissal. 5. Employees have the right to refuse work where it poses a health or safety hazard to themselves or others <ol style="list-style-type: none"> 5.1. If employees perceive that their work is hazardous to their health and safety they can refuse to work. 5.2. Employees must immediately make health and safety concerns known to their supervisor. 5.3. The SAO will not discipline any employee who refuses to work in unsafe conditions. 	

6. When an employee perceives there to be a health or safety hazard in the workplace, the employee will:
 - 6.1. Immediately inform other employees near the unsafe working conditions of the potential danger.
 - 6.2. Immediately report the circumstances of the unsafe working conditions to their supervisor.
7. If the SAO receives notice that an employee refuses to work, the SAO will investigate the reported unsafe working conditions and take action as required.
8. The SAO will not allow impaired employees or visitors, or persons who pose a safety risk to themselves or others, to remain at the workplace.
 - 8.1. The SAO must take reasonable steps to make sure the impaired employee or visitor has safe passage to an appropriate destination.
9. If an employee reports to work showing signs of impairment, the employee's supervisor will document all information about the perceived impairment including:
 - 9.1. The date, time and location
 - 9.2. The behavior and mannerisms of the employee in question
 - 9.3. The name of any witnesses
 - 9.4. An explanation of how the employee presents a safety risk.
10. The employee's supervisor will prevent the employee from entering or remaining at the work site and explain the following to the employee.
 - 10.1. The employee's condition prevents him/her from performing the duties in a safe and proper manner.
 - 10.2. The employee cannot return to the work site until the employee is fit to carry out duties in a safe and proper manner.
11. The SAO will decide on Corrective Action based on the Corrective Action Policy.

Attachments

N/A

References

N/A

Section/Number: Occupational Health and Safety - 009	Approval Date: (DD/MM/YY)
Subject: Working Alone	Amendment Dates:
<p>Policy</p> <p>The Community Government is committed and responsible to provide as safe a work environment as is reasonably possible for any employees who are required to work alone.</p>	
<p>Definitions</p> <p>Working alone means to work at a worksite as the only worker of the Community Government at that worksite, in circumstances where assistance is not readily available to the worker in the event of injury, ill health or emergency.</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. While management is responsible to provide a safe work environment, employees are also expected to make every effort to assess hazards and to take steps to avoid unnecessary risks while working alone.2. Employees working alone in an office must identify a contact person and advise the contact person when the employee plans to leave the place of work.<ol style="list-style-type: none">2.1. The employee must contact the contact person when he/she leaves the place of work or if the employee plans to stay longer.2.2. The contact person is to attempt to contact the employee immediately if he/she does not contact him/her at the pre-arranged time.2.3. The contact person is to contact the RCMP immediately if he/she cannot contact the employee at the designated time.3. Employees working alone outside an office, such as Bylaw Officers, Municipal Works staff and/or Truck drivers and Equipment Operators, must make regular (hourly) contact with a designated contact person, such as a supervisor during regular work hours and must identify a contact person during non-regular work hours.4. To ensure employee safety, the Community Government has implemented the following measures:<ol style="list-style-type: none">4.1. A security alarm system has been installed.4.2. Notices are displayed prominently in each area indicating the emergency phone numbers to call for assistance.4.3. All doors and windows must be secured with appropriate barriers.	

<p>5. While working alone, employees will follow these procedures</p> <ul style="list-style-type: none">5.1. Do not open back doors5.2. Secure all doors, windows and entrance areas5.3. Ensure a means of contact and a specified contact person5.4. Ensure they are familiar with the alarm system5.5. Do not accept bills larger than \$20 after a designated time. <p>6. All employees will be trained to ensure they are competent and ready to work alone safely.</p> <p>7. The training will include the following:</p> <ul style="list-style-type: none">7.1. Employees will be made aware of hazards associated with working in isolation away from public view7.2. Employees will be trained in non-violent responses to threatening situations7.3. Employees will be trained in the proper use of security systems to prevent/discourage intruders7.4. Employees will be trained in questioning persons about the appropriateness of their presence.
<p>Attachments</p> <p>N/A</p>
<p>References</p> <p>N/A</p>

Section/Number: Occupational Health and Safety - 010	Approval Date: (DD/MM/YY)
Subject: Zero Tolerance Policy	Amendment Dates:
<p>Policy</p> <p>The Community Government and its employees take pride in the community buildings and facilities and encourage the public to visit and use buildings and facilities in a safe and harassment free environment and has therefore adopted a Zero Tolerance Policy.</p>	
<p>Definitions</p> <p>The Zero Tolerance Policy applies to any behaviour that will result in a person being prohibited from using a community facility including, but are not limited to, behaviour that is:</p> <ul style="list-style-type: none"> • destructive or unruly • aggressive • threatening • harassing • involves yelling or shouting • using language that is rude, offensive, profane or abusive. 	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. The Community Government has adopted a Zero Tolerance Policy for all community facilities and buildings with respect to inappropriate behaviour. 2. The Policy is designed to ensure that all residents of our community are able to enjoy the facilities without fear of harassment, abuse or disruptive behaviour. 3. All members of the public who use community facilities are expected to respect the rights of others and not engage in behaviour that prevents others from enjoying the facilities. 4. The Community Government reserves the right to prohibit those who engage in certain kinds of disruptive behaviour from using any of the community's facilities. 5. Persons who engage in such behaviour will be prohibited from using any of the community facilities for a period of time as determined by the Community Government. 6. Persons who are prohibited from using the community's facilities will be removed from the premises, advised in writing of the prohibition, and have their names posted at the facilities for the duration of the prohibition. <ol style="list-style-type: none"> 6.1. Persons will be prohibited from using all Community Government facilities for the duration of the period of prohibition. 7. Persons who return to any facility while prohibited from using them will be subject to a further prohibition. 	

8. If necessary, the authorities will be contacted to assist in the removal of the person(s).
Attachments N/A
References N/A

Section/Number: Occupational Health and Safety - 011	Approval Date: (DD/MM/YY)
Subject: Work Stations/Appropriate Dress	Amendment Dates:
<p>Policy</p> <p>Employees are expected to maintain a professional and tidy workplace and appearance while at work.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. Employees are expected to keep their individual work areas tidy including:<ol style="list-style-type: none">1.1. Keeping working areas neat throughout the day1.2. Not using tape on painted surfaces1.3. Not leaving confidential information in public areas1.4. Tidying up any conference or board rooms after use2. Employees should not keep excessive files in their offices<ol style="list-style-type: none">2.1. Files should be filed in filing cabinets or returned to central filing.3. Employees are expected to dress appropriately for their position and to maintain good grooming and personal hygiene.<ol style="list-style-type: none">3.1. Employees working in designated positions and/or working with industrial equipment are expected to wear appropriate clothing and Personal Protective Equipment.3.2. Employees working in Community Government Offices are expected to wear appropriate clothing.	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>N/A</p>	

Section/Number: Occupational Health and Safety - 012	Approval Date: (DD/MM/YY)
Subject: Occupational Health and Safety Committee	Amendment Dates:
<p>Policy</p> <p>The Community Government will establish an Occupational Health and Safety (OH&S) Committee to provide an opportunity for supervisors and staff members to identify and resolve staff health and safety concerns in a cooperative manner.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <p>Membership on the Committee</p> <p>1. The OH&S Committee will consist of the Senior Administrative Officer (SAO), Community Works Foreman, Senior Finance Officer and three staff representatives.</p> <p>The OH&S Committee will be:</p> <p>2. Investigate and evaluate unsafe acts and conditions in order to ensure a workplace free of hazards.</p> <p>3. Conduct and review regular hazard assessments and safety inspections to make recommendations for change, as needed.</p> <p>4. Review fire and emergency response drill reports to make recommendations for changes, as needed.</p> <p>5. Review WSCC accident /Injury First Aid reports to prevent accidents from reoccurring.</p> <p>6. Ensure that a Workplace Hazardous Materials Information System (WHMIS) program is fully implemented.</p> <p>7. Offer education programs/materials in order to ensure that all staff are aware of their rights, restrictions, responsibilities, and duties under the NWT's <u>Safety Act</u> and General Safety Regulations.</p> <p>8. Ensure that regular orientation and in-service programs for WHMIS, Fire and Emergency Plans and Back Care are offered and that the requirements are met.</p>	

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| <p>9. Establish ad hoc committees, as needed, to review and develop recommendations related to any specific health and safety issues, and to report back to the Occupational Health and Safety Committee for action.</p> <p>10. Conduct an annual review of all Health and Safety policies for appropriateness and relevance</p> <p>11. Make recommendations for amendments.</p> |
| Attachments |
| N/A |
| References |
| N/A |

Section/Number: Occupational Health and Safety - 013	Approval Date: (DD/MM/YY)
Subject: Personal Protective Equipment	Amendment Dates:
<p>Policy</p> <p>Employees are required to wear appropriate Personal Protective Equipment (PPE) in any designated PPE areas.</p>	
<p>Definitions</p> <p>Personal Protective Equipment (PPE) areas are any designated work areas where appropriate PPE is required.</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> 1. PPE Areas will be designated by the Senior Administrative Officer (SAO) and/or Community Works Foreman. 2. The SAO and/or Community Works Foreman will assess the possibility of risk in each work area and determine the required PPE, if any, for that area. 3. All employees are required to wear CSA approved head protection (hard hats) when working in or walking through any designated PPE work site. 4. All employees are required to wear CSA approved eye protection when working in or traveling through any designated PPE work site. 5. The nature of the work will determine the level of protection required which may include safety glasses, full-face shields or goggles. 6. All employees are required to wear CSA approved safety footwear when working in or traveling through any designated PPE work site. 7. All employees are required to use CSA approved hearing protection when working in or traveling through any work site that is designated as a HIGH NOISE AREA or when the noise level is above 85dBA. 8. All employees are required to wear CSA approved protective clothing when handling hazardous materials. <ol style="list-style-type: none"> 8.1. The protective clothing shall include, but not be limited to, impervious gloves, boots, and aprons, or any other protective clothing that may be required by the hazard. 9. All employees are required to have reflective material on outerwear while traveling on foot through all outdoor areas of the job site, except in designated areas. 	

