



KITIGAN ZIBI ANISHINABEG

**HUMAN  
RESOURCES  
POLICY**

**Term-Contract Employees**

May 31, 2017

## **PREAMBLE**

The Kitigan Zibi Anishinabeg Band Council is committed to providing a safe, healthy, respectful and harmonious working environment which fully abides by all applicable laws of the workplace.

Every employee will be expected to share these commitments and to work prudently and diligently to further the goals, objectives and aims of the Kitigan Zibi Anishinabeg.

## **Vision Statement**

The Kitigan Zibi Anishinabeg through its peoples shall strive to achieve a balanced society where every member has an equal opportunity to fulfill their individual potential, in a safe, sustainable environment on traditional lands, where the spiritual, cultural, physical and mental well being can be achieved and where the basic human needs can be attained.

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## TERMS & DEFINITIONS

For the purpose of this Human Resource Policy and its appendices:

<b>Band Council</b>	Duly elected Kitigan Zibi Anishinabeg Band Council
<b>Employee</b>	A person employed by the employer. Employees are classified as indeterminate or term contract on a full time or part time basis.
<b>Employer</b>	Kitigan Zibi Anishinabeg
<b>Current Immediate Family</b>	<ul style="list-style-type: none"><li>▪ Spouse or common law partner</li><li>▪ Parent/ step-parent</li><li>▪ Child/step-child</li><li>▪ Sibling</li><li>▪ Grandparent, Grandchild</li><li>▪ Uncle/ Aunt</li><li>▪ Niece/Nephew</li><li>▪ Father-in-law, Mother-in-law, brother/sister-in-law, son/daughter-in-law</li><li>▪ Or a person living in the same household or raised in the same household for over one continuous year and considered to be part of the family</li></ul>
<b>Management</b>	A Service Director
<b>Policy</b>	This Human Resource Policy and its appendices.
<b>Seniority</b>	Related to an Employee's Years of Consecutive Service to the Employee
<b>Service Director</b>	Director of any one of the Employer's Service Sectors
<b>Service Sectors</b>	<ol style="list-style-type: none"><li>1. Kitigan Zibi Police Sector</li><li>2. Kitigan Zibi Education Sector;</li><li>3. Kitigan Zibi Health and Social Services Sector;</li><li>4. Kitigan Zibi Community Services Sector; or</li><li>5. Any other entity designated as such by the Band Council</li></ol>
<b>Spouse/Common Law spouse</b>	Means a person who is cohabiting with an individual in a conjugal or common law relationship; having so cohabited for a period of at least one year.
<b>Supervisor</b>	Any person who has been assigned supervisory responsibilities for the work performance of another person or group of people.

## **1. APPLICATION**

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This Policy is the expression of the Kitigan Zibi Anishinabeg Band Council and applies to all term contract employees; both part time and full time.

The Service Directors are mandated by the Band Council to ensure the implementation and adherence of all policies with respect to all employees under their authority. The authority generally exercised by management with respect to employees is; in the case of a Service Director; delegated authority of the Band Council. For purposes of clarification, interpretation of this Policy is provided by the Human Resources Coordinator and decided by the Band Council.

Where a mandatory provision of the Canada Labour Code or other applicable legislation provides standards which exceed those of the Policy, the mandatory provision shall prevail. Where circumstances or situations occur not covered in this policy the Canada Labour Code shall apply.

The Employer abides by the provisions of the Canadian Human Rights Act (R.S., 1985, c. H-6) and the principles set out in the Personal Information and Protection of Electronic Documents Act (2000, c. 5).

This Policy does not discriminate between the genders and, unless dictated by context or explicit mention, use of the masculine equally designates women and men.

### **1.1 Effective Date**

This policy super cedes all previous employment and human resources directives, policies and guidelines. This policy also super cedes all former appeal guidelines referencing appeal procedures for employment. This Policy takes effect on May 31, 2017 as approved by Band Council via Resolution number 25.

### **1.2 Amendments**

Service Directors may directly forward to the Human Resource Coordinator any proposed amendments to this policy no later than December 31st of each year. Any modification or amendment to this Policy is subject to the approval of Band Council by Resolution.

Amendments that require immediate action, change in operations or decisions to be affected must be in the form of a Band Council Resolution and then posted on the website as a formal "Notice of Amendment". Amendments that are formally adopted will then be included in the next formal printed policy. Interpretation or clarification of this policy is provided by the Human Resources Coordinator and decided by the Kitigan Zibi Band Council.

## **2.0 EMPLOYEE WORK CODE OF ETHICS AND PROFESSIONAL CONDUCT**

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All employees must adhere to and sign the Kitigan Zibi Anishinabeg Employee Code of Ethics (Appendix I). Service Directors are responsible to ensure that the Employee Work Code of Ethics is clearly understood and signed by all employees upon hiring. A copy of this signed document will be kept in the personnel file. Any employee refusing to sign the KZA Work Code of Ethics will be deemed to not have fulfilled the requirements of the employer; as per this section; and will therefore not be put on the payroll.