<p>10. All employees who are required to use or wear personal protective equipment are responsible for ensuring that the equipment is appropriate for the hazard, that it has been inspected, that it fits properly and that it is used correctly.</p> <p>11. Employees who are not using required PPE in designated work areas may be subjective to disciplinary action.</p>
<p>Attachments</p> <p>N/A</p>
<p>References</p> <p>N/A</p>

Section/Number: Occupational Health and Safety - 014	Approval Date: (DD/MM/YY)
Subject: Working at Heights	Amendment Dates:
<p>Policy</p> <p>Employees will adhere to this policy in any situations where there is a danger of falling. Fall prevention and/or protection must be used for elevated work above 1.8 meters.</p>	
<p>Definitions</p> <p>Fall Prevention refers to the safeguards used to prevent falls when a person is working at heights and includes approved handrails, work platforms or scaffolds.</p> <p>Fall Protection refers to the equipment required in the event that a person may fall while working at heights and includes:</p> <ul style="list-style-type: none"> • an approved full body harness, shock absorbing lanyard (where the potential to fall is greater than 4 meters) or • short restraining lanyards (where the potential to fall is less than 4 meters), self-locking snap hooks (or carabineer type rings) and secure anchorage points. 	
<p>Guidelines</p> <p>Fall Prevention</p> <ol style="list-style-type: none"> 1. Wherever practical, a safe working area must be provided by means of approved handrails, work platforms or scaffolds while working at heights. <ol style="list-style-type: none"> 1.1. In cases where a safe working area cannot be provided, fall protection (100% tie-off) must be used. This includes situations in which work is being carried out from an elevated work platform, man lift or while working on a building roof. 2. All platforms and scaffolds must be installed by a qualified person. <ol style="list-style-type: none"> 2.1. All personnel engaged in the erection of scaffolds must wear approved fall protection equipment (safety harness and lanyards) when working 1.8 meters or more above a working level. 2.2. Fall protection will be used until work platforms with proper handrails are installed. Safe access (i.e., ladders) to upper levels will be installed as part of the assembly process. 3. A person may climb or descend a ladder without fall protection provided that they are able to use both hands and legs, they face the ladder, use one step at a time and use three point contact. 4. Straight ladders must be located so as to prevent slipping and must be lashed or secured. 	

5. Employees on ladders working 1.8 meters or more above ground level must wear appropriate fall protection equipment and must be tied-off prior to starting their tasks.
 - 5.1. When ascending or descending a ladder, tools must not be carried by hand.
6. A person must be designated to control the work platform, scissor lift or man-lift ("the basket"). The person must be trained, qualified and competent as required under local regulations.
7. Suspended work platforms and man baskets shall be used only when all other means of access are determined to be less effective.
 - 7.1. The use of man baskets is permitted only in unique work situations where their use results in the least hazard.
8. Every person in the 'basket' must be secured at all times with proper Fall Protection equipment and there must be systems in place to prevent tools and equipment from falling.
9. Personnel working from a building roof, suspended platform or man basket must wear approved Fall Protection equipment.
10. Personnel working from platforms or buckets on any vehicle-mounted man lift, boom, JLG, or scissor lifts must wear approved safety harnesses with a shock absorbing lanyards attached to the platform or platform/boom anchorage point.
11. Where overhead work is being conducted there must be toolboxes and tie-offs in place to prevent tools and equipment from falling, and barricades must be erected in the work area to protect others below from falling objects.

Fall Protection

12. Full body safety harnesses are required for use together with lanyards that provide shock-absorbing protection in the event of a fall.
13. Before each use, the harness and lanyard must be inspected by the user for cuts, breaks, loose rivets, torn threads, excessive wear, etc.
 - 13.1. Fall protection equipment that has shown evidence of excessive wear or mechanical malfunction or has been exposed to a fall must be removed from service and destroyed or sent to manufacturer for service and re-certification.
 - 13.2. At no time shall a harness or lanyard that appears unsafe be used.
 - 13.3. All harnesses and lanyards will be individually assigned to employees and identified using a numerical system.
 - 13.4. A register will be developed for each harness and lanyard.
14. A properly sized and approved full body harness must be worn tight enough to prevent the wearer from slipping out.
 - 14.1. The lanyard should be adjusted so as to restrict any fall to no more than 1.22 meters vertical drop and must ensure that in the event of a fall the worker will not contact any lower level.
15. Lanyards must be attached to an approved and certified anchorage point.

16. Anchorage points must, where practical, be above the head of the worker, and must ensure that in the event of a fall the worker will neither swing nor touch the ground.
17. Anchorage points must be tested and approved by a competent person to ensure that they are secure and can take the required load.
 - 17.1. Handrails that are not designed to anchorage point specifications may not be used as attachment point.
18. Fall Prevention anchorage points are designed by qualified engineers. Each point is certified and records must be kept to that effect.
19. Fall Protection equipment must be:
 - 19.1. tested and certified for use
 - 19.2. inspected by the user before use, and
 - 19.3. destroyed following a fall or where inspection has shown evidence of excessive wear or mechanical malfunction.
20. There must be a system for preparing and testing emergency rescue procedures for fall victims.

Attachments

N/A

References

N/A

Northwest Territories Association of Communities Sample Community Government Policies and Procedures Manual - Introduction

Overview

The Northwest Territories Association of Communities (NWTAC), in collaboration with the Department of Municipal and Community Affairs and the School of Community Government, have contracted NorthWays Consulting of Yellowknife to develop the Sample Community Government Policies and Procedures Manual. The purpose of the manual is to provide sample policies and procedures that can be adopted and implemented by Community Governments.

Many Community Governments in the NWT are operating with limited and/or outdated policies. As a result many Community Governments may be at risk and may not be operating in a consistent and effective manner. The Sample Community Government Policies and Procedures Manual has been developed to provide Community Governments with a menu of policies and procedures in the following critical areas:

1. Governance
2. General Administration
3. Financial Administration
4. Human Resources
5. Leave Management
6. Compensation Management, and
7. Occupational Health and Safety.

Following is an explanation of what policies and procedures are, why they are important, how to implement them, and how to ensure the policies and procedures are updated on a regular basis.

Policies and Procedures

Policies are the standardized rules on how a Community Government will operate in specific situations. Procedures are the step-by-step guidelines describing how the policies are to be implemented. Well written policies and procedures clearly identify responsibilities and boundaries for Council and staff and help to eliminate mistakes in conducting day-to-day activities.

It is important to note that policies and procedures must comply with all forms of legislation and formal agreements. Policies and procedures cannot be adopted that are in contravention with Federal or Territorial Legislation, Municipal Bylaws, or formal agreements such as Collective Agreements. For example, a Community Government cannot create a policy that allows for discrimination in the workplace as this would be in contravention with the NWT Human Rights Act.

Importance of Policies and Procedures

Policies and procedures are critical for effective, efficient and legal governance, management and operations. Well-written policies and procedures are important for the following reasons:

Roles and Responsibilities and Job Limits

Policies and procedures establish clear roles and responsibilities for Council, managers and staff. Just as importantly, they set limits that establish the level of authority and control within the organization. This is critical in ensuring that Council and staff fulfill their obligations without making commitments that are beyond the authority or capacity of the Community Government.

Consistency and Operational Effectiveness

Policies and procedures ensure operational consistency in performing day-to-day operations which is critical to ensuring that all residents are treated in a similar and equitable manner and are provided with appropriate services.

Policies and procedures also significantly increase operational effectiveness as staff members are provided with clear guidelines on how to perform their jobs. This leads to much fewer mistakes and has been proven to improve morale as employees no longer have to guess at, or be uncertain on how to, proceed in performing everyday activities.

Managerial Effectiveness

Effective policies and procedures increase managerial effectiveness as managers and supervisors do not need to spend as much time directly supervising staff, responding to staff questions, or correcting mistakes that often occur if set policies and procedures are not in place.

Compliance

A primary function of policies and procedures is to ensure that Community Governments are in compliance with legislation, bylaws, formal agreements (such as Collective Agreements) and standardized operating procedures (such as Generally Accepted Accounting Principles). Policies and procedures also allow the Community Government to determine if the organization is in compliance, and if not, where the non-compliance has occurred.

Internal Controls

Policies and procedures clearly identify the types of internal controls that are required within the organization and how the internal controls are to be implemented. This significantly reduces errors and the opportunity for fraud.

Risk Management

Risk management has become a critical element for any organization. Community Governments must address risk management issues in a number of areas including governance, finance, human resources, operations and health and safety place in order to reduce the risk of death or injury as well as financial and legal liabilities. Policies and procedures are essential for managing risk in each of these areas.

Implementing the Sample Policies and Procedures

The NWTAC recommends that Community Governments follow these steps in implementing the Sample Policies and Procedures:

1. Select the Required Policies and Procedures

The first step is for the Senior Administrative Officer (SAO) and/or his/her representatives to identify which of the policies and procedures the Community Government requires. The Community Government may decide that not all of the sample policies and procedures required or that the current versions of policies and procedures are adequate and do not need to be replaced.

2. Review and Revise the Selected Policies and Procedures

Once the required policies and procedures have been selected, the SAO/representatives should review the sample policies and procedures to:

- a. Ensure the policies and procedures do not contravene any legislation or municipal bylaws
- b. The policies and procedures do not contravene any formal agreements or standardized practices (such as the College Agreement or GAAP)
- c. The policies and procedures are consistent with current policies and procedures or standard practices.

The SAO/representatives should revise the policies and procedures to meet current Community Government policies and procedures or standard practice, or revise the current policies and procedures and practices to meet the sample policies.

For example, most sample leave policies include a mandatory and an optional version. The mandatory versions are based on the requirements for leave as defined under the NWT Employment Standards Act and are the minimum allowed under the legislation. The optional versions provide space for the Community Government to include their own leave policies based on the Collective Agreement or standard practice within the community. The Community Government can decide to provide as much leave entitlements as they deem appropriate as long as the amount of leave does not contravene either legislation or formal agreements.

3. Ensure that Legal Counsel Reviews the Policies

Community Governments ***must ensure*** that Legal Counsel reviews and approves the policies and procedures to ensure they comply with current legislation. Community Governments that do not have the policies and procedures reviewed by Legal Counsel place themselves at risk and may not be eligible for insurance coverage in the event of a legal action from such areas as human resources, termination of employment, financial misconduct and/or health and safety incidents.

4. Prepare the Community Government Policies and Procedures Manual for Review by Council

The selected and revised policies and procedures should be compiled in a Community Government Policies and Procedures Manual. It is recommended that the Policies and Procedures Manual be presented to Council for their review and approval. Changes may be required at Council's direction. Again, any changes to the policies and procedures cannot contravene legislation, bylaws or formal agreements.

5. Review the Policies and Procedures with Staff

The final step is to review the policies and procedures with staff. A common mistake that organizations make is to develop a policies and procedures manual but not fully explain the policies and procedures to staff. As a result the policies and procedures are not fully and properly implemented placing the Community Government at significant risk.

Updating Policies and Procedures

The NWTAC recommends that Community Governments review and update their policies and procedures when legislation or formal agreements are changed. A full and formal review of policies and procedures should take place at least every three years.

The NWTAC would also like Community Government to provide updated policies or recommended changes to the sample policies and procedures by contacting the NWTAC directly at:

**NWTAC
200, 5105-50th Street
Yellowknife, NT | X1A 1S1
Tel. (867) 873-8359
Fax (867) 873-3042
Toll Free 1-866-973-8359**



Northwest Territories Association of Communities

Community Government

Sample Policies and Procedures Manual

Prepared By:



Hiring Your Senior Administrative Officer or Band Manager

A Checklist for Mayors and Councils

This Checklist provides the guidance and documents your municipality needs to hire a Senior Administrative Officer or Band Manager (BM).

The Checklist lays out the steps in the hiring process, and the actions and materials you'll need to successfully hire your new senior community manager. Examples of forms and links to relevant documents are included. Documents can be adapted to meet your community's needs.

This Checklist is a guide, and is not intended to replace legal advice or the services of a human resources professional

Getting Started

- **Start a competition file** to centralize all your documents and create a documentary record of the hiring process
- **Do an “exit interview”** with your outgoing or former SAO/BM, to gather recommendations for changes to the position or organizational structure
- **Review relevant legislation** regarding SAO/BM's duties and functions:
 - [Cities Towns and Villages Act S.41](#)
 - [Hamlets Act S. 43](#)
 - [Charter Communities Act S. 45](#)
 - [Tlicho Community Governments Act S. 38](#)
 - Relevant legislation for Designated Authorities
- **Review community government policies** governing hiring procedures, e.g. Job Descriptions, Recruitment and Selection, Offers of Employment. (See a list of [HR Policies](#))

Position and Selection Requirements

- **Review with Council**
 - expectations for the position
 - any special requirements (e.g. Northern/NWT/First Nations community experience)
 - needed changes to the job description
 - salary and benefits being offered. Discuss opening salary offer and limits to salary negotiation
 - needs for any particular skills based on upcoming challenges (e.g. financial recovery, infrastructure, communications)
- **Review the [Job Description](#)** to ensure it is up to date and meets the requirements of HR Policies. Incorporate changes based upon Council direction and the exit interview.
- **Set Evaluation Criteria** based on the Job Description knowledge, skills and abilities, educational qualifications, bonding and special requirements and the direction of Council. Determine whether you want to require a Criminal Record Check
- **Review training commitments** resulting from program agreements, such as the *Advancing Local Government Administrator Program (ALGAP)*. Check with the GNWT Municipal and Community Affairs (MACA) Regional Superintendent to see whether there are requirements to hire a trainee once mentorship is completed, or whether there is an opportunity to hire a trainee as part of this staffing action
- **Create a Hiring Committee**, recommended to include the Mayor or a Councillor, a senior staff person, the MACA Regional Superintendent and the outgoing SAO/BM

Advertise the Job

- **Set application deadline**
- **Draft a [job advertisement](#)** based on the Checklist example.
- **Place advertisement in:**
 - Newspaper (usually News/North)
 - Local Government Administrators of the NWT (LGANT) [website](#)
 - Jobs North [website](#)
 - Local Government Administration Association of Canada [website](#)
 - Your community government newsletter

- **Put up posters** on community bulletin boards. Ask the newspaper for a PDF copy of the job ad, and photocopy it as a poster

Prepare for Interviews

- **Review the applications** to create a list of candidates who meet the Evaluation Criteria. Use the [Application Screening Table](#) in the Checklist.
- **Pick top candidates** for interviews—3 to 5 candidates are recommended
- **Schedule interviews:**
 - Timed for availability of Hiring Committee
 - In person for local candidates
 - By phone for outside candidates, then in person if the person places first in the initial interview
- **Develop Interview Questions** which test each of the requirements set out in the Evaluation Criteria
- **Create an Interview Questions Sheet** to set the interview questions and record interview responses. Refer to the [SAO Interview Questions Sheet](#) example in the Checklist.

Hold Interviews

- **Interview candidates:**
 - Ensure all candidates are asked the same questions
 - Allow time between interviews for Selection Committee to review the Questions Sheet responses and agree on scores
 - Select a preferred candidate, based on the ranking of scores
- **Second interview** with preferred candidate:
 - With the full selection committee
 - Consider a meeting with the full Council
 - More in depth discussion for greater familiarity
 - Ask candidate to supply references, but respect candidate's request not to call current employer
 - Confirm that candidate is bondable and will pass Criminal Records Check
- **Decide on a preferred candidate**

Check References

- **Write reference check questions**, based on [Reference Check Form](#) example in the Checklist
- **Make reference calls:**
 - Listen carefully—some employees are cautious about giving references
 - **Ask the important question: “Would you hire this person back?”**
 - Check with others who may have knowledge of the candidate: LGANT, NWTAC, First Nations governments
 - Do an internet and LinkedIn search for other background information
 - Confirm the candidate is bondable

Hire Your SAO

- **Make the hiring call** to the successful candidate:
 - confirm the candidate will accept the job if it is offered
 - confirm terms of employment: salary, benefits, start date
 - emphasize that the decision to hire must first be confirmed by Council
- **Discuss final offer with Council** in-camera to confirm an offer of employment should be made
- **Make a written offer of employment** to the candidate, including:
 - all pay, benefits, vacation and lieu time conditions
 - state the terms of probation and evaluation
 - completion of bonding requirement, and supply of Criminal Records check, if this was required
 - the Job Description should be included as an appendix to the letter

Adapt the [Letter of Offer Example](#) included in the Checklist.

- **Pass a by-law or Band Council resolution** once the signed letter of offer has been received. Adapt the [Example By-law](#) included in the Checklist
- **Execute a written contract** of employment, using the [Example Contract](#) included in the Checklist.
- It is a wise precaution to get legal advice on the offer of employment letter and the contract of employment. Ensure the letter and contract have been recently reviewed to confirm they are consistent and legally correct

- **Announce the appointment:**
 - By letter or email to key partners
 - By announcement in your community newsletter or website
 - Consider issuing a media release

Trust Your Gut!

Never hire to fill a position unless you are satisfied and comfortable with the candidate

There are other options to fill temporary gaps:

- Hire someone you know on a temporary basis
- Ask the MACA Regional Superintendent about possible interim staff

Job Description *Example*: Senior Administrative Officer/Band Manager

Job Description

Senior Administrative Officer

PURPOSE OF THE POSITION

(The main reason for the position, in what context and what is the overall end result)

The Senior Administrative Officer is responsible for the management, administration and delivery of all municipal programs and services in order to ensure that they are accomplished in an effective and efficient manner and within all legislative, policy and procedural guidelines.

SCOPE

(The way that the position contributes to and impacts on the organization)

Reporting to the Mayor and Town Council, the Senior Administrative Officer (SAO) will oversee all operations of the municipality. The SAO will ensure that all operations are conducted in a respectful and responsible way, ensuring that all decisions and actions comply with the relevant legislation, policies and procedures. He/she is responsible for all financial transactions, programs and services created and implemented by the municipality.

The SAO is responsible for managing a budget of xxx million dollars and up to xxx staff members. He/she is responsible for delivery of programs and services in the areas of finance and administration, municipal services, recreation programs and facilities, protective services and community lands administration.

The SAO provides advice and support to the Mayor and Council and ensures that they have accurate and timely information in order to make effective decisions. The SAO also acts as liaison between the municipality and other government agencies and departments, private industry, business and any other individuals, groups or agencies operating in the community.

The SAO must provide records and documents to the relevant governments and agencies, when requested. He/she must also ensure that all municipal business and operations are conducted in a responsible, confidential and ethical way.

Failure to provide adequate services may result in lost or misused revenues, poor morale among staff, inadequate services for residents and a loss of credibility for the Mayor and Council.

RESPONSIBILITIES

(Major responsibilities and target accomplishments expected of the position including the typical problems encountered in carrying out the responsibilities.)

1. Financial management of all municipal operations in order to ensure that finances are maintained in an accurate and timely manner and comply with relevant legislation, by-laws, policies and procedures

Main Activities

- Prepare municipal budgets
- Estimate revenues and expenses
- Review and analyze financial statements and reports
- Conduct financial analysis and cash flow forecasting
- Establish internal financial controls
- Oversee payroll functions
- Review and analyze variance reports
- Ensure financial systems are maintained in an accurate and timely manner
- Prepare for and respond to the annual audit
- Manage funds

2. Manage all municipal programs and services to ensure that services are provided in an effective and efficient manner

Main Activities

- Manage protective, municipal, land use and recreation programs and services
- Develop strategic and operational plans for each program area
- Develop or monitor proposals for program funding
- Maintain program and services standards, policies, guidelines and procedures
- Evaluate the effectiveness of programs and program delivery
- Prepare an Emergency Preparedness Plan
- Facilitate the development of community lands

3. Manage all municipal staff in order to ensure a productive, positive and healthy work environment

Main Activities

- Develop and implement a human resources plan and personnel management policies and procedures
- Ensure that accurate job descriptions are in place
- Recruit and orient staff
- Evaluate, train and develop staff
- Provide leadership, guidance and counseling to staff
- Supervise staff and delegate responsibilities
- Take corrective action when required

4. Maintain the general administration of the municipality

Main Activities

- Provide reports to government agencies, departments and other organizations
- Ensure records are maintained
- Maintain insurances
- Obtain legal and legislative advice on various issues
- Ensure computer systems and office equipment is maintained
- Award and oversee contracts
- Ensure inventories are maintained
- Research potential funding, programs and projects, as required
- Tender, award and manage contracts
- Oversee the land management program

5. Coordinate community development and public and community relations activities

Main Activities

- Assist in coordination and implementation of the community development plan
- Evaluate the community plan and its implementation
- Conduct needs assessments, as required
- Facilitate public meetings
- Liaise with various community groups
- Address public complaints and concerns
- Promote municipal programs, services and community events and activities

6. Provide support and advice to the Mayor and Town Council to ensure that Council is able to make effective decisions

Main Activities

- Work with Council to develop and implement a strategic plan
- Administer Town Council elections
- Attend Council meetings
- Prepare agendas, information and resources for Council Meetings
- Provide Council with advice and recommendations
- Maintain and circulate minutes of meetings
- Assist with the preparation or revision of by-laws and motions
- Ensure that all Council business is conducted within relevant legislation, policies and procedures
- Convey Council decisions to the public
- Represent the municipality and Council at local, regional, territorial, national meetings
- Coordinate and/or facilitate Council orientation and training

7. Perform other related duties as required

KNOWLEDGE, SKILLS AND ABILITIES

(The knowledge, skills and attitudes required for satisfactory job performance)

Knowledge

The incumbent must have proficient knowledge in the following areas:

- ✓ financial management and generally accepted accounting principles
- ✓ human resources management
- ✓ municipal government program administration, management and delivery
- ✓ program evaluation
- ✓ an understanding of relevant municipal legislation, policies and procedures
- ✓ an understanding of the northern cultural and political environment
- ✓ an understanding of the roles and responsibilities of Town Councils
- ✓ an understanding of land claims and self-government

Skills

The incumbent must demonstrate the following skills:

- ✓ team leadership and management skills
- ✓ financial management skills
- ✓ supervisory and human resource management skills
- ✓ contract management skills
- ✓ strategic planning skills
- ✓ analytical and problem solving skills
- ✓ decision making skills
- ✓ negotiations skills
- ✓ effective verbal and listening communications skills
- ✓ computer skills including the ability to operate spreadsheets and wordprocessing programs at a highly proficient level
- ✓ effective written communications skills including the ability to prepare reports, policies and bylaws
- ✓ effective public relations and public speaking skills
- ✓ research and program development skills
- ✓ stress management skills
- ✓ time management skills

Personal Attributes

The incumbent must maintain strict confidentiality in performing the duties of SAO. The incumbent must also demonstrate the following personal attributes:

- ✓ maintain standards of conduct
- ✓ be respectful
- ✓ possess cultural and political awareness and sensitivity
- ✓ be flexible
- ✓ demonstrate sound work ethics
- ✓ be consistent and fair

The SAO would normally attain the required knowledge, skills and abilities through completion of a recognized accounting designation and/or through completion of a post secondary program in Public or Local Administration and several years of related municipal experience at a senior level. Equivalencies will be considered.

WORKING CONDITIONS

(The unavoidable, externally imposed conditions under which the work must be performed and which create hardship for the incumbent including the frequency and duration of occurrence of physical demands, environmental conditions, demands on one's senses and mental demands.)

Physical Demands

(The nature of physical effort leading to physical fatigue)

The SAO may have to work odd or long hours at a time to complete special requests or projects. The SAO will have to spend long hours sitting and using office equipment, computers and attending meetings.

Environmental Conditions

(The nature of adverse environmental conditions affecting the incumbent)

The municipal office is a busy facility. The SAO will have to manage a number of people and projects at one time, and will be interrupted frequently to meet the needs and requests of residents and Council Members. The SAO may find the environment to be busy, noisy and will need excellent organizational and time and stress management skills to complete the required tasks.

Sensory Demands

(The nature of demands on the incumbent's senses)

Sensory demands can include reading and use of the computer which may cause eyestrain and occasional headaches and the constant noise and activity of a busy office environment.

Mental Demands

(Conditions that may lead to mental or emotional fatigue)

The SAO will have to manage a number of requests and projects at one time. They may have to complete a number of tasks and responsibilities at one time, and must be prepared to deal with emergencies and stressful situations at any time. The need to supervise a number of staff and the need to meet continuous and tight deadlines often results in a stressful work environment. The level of responsibility and the potentially detrimental effects of decisions made by the SAO can also be a significant cause of stress and anxiety.

CERTIFICATION

<hr/> Employee Signature	<hr/> Supervisor's Title
<hr/> Printed Name Date	<hr/> Supervisor's Signature Date
I certify that I have read and understand the responsibilities assigned to this position.	I certify that this job description is an accurate description of the responsibilities assigned to the position.
<hr/> Mayor's Signature Date	
I approve the delegation of responsibilities outlined herein within the context of the attached organizational structure.	

The above statements are intended to describe the general nature and level of work being performed by the incumbent(s) of this job. They are not intended to be an exhaustive list of all responsibilities and activities required of the position.

[Return to Job Description Section](#)



SAO Employment Advertisement *Example*

SENIOR ADMINISTRATIVE OFFICER/BAND MANAGER

The (City/Town/Village/Community Government of) NAME is accepting applications for the position of Senior Administrative Officer/Band Manager.

The Senior Administrative Officer/Band Manager must have a strong background in municipal administration, accounting, financial management and proven success as an effective communicator and civic promoter.

Reporting to the Mayor/Chief and Council, the successful candidate will direct, administer and coordinate all affairs of community government. The incumbent will be responsible for all aspects of municipal administration, including management of human resources, operations and projects in accordance with Council Bylaws and Policies.

REQUIREMENTS

- Familiarity with statutory requirements in the (Cities, Towns and Villages/Hamlets/Tlicho Community Governments) Act and related legislation. Working knowledge in government operations, statutes, bylaws and policy making.
- Excellent leadership, problem solving, interpersonal and communications skills to deal with staff fairly and diplomatically.
- Working knowledge of XXX Accounting Software will be an asset.
- Applicants must be bondable and clearance of a criminal records check is a prerequisite.

QUALIFICATIONS

A Degree in Municipal, Public Administration or Management plus a minimum of 3 years of related community experience or five (5) years relevant municipal management experience. Equivalent combinations of education/and or experience will be considered.

The Starting Salary will be negotiable depending on experience. Additional benefits include (Vacation Travel Assistance Package, NEBS Plan and subsidized housing).

Deadline for applications is DAY/MONTH/YEAR.

For more details please contact NAME, TELEPHONE, EMAIL

Submit resume by mail, email, fax in confidence to:

MAILING ADDRESS

EMAIL ADDRESS

FAX

Example 2:

SENIOR ADMINISTRATIVE OFFICER/BAND MANAGER

The (City/Town/Village/Community Government of) NAME is accepting applications for the position of Senior Administrative Officer/Band Manager.

Reporting to the Mayor/ and Council, and providing leadership to a management team including departments of Public Works, Recreation and Culture, Finance, Municipal Enforcement, Fire Protection Services and Planning (other). The SAO/Band Manager will foster a positive, collaborative environment promoting productivity and innovation in a cross cultural setting.

As an accomplished municipal leader, you will bring a commitment to supporting the professional development of staff. You will have sound municipal experience in a senior management position with knowledge of municipal law and practices, financial management, human resources management and labor relations.

Qualifications:

- A University degree in public administration or related discipline is preferred. Equivalent education and experience will be considered
- 3 to 5 years experience in senior management of municipality
- formal training in fundamental accounting principles or equivalent work related
- strong communications and public affairs management skills

Experience

- enhanced management, administrative and financial system skills
- computer accounting skills, preferably on (NAME) accounting software
- demonstrated ability to meet performance standards, strategic and long-range planning

This is a permanent full-time non-union position. The Starting Salary will be negotiable depending on experience. Additional benefits include (Vacation Travel Assistance Package, NEBS Plan and subsidized housing).

Deadline for applications is DAY/MONTH/YEAR

For more details please contact NAME, TELEPHONE, EMAIL

Submit resume by mail, email, fax in confidence to:

MAILNG ADDRESS

EMAIL ADDRESS

FAX

[Return to Job Ad Section](#)

Senior Administrative Officer Application Screening Table *Example*

Application Screening Table

Completed By: _____

Date: _____

Position: Senior Administrative Officer

Name	Education	Knowledge, Skills, Abilities	Northern Experience	Bonding, Criminal Record	Other	Score	Ranking

[Return to Screening
Section](#)



SAO Job Interview Questions Form *Example*

Candidate Name:	Date:
1. Please begin by telling us about yourself and your work experience:	
2. What motivated you to apply for this position?	
3. What do you see to be the most important responsibilities of the Senior Administrative Officer? <p>Expected Response:</p> <ul style="list-style-type: none"> • Support/advice to M&C • Assistance with/Implementation of Council's plans/feedback to M&C • Leadership to/support of staff • Ensure functional/safe/efficient workplace <p>Response:</p>	

Score 1 2 3 4 5

4. One of your duties is to ensure Mayor & Council are in a position to make effective decisions. How do you see yourself carrying out this duty?

Expected Response:

- Be well versed in legislation, by-laws, policies to advise M&C as necessary
- Prep briefings/reports with all nec perspectives/info in timely & proactive manner
- Ensure M&C are aware of issues within the community

Response:

Score 1 2 3 4 5

5. One of your duties is to support M&C in the dev of various plans eg strategic, business/capital. What are the important components of a strategic plan? And what has been your experience in developing one?

Expected Response:

- Strat plan process identifies org's present situation, where it will go & how it will get there.
- Shapes decisions & allocation of resources usually for next 3-5 years
- Includes Vision (intended future state), mission (fundamental purpose), values (shared beliefs) broad goals, SMART goals & objectives.

- Often developed with stakeholders. Should be revisited to confirm direction. Evaluate progress toward goals esp in the event of unplanned significant change

Response:

Score 1 2 3 4 5

6. You are responsible for the financial management of all municipal operations. How would you carry out this responsibility?

Expected Response:

- Cannot do or check every transaction.
- Must ensure there are by-laws /procedures in place to ensure all financial matters are carried out appropriately eg segregation of duties
- Ensure staff are trained & responsible
- Remain vigilant & do spot checks
- Forecast cash flow & variance reporting
- Keep organized records of financial transactions/ liabilities/assets
- Question anomalies, changes in pattern, etc

Response:

Score 1 2 3 4 5

7. The provision of leadership is a critical element of the SAO position. Please tell us your definition of good leadership?

Expected Response:

- Seek challenging opportunities for growth & learn from mistakes
- Create vision to guide performance & encourage independence
- Enable staff to act & increase competence
- Model the behaviour you want to see
- Celebrate accomplishments

Response:

Score 1 2 3 4 5

8. Town staff totals about 25 full time, part-time, casual, & seasonal positions housed in 7 buildings. Some work 8:30-5:00; others 7:00-3:00. How would you bring good leadership & management to such a group?

Expected Response:

Different hours & buildings are a problem if you allow it to go uncontrolled. Staff need:

- Up to date JDs, org chart, clarity on duties
- Directions on what they can & cannot do and to be informed in timely manner & perceive they are a valuable part of the team
- A venue to provide feedback & input see a future in the org e.g. training/cross training Shared leadership approaches

Response:

Score 1 2 3 4 5

9. Partnerships exist between the Town & outside agencies. As an example we have one with WBNP where our staff run the Visitor Info Centre. What has been your experience with such partnerships? How would you ensure the success of a partnership?

Expected Response:

- Partnerships can be very valuable-greater than sum of their parts. Worth nurturing. Each member brings something the others don't have.
- Commit in writing. Have clear goal & plans. Seek input to create changes.
- Demonstrate respect
- Publicly credit the partners
- Communicate
- Be clear on roles
- Review/debrief regularly

Response:

Score 1 2 3 4 5

10. There are a number of funding sources the Town can access. Tell us about your experience in obtaining funding? What steps would you take to secure and account for the funding from an outside source?

Expected Response:

- Ensure the funds support Town community services mandate & plan
- Research fund requirements (e.g. \$ input from town; can reporting dates and requirements be met? Is it worthwhile? Ensure clear understanding of accounting requirements)
- Ensure funded program/project is well developed in writing with built in benchmarks for evaluation.
- Ensure appropriate staff assigned to deliver & monitor
- Critical to establish good reputation with the funder. Be meticulous about meeting funders reporting needs

Response:

Score 1 2 3 4 5

11. Describe instances where you have had to discipline staff. What are the important elements of the disciplinary process?

Expected Response:

- Ensure discipline is the right response, employee may have other problems & should be referred to professional for help
- Ensure employee understands what rule/standard he/she has broken
- Discipline should aim to teach, not punish.
- Remove any emotion from the situation Focus on the behaviour, not the person
- Clarify expectations and consequences in writing
- Monitor employee behaviour

Response:

Score 1 2 3 4 5

12. As Senior Administrative Officer you will be tasked with the drafting of Bylaws for Council consideration. Please explain the components of a by-law & your experience in preparing them.

Expected Response:

- Bylaws should address important issues; general application; where penalty involved.
- Authority to pass must be found in the municipality's enabling legislation
- Components include: corporation name; number; title; enacting clause; definitions; bylaw intention; schedule; forms; penalties; repeal clause; effective date; signature & seal; date of third reading.
- Examples of significant experience developing by-laws

Response:

Score 1 2 3 4 5

13. You are going over a proposal that has been submitted for consideration to replace all the signage in the community. The proposal looks very good, however, when you get into the details of the package, you realize that one of your previous employees from your past position has been named as an expert in the field for part of the job, and is 50% partner. You had to fire this employee in the past for breach of contract. It was 5 years ago and you believe that his habits have not changed. You have to present this proposal to council for consideration, please tell us how you would handle this, and whether you feel this past history would create a conflict.

Response:

Score 1 2 3 4 5

14. You have been requested to provide written information to a local group about what equipment rental needs might be required for an upcoming project. They have a good track record for providing service, but there has been an ongoing dispute with other local groups as well as local contractors thinking that the group requesting information has been receiving preferred treatment. That is not the case but it is perceived. How would you handle the conflicting groups?

Expected Response:

- Perceptions can be influential, but cannot allow gossip to shape decisions
- Ensure that you are providing equal treatment to all groups of comparable interest and needs, so that you can demonstrate equity of service

Score 1 2 3 4 5

15. You are in your office and two council members storm in, it is very obvious that they are angry about last night's meeting. They make several observations and statements that have some merit; however, they have missed some meetings and have not kept up on what the correct processes are. They remind you they are elected by the people and that's who they are speaking for. You are also reminded that one of the councillor's relatives is going to be negatively affected by last night's decision. There were other alternatives that could have been looked into at the meeting, but councilors were in a hurry and had other commitments. Is this a conflict of interest? What would you do to deal with the situation?

Expected Response:

- Mayor and Council are elected to serve the people & it is their decision together, not individual councillors that holds the day
- Unhappy councillors should raise the alternatives & hasty decision making with the M&C
- Provide councillors with info they missed from previous meetings
- Conflict of interest must be judged on the specific circumstances of cases. If Councillors have a conflict of interest complaint, advise them to bring it up at the next Council meeting for a decision.

Score 1 2 3 4 5

16. Please tell us about your cross cultural experiences.

Score	1	2	3	4 5
17. What are your salary expectations, and if the position were offered to you, when could you start?				
Other?				
Other?				
Other?				
Scores: Total Available Points 75 Total of Scores				

Thank you for your time!

[Return to Interview Questions Section](#)



REFERENCE CHECK FORM *EXAMPLE*

Reference Name:	Candidate Name:
Reference Relationship to Candidate:	Position Applied For:
Reference Contact:	Date:
	Reference Checked By:
When did (name) work for your company? Could you confirm starting and ending employment dates? When did she/he leave the company?	
Why did (name) leave the company?	
What was her/his position? Can you describe the job responsibilities?	
What were the applicant's key strengths?	
What were his/her areas for improvement?	

Were there any issues you are aware of that hampered her/his job performance?
How did (name) handle conflict?
How well does (name) handle stress and pressure?
What sort of management style does (name) respond best to?
How effectively did (name) manage staff? If I spoke to those employees, how do you think they would describe (name's) management style and supervisory skills?
Did (name) report to a Board or Council? How would you describe that relationship?
Can you describe this person's experience working as a member of a team?

Please describe the applicant's ability to problem-solve and make decisions.
How would you describe candidate's ability to organize, prioritize and manage time?
If I describe the position we are hiring for to you, could you describe how good a fit you think (name) would be for the position?
Would you rehire (name) if the opportunity arose?
Is there anything I haven't asked that you would like to share with me?
Other?
Other?
Other?

[Return to Reference Checks section](#)



Senior Administrative Officer Offer of Employment Letter *Example*

NOTE: Communities should ensure this example agreement and the letter offering employment are reviewed by legal counsel prior to use.

(Place text on community government letterhead)

XXXXX XX, 201X

NAME
ADDRESS

Dear NAME:

Re: Offer of Employment with the Municipality of NAME (the "Employer")

Congratulations. We are delighted to offer you employment with the (community government name). If you join (community government name), you will become part of a fast-paced and dedicated team that works together to provide our community with the highest possible level of service.

The specific terms and conditions of employment on which this offer is extended to you are as follows:

Position

You will be employed as a Senior Administrative Officer with the Employer.

Duties

You agree to diligently, efficiently and faithfully perform all duties which may be prescribed from time to time by the Employer including, but not limited to, those set out in the Job Description attached as Schedule "A" to this offer letter.

Term

Notwithstanding the date upon which you may execute this offer letter, your employment in this position shall be deemed effective XXXX, 201X and will continue until XXXXX, 201X unless earlier terminated in accordance with the terms set out below. Please understand that at the end of this Term your employment will automatically come to a conclusion without the need for any notice or payment in lieu of notice to be provided by you or the Employer.

Remuneration

Your wage/salary for this position will be \$XX,XXX, less all required or permitted deductions and withholdings. Any increases to compensation shall be at the sole discretion of the Employer.

Hours of Work

See Terms and Conditions of Employment attached as Schedule "B".

Overtime Eligibility

You will not be eligible for overtime pay as a result of the nature of your position. However in lieu of overtime you will be provided with an additional two (2) weeks of vacation time annually.

Vacation

See Terms and Conditions of Employment attached as Schedule "B".

Benefits

See Terms and Conditions of Employment attached as Schedule "B".

Probation

Notwithstanding anything to the contrary contained herein, the period of XXXX XX, 201X to XXXX XX, 201X shall be deemed to be a period of probation (the "Probationary Period").

Termination by the Employer

The Employer may terminate your employment at any time, whether during or after the Probationary Period, for just cause without notice or compensation in lieu thereof.

At any time during the Probationary Period, the Employer may terminate your employment without just cause for any reason, in its absolute discretion, without notice or salary in lieu thereof. In the event that the termination occurs after the first 90 days of your Probationary Period, the Employer will provide two (2) weeks' notice or salary and benefits in lieu thereof in the event of termination.

At any time following the Probationary Period, the Employer may terminate or fundamentally alter your employment without just cause for any reason, in its absolute discretion, by providing you with written notice, or salary and benefits in lieu of notice, or a combination thereof, equal to the minimum requirements of the

Employment Standards Act, as outlined in Sections 37 - 39 of the *Employment Standards Act* which is attached as Schedule "C" to this letter of offer. Essentially this notice or payment in lieu of notice amounts to a base of two weeks increasing by one week per completed year of service over two years to a maximum of eight weeks. No notice or salary and benefits in lieu of notice in excess of the minimums of the *Employment Standards Act* shall be provided.

It is understood and agreed that the above notice or payment in lieu of notice, or combination thereof, is reasonable and adequate notice, and will fulfill all requirements for notice, or payment in lieu of notice imposed by law.

Upon termination or alteration of your employment as set out herein, it is understood that you shall have no further claims against, or be entitled to any further remuneration or compensation from, the Employer arising out of the termination or alteration of your employment.

Termination by You

You may terminate your employment at any time by providing to the Employer four (4) weeks' notice in writing to that effect. The Employer may decide, in its sole discretion, to waive your required notice of termination.

Confidentiality

It is understood and agreed that all information pertaining to the Employer's business to which you become privy through your employment will be maintained strictly confidential and will not, in any circumstances be disclosed or used by you, except in the scope of performance of your duties, without the express consent of the Employer. This confidentiality requirement applies during the course of your employment and following your termination as well.

Other Terms and Conditions

You agree that the Employer has the right to enact or invoke policies and procedures governing its employees, and you agree to be bound by all such policies and procedures, except where they specifically contradict the terms of this offer letter. A copy of the Terms and Conditions of Employment is attached as Schedule "B". The Employer reserves the right to amend the Terms and Conditions of Employment from time to time. Please note that if there is a conflict between the terms and conditions outlined in this offer of employment and the policies and procedures attached, the term and conditions outlined in this offer of employment will govern.

Invalid or Unenforceable Terms

If any term or condition is determined to be invalid or unenforceable to any extent, the remaining terms and conditions shall not be affected thereby, and each of the remaining terms and conditions shall be valid and enforceable to the fullest extent permitted by law.

Entire Agreement

This letter, and all other documents referred to or incorporated herein, constitute the entire agreement between the parties, and replaces and supersedes all previous communications, representations, understandings and agreements whether written or verbal between the parties.

Independent Legal or Other Professional Advice

You acknowledge that prior to executing this offer letter you have had the opportunity to obtain independent legal or other professional advice.

Please review and consider the above provisions carefully. If you would like to accept this position on the above terms and conditions, please sign this letter in the location indicated below and return it to me. We look forward to working with you.

Thank you.

Yours truly,
PER:

Enclosures	-	copy of Job Description (Schedule "A")
	-	copy of Terms and Conditions of Employment (Schedule "B")
	-	copy of ss. 37 - 39 of the <i>Employment Standards Act</i> (Schedule "C")

I have read and considered all of the above provisions, and accept these provisions, along with all of the enclosures, as the terms and conditions of my employment with the Employer.

Agreed to and accepted this ____ day of _____, 20__.

(Employee Signs Here)
EMPLOYEE'S NAME

[Return to Letter of Offer Section](#)



By-law for Appointment of Senior Administrative Officer *Example*

Example (insert in by-law template or on Council stationary)

**The Municipal Corporation of
(NAME)**

BY-LAW #XXX

A BY-LAW OF THE MUNICIPAL CORPORATION OF (NAME) TO APPOINT A SENIOR ADMINISTRATIVE OFFER, PASSED PURSUANT TO THE CITIES, TOWNS AND VILLAGES ACT S.N.W.T. 2003, c.22 S. 41 **or** HAMLETS ACT S.N.W.T. 2003, c.22 S. 43 **or** TLICHO COMMUNITY GOVERNMENT ACT S.N.W.T. 2004,c.7 S. 38 **or** CHARTER COMMUNITIES ACT S.N.W.T. 2003,c.22 S. 45

WHEREAS, the Corporation of the City/Town/Village/Hamlet/Tlicho Community Government of (NAME) deems it to be in the public interest to appoint a Senior Administrative Officer.
NOW THEREFORE, The Council of the City/Town/Village/Hamlet/Charter Community of (NAME), at a duly assembled meeting, enacts as follows:

That (NAME) be appointed as Senior Administrative Officer for the City/Town/Village/Hamlet/Charter Community of (NAME).

READ A FIRST TIME THIS ___ DAY OF _____, 20__

READ A SECOND TIME THIS ___ DAY OF _____, 20__

READ A THIRD TIME THIS ___ DAY OF _____, 20__

(NAME)

Mayor

(NAME)

Senior Administrative Officer

Find other examples of appointment by-laws on the NWTAC website:

[Enterprise](#)

[Ft. Liard](#)

[Ft. Smith](#)

[Return to By-law Section](#)



Senior Administrative Officer Employment Agreement *Example*

NOTE: Communities should ensure this example agreement and the letter offering employment are reviewed by legal counsel prior to use.

SENIOR ADMINISTRATIVE OFFICER EMPLOYMENT AGREEMENT

THIS AGREEMENT entered into this ____ day of _____, 20XX.

BETWEEN:

(City/Town/Village/Hamlet/Charter Community) NAME

(the "Municipality")

AND:

NAME

(the "Employee")

WHEREAS:

- The Municipality has by Bylaw No. _____, established the position of Senior Administrative Officer ("SAO") and appointed the Employee;
- The Municipality desires to engage the services of the Employee as its SAO and the Employee desires to accept the Municipality's engagement upon the terms and conditions herein contained;

THEREFORE in consideration of the covenants and other good and valuable consideration herein contained, the parties hereto agree as follows:

1. **Position and Term**

1.1 The Municipality hereby agrees to appoint the Employee to the office of SAO for the Municipality and the Employee accepts such appointment.

1.2 The term of this Agreement shall be effective on _____, 20__, and shall continue until _____, 20__ (the "Term"), unless earlier terminated in accordance with Section 9 of this Agreement.

1.3 This position will be governed by the Municipality's Employment Bylaw No. _____ and Bylaw _____ which establishes the position. Where this Agreement conflicts with the Employment Bylaw the terms of this Agreement will govern. **(ENSURE THE MUNICIPALITY HAS AN EMPLOYMENT BY-LAW)**

1.4 The Employee's first _____ months of employment will be deemed to be a period of probation (the "Probationary Period"). **(ENSURE THE PROBATION PERIOD CORRESPONDS TO THE PERIOD SPECIFIED BY HUMAN RESOURCES POLICY)**

2. Employee's Responsibilities

2.1 The Employee shall serve as the SAO of the Municipality and shall be responsible and accountable to the Council of the Municipality for the administration of the Municipality, in accordance with the objectives, policies and plans approved by Council.

2.2 The Employee shall well and faithfully perform the duties assigned to the Employee by the Council of the Municipality or as prescribed from time to time by Resolution or by-law of the Council of the Municipality, which duties include, but are not limited to those duties of the Administrator set forth in the SAO Job Description, a copy of which is attached hereto as Schedule "A", and Section 45 of the Cities, Towns and Villages Act **or** Section 47 and 48 of the *Hamlets Act* **or** Section 49 of the Charter Communities Act **or** Section 42 of the Tlicho Community Governments Act.

2.3 As a result of the Employee's management status it is understood by the Municipality and the Employee that there will be occasions where hours of work will not follow a standard schedule or amount. Accordingly, acknowledging the need for flexibility and potential increased hours of work without overtime compensation, the standard minimum hours of work expected will be 7.5 hours, between 8:30 a.m. and 5:00 p.m. each day Monday to Friday.

3. Remuneration

3.1 The Municipality shall pay to the Employee an annual salary of _____ DOLLARS (\$_____). Subject to required withholdings, payable in accordance with the regular payroll policies of the Municipality in existence from time to time.

3.2 Upon completion of a satisfactory performance evaluation, the Employee will, at the sole discretion of the Municipality, be eligible for an increase in salary.

3.3 The Employee is not eligible for overtime pay as a result of the management/supervisory nature of the Employee's position.

4. **Performance and Evaluation**

4.1 The Council of the Municipality shall conduct an annual formal review and evaluation of the performance of the Employee.

4.2 The Council of the Municipality reserves the right, in its unfettered discretion, to conduct further or additional reviews and evaluations of the performance of the Employee from time to time.

5. **Continuing Education**

5.1 During the Term, at the expense of the Municipality, the Employee may attend professional development courses, seminars or workshops for personal education purposes reasonably related to the discharge of the functions of an Administrator as may be recommended or approved by the Council of the Municipality.

5.2 The Employee may publish articles or make presentations in publications or to organizations. Any publication or presentation made by the Employee shall be subject to advance written consent, that consent not being unreasonably withheld, received by the Employee from the Municipality.

6. **Benefits**

6.1 The Employee shall be entitled to participate in all standard benefit plans as may be offered to managerial employees of the Municipality according to Municipality policies in existence from time to time and shall include the payment of premiums for benefits to be provided to the Employee as set forth in the attached Schedule "B".

6.2 A monthly housing allowance of \$_____ will be provided by the Municipality. The Employee is responsible for the cost of all utilities (water/sewer, natural gas and telephone). **[OPTIONAL]** The Employee must reside within the boundaries of the Municipality.

6.3 The Employee authorizes the Municipality to make all necessary payroll deductions and to convey all necessary confidential information for the Employee's participation in the above plans or any benefit plan arrangements provided for in this Agreement.

7. **Expense Reimbursement**

7.1 The Municipality shall reimburse the Employee for all out-of-pocket expenses reasonably and directly incurred by the Employee in the discharge of the Employee's duties under this Agreement, provided that such expenses shall only be reimbursed when supported by proper receipts, invoices or vouchers submitted to the Municipality within thirty (30) days from the date upon which such expenses are incurred and are approved by Council.

8. Vacation

8.1 The Employee shall be entitled to accrue an annual vacation of ____ days/weeks.

8.2 The Municipality shall provide paid time off in lieu of overtime of ____ working days per year **[EDITORIAL NOTE: no more than 10 days]**, subject to the same notice condition as annual leave, earned at a rate of ____ days for each month.

8.3 The Employee shall obtain permission, requesting leave no more than two (2) weeks prior to the intended commencement of annual leave, from the Council of the Municipality prior to taking any vacation or other time off.

9. Termination

9.1 The Municipality may terminate this Agreement at any time for just cause without notice or compensation in lieu thereof.

9.2 At any time during the first three months of the Probationary Period, the Municipality may terminate the Employee's employment for any reason, in its absolute discretion, without notice or payment in lieu of notice. If the Probationary Period outlined in Section 1.4 of this Agreement exceeds three months and the Municipality terminates the Employee's employment during the Probationary Period, but after three months, the Municipality may do so by providing one (1) week's written notice or payment equivalent to one (1) week's base salary less the required deductions.

9.3 Following the Probationary Period, the Municipality may terminate this Agreement for any reason, in its unfettered discretion, by providing to the Employee the lesser of ____ months' advance written notice to that effect, or, payment in an amount equivalent to ____ months' salary, less required deductions. **[EDITORIAL NOTE: We would suggest 3 months as a reasonable starting point for the SAO position.]** It is acknowledged and agreed by the parties that the provision of such payment is reasonable and adequate and will fulfill all requirements for notice or payment in lieu thereof to which the Employee is entitled arising out of termination of this Agreement.

9.4 The Employee may terminate his/her employment by providing the Municipality one (1) month's advance written notice to that effect. If such notice is given by the Employee the Municipality may at its option waive the required notice and simply pay out the Employee all base salary that would have been earned by the Employee until the end of the one-month notice provided with the Employee's last day and new effective date of resignation being the date of this election by the Employer.

9.5 Upon termination of this Agreement as set forth in this Section 9, the Employee shall have no further claims against, or be entitled to any further remuneration or compensation from, the Municipality.

10. Miscellaneous

10.1 The Employee shall at no time conduct himself, either professionally or personally, in such a manner as to bring the Municipality, or its representatives or officers, into public disrepute or ridicule and the parties hereto agree that breach of this Section constitutes just cause for immediate termination of this Agreement in accordance with Section 9.1 hereof.

10.2 The Employee shall devote his full time and attention to properly and competently discharging the duties set out in this Agreement and shall faithfully and diligently serve and endeavor to further the interests of the Municipality. Volunteer, board and representational work are considered to be within the duties of the Employee.

10.3 The Employee shall not commence any employment for or with any other person during the Term unless specifically authorized to do so in advance, in writing, by the Council of the Municipality at its absolute discretion.

10.4 The Employee acknowledges that any information whatsoever of which the Employee may become aware during the course of his employment with the Municipality shall be held by him in strictest confidence and shall not be released without the prior written approval of the Council of the Municipality. The Employee agrees that the provisions of this Article shall survive the termination of this Agreement.

10.5 Upon termination of this Agreement, the Employee agrees to immediately return to the Municipality all documents, files, manuals, equipment, and other materials that are the property of the Municipality that the Employee may have in his possession.

10.6 This Agreement is not assignable, either in whole or in part.

10.7 This Agreement shall be governed by the laws of the Northwest Territories.

10.8 This Agreement constitutes the entire Agreement between the parties, and there have been no additional representations or warranties.

11. **Independent Legal Advice**

11.1 The Employee hereby acknowledges and confirms that he was advised by the Municipality to obtain independent legal or other professional advice and that by executing this Agreement, the Employee hereby confirms that he has had the opportunity to seek independent legal or professional advice prior to executing this Agreement and has either:

- (a) obtained such legal or other professional advice; or

(b) waived the right to obtain such independent legal or other professional advice.

IN WITNESS WHEREOF the Employee has hereunto affixed his hand in the presence of the witness and the Municipality has hereunto affixed its seal as witnessed by the hands of its proper signing officers duly authorized in that behalf as of the day and year first above written.

(NAME)

Witness: _____

Witness: _____

SIGNED, SEALED and DELIVERED by

NAME

_____	in the presence of:)	
)	
_____	Name)	_____
)	
_____	Address)	
)	
_____	Occupation)	

SCHEDULE "A"

JOB DESCRIPTION

(INSERT COPY OF JOB DESCRIPTION)

[Return to Contract Section](#)

Departure of Your Senior Administrative Officer or Band Manager

A Checklist for Mayors and Councils

The Senior Administrative Officer (SAO) or Band Manager (BM) is your community government's foremost corporate officer. The departure of an SAO or BM—whether through resignation, end of contract or termination—requires careful management to ensure municipal services are maintained.

This Checklist provides tips and tools to help you through the transition.

This Checklist is a guide, and is not intended to replace legal advice or the services of a human resources professional

Resignation or Completion of Contract

- **Follow the Resignation Policy**, or create one if one doesn't exist. See the [Resignation Policy](#) example in the Checklist.
- **Do an “exit interview”** with your outgoing SAO/BM, to gather recommendations for changes to the position or organizational structure
- **Prioritize tasks** to be performed before the employee's departure.
- **Communicate the news:**
 - To staff
 - To public
 - Consider how you will make the announcement to media

Termination of Contract of Employment

Terminating an employee can be a legally difficult procedure. Be sure to seek legal advice early if you are considering a termination of contract.

- **Discuss termination in-camera.** All discussions of the possible termination of employment should be held in private. Caution Councillors to keep the discussions confidential.
- **Follow the Termination Policy** or if the municipality does not have one, create one. See the [Termination Policy](#) example in this Checklist.
- **“Just Cause” for dismissal** occurs in very few cases, usually in cases of theft, fraud or wrongdoing. Poor management relationships are not “just cause”.
- **Maintain your wrongful dismissal insurance protection**
 - Insurance coverage does not apply if you failed to get “an opinion from an independent legal counsel specializing in employment law or chosen from insurer-approved counsels”.
 - For advice on approved legal counsel, call the NWTAC office at 867 873 8359 or [email](#).
 - You must follow the legal advice you receive in order for insurance coverage to remain in effect
 - The deductible for wrongful dismissal liability is \$25,000
- **Announce the replacement.** Rather than announce you have terminated an employee, make an announcement of who will be acting in the position until a new SAO/BM is hired
- **Be cautious with media and community comment**
 - Don’t be drawn into public debate on the termination decision—there can be legal consequences to incautious statements
 - Take the high road. It can be tempting to “correct the record” of community comment or media coverage. Avoid controversy.
 - Caution Councillors to maintain confidentiality on all in-camera discussions

Vacancy of the Position

- **Make interim arrangements** to fulfill key duties during vacancy of the position
 - Appoint an Acting SAO or BM, if a suitable employee can fill in
 - Consider an interim hiring. Ask MACA Regional Superintendent for advice on possible candidates, or ask other community SAO/BMs

Resignation Policy *Example*

Section/Number: Human Resources – 022	Approval Date: (DD/MM/YY)
Subject: Resignation of Position	Amendment Dates:
<p>Policy</p> <p>Employees who plan to terminate their employment with the Community Government are expected to provide at least two weeks of written notice of termination.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. An employee who plans to terminate his/her employment with the Community Government is expected to provide at least two weeks of written notice of his/her resignation.<ol style="list-style-type: none">1.1. Verbal notice of resignation will be accepted if given directly by the employee to the Senior Administrative Officer. -If notice is verbal, the SAO will have the employee sign or initial a document indicating their desire to end employment with the Community Government.2. The Senior Administrative Officer will accept in writing the letter of resignation or verbal notice of resignation.<ol style="list-style-type: none">2.1. The Senior Administrative Officer will wait a period of 24 hours before accepting the resignation.2.2. A copy of the letter of resignation and a copy of the letter acceptance of resignation will be placed on the employee's Personnel File.3. The employee will be asked to complete an Exit Interview form.4. The employee will be asked to provide a forwarding address for final payment and for T4 purposes.5. The Payroll Officer will check leave records, make the necessary arrangements for completing a Record of Employment and prepare the final pay.	
<p>Attachments</p> <p>N/A</p>	

[Return to Resignation Section](#)

Termination Policy Example

Section/Number: Human Resources – 024	Approval Date: (DD/MM/YY)
Subject: Termination of Employment	Amendment Dates:
<p>Policy</p> <p>Employees are entitled to notice of termination if their employment has been terminated by the Community Government unless the termination has been deemed to have been for just cause.</p>	
<p>Definitions</p> <p>Notice of Termination is defined as the amount of notice that is required to employees whose employment has been terminated as per Clause 4.</p> <p>Please note – all employs must be properly notified of termination of employment whether the reason as described in Clause 4 or is for just cause as described in Clause 10.</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1) The Senior Administrative Officer must receive a written legal opinion from an independent legal counsel who specializes in employment law before terminating any employment, whether or not the termination is for cause.<ol style="list-style-type: none">1.1) The legal opinion must set out how the termination is to be carried out by the Community Government.2) The SAO must advise Council and/or the Personnel Committee of the written legal opinion of legal counsel.3) The SAO must implement the approved termination of employment in the manner prescribed by the independent legal counsel.4) Employees are entitled to notice of termination unless the employee:<ol style="list-style-type: none">4.1) has voluntarily resigned4.2) is deemed to have abandoned his/her position4.3) is terminated for cause4.4) completes his/her term of employment4.5) is offered and refuses an equivalent position.5) Employees who are entitled to notice of termination will be given:<ol style="list-style-type: none">5.1) two weeks of notice if the employee has been employed by the Community Government for three years or less5.2) one (1) additional week of notice for each additional year of employment to a maximum of eight weeks.	

- 6) The Community Government may elect to pay eligible employees termination pay in lieu of termination notice.
 - 6.1) the amount of termination pay will be equal to the amount of wages that would have been paid to the employee if he/she had worked his/her usual hours of work during the period of notice of termination.
- 7) The Payroll Officer will make the necessary arrangements for completing a Record of Employment and preparing the final pay.

Layoff and Re-Employment

- 8) If there is a lack of work and/or funding or a position is to be abolished, the Community Government will provide the employee with notice of lay-off.
 - 8.1) The Community Government will notify employees who are to be laid off ten (10) working days before the layoff is to be effective or payment shall be made at the employee's regular rate of pay for each day short of ten (10) working days of notice of lay-off.
 - 8.2) Employees who have been laid off will be placed on a re-employment list for a period of six (6) months.
 - 8.3) No new employees will be hired into the positions designated for lay-off until those laid off have been given the opportunity of re-employment.
 - 8.4) An employee's name will be removed from the re-employment list on his/her first refusal to return to work in any suitable position or when he/she has neglected to keep the Community Government advised of the address or phone number at which he/she can be contacted.
 - 8.5) Employees must be made aware of this in writing when they are laid off.

Release During Probationary Period

- 9) At any time during a probationary period, the SAO may terminate without notice, but with cause, an employee from his/her position after review of his/her performance.
 - 9.1) The SAO must follow the procedures for obtaining and implementing a written legal opinion from an independent legal counsel who specializes in employment law.
 - 9.2) Employees who are terminated from their position during the probationary period are not eligible for severance pay or pay in lieu of notice of termination.

Termination With Cause

- 10) Except in cases meriting immediate dismissal (i.e. use of drugs or alcohol on the job or in the workplace, theft, fraud, etc.) the Corrective Action process must be applied before an employee is dismissed for cause.
 - 10.1) The SAO must follow the procedures for obtaining and implementing a written legal opinion from an independent legal counsel who specializes in employment law.

<p>10.2) An employee who is dismissed with cause is not eligible for severance pay or pay in lieu of notice of termination.</p> <p>10.3) An employee who is dismissed with cause must be properly notified as per the written legal opinion of an independent legal counsel who specializes in employment law.</p>
<p>11) Upon termination of employment, all property of the Community Government in the possession of the employee shall be returned to the Community Government prior to issuance of any outstanding salary or other amounts due to the employee.</p>
<p>Attachments</p> <p>N/A</p>
<p>References</p> <p>NWT Employment Standards Act</p>

[Return to Termination Section](#)

Managing Your Senior Administrative Officer or Band Manager

A Checklist for Mayors and Councils

There is no one way for a Mayors or Chiefs and their Councils to manage the Senior Administrative Officer (SAO) or Band Manager (BM). Individual management styles and personalities are different—both for the leaders and for the SAO/BMs.

This Checklist provides tips and tools to help keep the relationship efficient and effective, and to promote a good relationship with the Senior Administrative Officer or Band Manager.

This Checklist is a guide, and is not intended to replace legal advice or the services of a human resources professional

Probation

The Offer of Employment letter to the SAO should have set out the terms of probation. Probation is the municipality's opportunity to reverse a hiring decision while avoiding liability for dismissal compensation.

Probation is the period for assessing:

- the suitability of the new employee
- how effectively he or she can work with the Council
- the management of staff and service to the public.

During probation and before it is completed:

- Follow the community government Probation Policy, or put one in place if there isn't one. See the sample [Probation Policy](#) in this Checklist.

- Ensure the new manager is informed of and has studied the by-laws and policies of the community government
- Establish expectations for accomplishments during the probationary period
- The Mayor or Band Manager should meet regularly with the new SAO/BM to discuss progress and identify issues
- Performance discussions should take place in camera

Well before the end of probation, Council should meet in-camera without the SAO/BM to:

- Review the suitability of the new employee
- Confirm direction for correcting any issues or concerns
- Decide whether there is reason to reject the new employee on probation

Three possible outcomes of probation:

- Extension of the probationary period
- Successful completion of probation
- Unsuccessful probation, leading to rejection (dismissal)

A legal opinion is required if the employee is being terminated after unsuccessful completion of the probationary period. If termination is a possibility, allow enough time before the end of probation to get a legal opinion. If probation is being extended, Council should:

- Clearly state the issues and concerns that need to be resolved during the extended probation
- Meet regularly with the SAO/BM to monitor progress on resolving issues.

Wrongful dismissal insurance will not cover damages if a legal opinion is not obtained and followed.

Managing Your SAO or Band Manager

To foster and maintain a good relationship between the Council and SAO or Band Manager:

- **Communicate, Communicate, Communicate**
 - Find out what works best for your Council
 - Deal with issues and concerns when they arise—don't let them stew
- **Base your relationship on respect:**
 - Respect goes in both directions
 - Deal with all performance issues or conflicts in private

- **Reward success:** recognize and celebrate strong performance
- **Build the SAO-Council team:** motivate success by treating progress as a joint Council-management achievement
- **Create clear expectations:**
 - When assigning tasks, clearly state expected outputs and deadlines

Performance Review

- **Follow your Performance Review Policy**, or create one if it doesn't exist. See the [Performance Evaluation Policy](#) example in the Checklist.
 - There should be no surprises if you are communicating well and dealing with issues as they arise
 - Include progress on Plans and reports: e.g. Integrated Community Sustainability Plans (Finance, Administration, Human Resources, etc.), MACA Accountability Framework Asset Management, other assigned goals
 - Review needs for training and professional development
 - Review pay increments
 - Consider succession planning, and opportunities for successor training (e.g. Advancing Local Government Administrators Program)
- Adapt the [Performance Review Form](#) example included in this Checklist

Probation Policy Example

Section/Number: Human Resources – 012	Approval Date: (DD/MM/YY)
Subject: Probation	Amendment Dates:
<p>Policy</p> <p>All new employees and employees transferring or being promoted to a new position will be subject to a probationary period as outlined in this policy.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. The probationary period is an opportunity for the Community Government to determine if the employee is qualified and suitable for the position.2. Employees will be advised of the length of their probationary period in their Letter of Offer.3. The probationary period for all employees is as follows:<ol style="list-style-type: none">3.1. Twelve (12) months for all new employees in Management, Supervisory and Officer level positions.3.2. Six (6) months for all employees transferring or being promoted to all positions.3.3. Six (6) months for all new employees in all other positions.4. The Senior Administrative Officer (SAO) or his/her delegate is responsible for advising employees on probation of the standard of performance that is expected and the rules of the work place within the first week of employment.5. The SAO or his/her delegate is responsible for monitoring the performance of an employee on probation:<ol style="list-style-type: none">5.1. The SAO/delegate is responsible for identifying problem areas and developing ways in which to assist the employee5.2. The SAO/delegate is also responsible for identifying areas where the employee is performing well.5.3. The SAO/delegate will meet with the employee prior to the end of the probationary period to advise the employee of his/her status.6. Employees who are on probation are not entitled to salary increments.	

7. Employees who are on probation will not be considered on other Community Government positions without the consent of the SAO.
8. Probationary periods may be extended for employees whose performance does not meet specified standards but who may perform at a satisfactory level with further training, development and/or experience.
9. An employee on probation who is not suitable for the position will be rejected during the probationary period and his/her employment with the Community Government will be terminated (see Policy HR – 024 Termination of Employment) or, he/she will be assigned to a position more suited to his/her abilities at the rate of pay of the new position.
10. Employees can only be rejected on probation if the employee has been advised of problems of performance and/or suitability.

Attachments

N/A

References

HR – 024 Termination of Employment

[Return to Probation Section](#)

Performance Review Policy Example

Section/Number: Human Resources – 014	Approval Date: (DD/MM/YY)
Subject: Performance Evaluation	Amendment Dates:
<p>Policy</p> <p>A performance evaluation will be conducted for each employee prior to the completion of his/her probationary period and on each subsequent anniversary of the date of hire or promotion.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none">1. Performance Evaluations are a method to ensure that employees are receiving effective feedback on how they are performing in their jobs, particularly those areas in which they are performing well and areas where improvement may be required.2. Performance Evaluations are designed as a positive approach to help employees develop their knowledge, skills and attitudes.3. Performance Evaluations will be completed on each employee at least once each fiscal year.4. The Supervisor must complete the prescribed performance evaluation form.<ol style="list-style-type: none">4.1. The Performance Evaluation will form the basis for training and development throughout the year.5. The employee will be given an opportunity to review and discuss the evaluation and to state his/her career development goals.6. In cases of unsatisfactory performance, the employee will be informed of the areas that are unsatisfactory and measures will be developed to assist the employee to improve.<ol style="list-style-type: none">6.1. A further evaluation will be completed within two months of the unsatisfactory performance appraisal or more frequently if necessary.7. Continued unsatisfactory performance will be identified and may lead to corrective action.8. The Supervisor and employee will discuss training and development needs for both current and future positions.9. The employee will have an opportunity to comment on the evaluation including any areas where he/she disagrees with the evaluation.	

10. The performance evaluation form will be presented to the Senior Administrative Officer for final approval.

11. A copy of the evaluation will be placed on the Employee's Personnel File and a copy will be provided to the employee for his/her records.

Attachments

References

N/A

[Return to Performance Evaluation Section](#)

SAO Performance Appraisal Form *Example*



NWT Association of Communities
Connecting Community Governments Since 1966

CONFIDENTIAL

PERFORMANCE APPRAISAL FOR SENIOR ADMINISTRATIVE OFFICER

SAO Name: _____

Date of Hire: _____

Current Evaluation Period: _____

1.0 Mission, Policy and Planning

1.1 Ensures that the Community achieves its Mandate:

Based Upon:

- Strategic Plan or ICSP
- Accountability Framework
- Etc
-

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

1.2 Provides leadership in developing program and organizational plans with the Council

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

1.3 Develops programs and services that are produced in a cost-effective manner, employing economy while maintaining quality.

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

1.4 Evaluates program relevancy, quality and effectiveness.

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

2.0 Management and Administration

2.1 Maintains a climate that attracts, keeps and motivates a diverse group of top quality staff

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

2.2 Ensures that job descriptions for staff are developed and that regular performance evaluations are conducted and evaluated

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

2.3 Divides and assigns work effectively to staff by delegating appropriate levels of freedom and authority while maintaining adequate supervision and support

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

2.4 Ensures compliance with personnel policies and Territorial/Federal regulations on workplaces and employment

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

2.5 Provides a learning environment. Guides staff development and education.

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

2.6 Tactfully handles people-oriented situations with staff and peers. Encourages co-operative spirit and teamwork. Works well with others.

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

3.0 Governance

3.1 Works effectively with the Council, Councilors and Committees.

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

3.2 Provides appropriate, adequate and timely information to the Council, committees and task forces

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

3.3 Recommends and drafts policies for the Council for review and action. Assures compliance

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

3.4 Effectively frames significant questions and complex issues in ways that facilitate effective Council dialogue and action.

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

3.5 Effectively enables Council members to provide their best thinking and involvement in support of the communities goals.

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

4.0 Finance and Legal Compliance

4.1 Ensures adequate control and accounting of all funds, including developing and maintaining sound financial practices, maintenance of records and compliance with relevant laws and regulations.

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

4.2 Provides leadership in development of and adherence to short and long-range financial plans and cash flow management.

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

4.3 Ensures that funds are disbursed in accordance with contract/contribution agreement requirements

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

5.0 Member Relations, Marketing and Communications

5.1 Serves as an effective spokesperson for the community. Represents the communities point of view to government agencies and other groups

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

5.2 Assures that sound working relationships are established and maintained with the communities' diverse stakeholders and partners

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

5.3 Effectively communicates – orally and in writing.

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

6.0 Leadership

6.1 Demonstrates initiative and creativity in identifying and addressing strategic issues facing the Community. Effectively manages continuity, change and transition.

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

6.2 Makes quality decisions in a timely manner and accepts responsibility for outcomes. Effectively solves problems.

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

6.3 Assures high quality in all areas of operations including customer service

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

6.4 Deals effectively with demanding situations and designs and implements interventions.

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

6.5 Consistently displays integrity and models the Community's values.

Need Much Improvement	Need Slight Improvement	Meets Expectations	Exceed Expectations

Specific examples to support rating:

7.0 Recommended Goals for Upcoming Year

8.0 Recommended Training/Professional Development for Upcoming Year

9.0 Any Other comments?

It is recommended that the SAO move to the next step of the salary grid.

Mayor/Chief: _____ **Date:** _____

[Return to Performance Review Section](#)