All employees of the Kitigan Zibi Anishinabeg are valued members of the community, work force and professional image of all sectors. It is the employer's intent to ensure that those hired to represent the Kitigan Zibi Anishinabeg exhibit a professional appearance and behaviour to the public. An employee has a duty to display loyalty to their employer in the public according to the Canadian Labour Laws.

It is the goal and objective of the employer to provide quality services and programming to the public we serve. In that process, employees must be trustworthy, convey confidentiality and integrity at all times.

## **3.0 EMPLOYMENT STATUS**

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The Kitigan Zibi Anishinabeg employs people on an indeterminate or fixed-term basis. Upon the written recommendation of the Service Director, and subject to Band Council approval, newly created or vacant full-time positions shall be designated indeterminate to term contract require the approval of the Band Council. Term Contract positions that become renewable or indeterminate must be posted.

All employees shall be registered with payroll as of the first day of work and be subject to all applicable payroll deductions. Employees should not commence or undertake any function until appropriate employment documentation and term contracts are completed. There are no exceptions. Payment into mandatory employment related costs (mercs) is mandatory. Payment into the retirement purchase plan is optional but requires the completion of an application form.

### **3.1 Fixed-term Employees**

Fixed-term employees are hired for a specified period of time, with a fixed start date and end date. There is a separate Human Resource Policy for Indeterminate Employees. Fixed term contracts over ten weeks must be posted through open competition.

A fixed-term employee shall have no expectation of continuing employment or of having the term contract renewed after expiry of the term; nor of returning to the position in subsequent years. It is the responsibility of the Service Director to ensure that fixed-term employees do not perform work in their position after expiry of the term.

The Payroll Officer shall be provided with a signed original of all fixed-term contracts. No fixed-term employee shall be paid for work performed after the expiry of the term. Finance Officers shall not process any payroll unless a signed term contract has been submitted. If any designate of the Employer is aware of a fixed-term employee who continues to perform work after the expiry of the term, he shall report this to the Service Director or forthwith. If the Service Director is in a conflict of interest, the issue will be reported to the associated Band Council Portfolio holder.

### **3.2 Full-time Employees**

Full-time employees are hired to work an average of twenty (20) hours or more per week.

### **3.3 Part-time Employees or Employees who work less than 20 hours per week**

Part-time employees are employees hired to work an average of less than twenty (20) hours per week.

## **4.0 STAFFING PROCESS**

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The recruitment and selection of workers for indeterminate, fixed term contract, or renewable term contracts are addressed in a separate policy.

## **5.0 HOURS OF WORK**

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Normal working hours may vary according to the position and may include: shift work, evenings, weekends, general holidays or special working hours and schedules, as deemed necessary by management. Work conditions may change from work place to work place and are conducive to the occupation. While working, employees are expected and paid to be conducting tasks assigned to them in their job description.

Shift workers shall have the shift schedules posted at their regular place of work in a visible location accessible by all shift workers. Such schedules shall clearly state the start time and end time of their shift for each work day. Shift schedules may be changed without prior notification. Shifts are not to be determined by the employee but must be determined by the immediate supervisor or Service Director.

### **5.1 Meal Breaks**

Employees cannot change, exchange or delay the time of their scheduled meal breaks on their own accord. Any change in daily schedules must be preauthorized by the Service Director or Immediate Supervisor.

#### **5.1.1**

All employees (with the exception of Teacher, Classroom Assistants, Classroom Attendants, Cooks) working more than five (5) consecutive hours are entitled to a one (1) hour unpaid meal period.

Teachers, Classroom Assistants/Attendants, Cooks and their substitutes working more than five (5) consecutive hours are entitled to 50 minutes unpaid meal period. Meal breaks are taken as scheduled.

#### **5.1.2**

Meal breaks not taken cannot be accumulated daily or weekly.

#### **5.1.3**

Employees cannot leave early because of a shortened break or no meal break was taken without prior approval from the Service Director.

#### **5.1.4**

Where an employee is required to work or be available for work during a meal break, the meal break is considered time worked. As a result of working during lunch, overtime applies.

#### **5.1.5**

If an employee volunteers during their scheduled meal break or voluntarily chooses not to take a meal break, this is not considered to be time worked.

#### **5.1.6**

In the case of employees working with a vulnerable population such as children and/or the elderly, client ratios must be maintained. An employee should not leave children or clients who require supervision unattended at any time; or leave another worker below ratio. In the event that the employee is faced with this situation, the supervisor will grant him/her a lunch period as soon as possible. As per Canadian Law employees are entitled to a lunch period each day. Client or child worker ratios will be determined by the Service Director or where laws apply.

#### **5.1.7**

Employees who are required to work during their regular meal break as a result of working with children or clients who need supervision, will be given a lunch period prior to or at the end of the activity as determined by the Director.

### **5.2 Paid Breaks**

#### **5.2.1**

All employees shall be entitled to two (2) fifteen (15) minute paid breaks per shift as scheduled by their supervisor. (see 5.25 for school and other substitutes)

#### **5.2.2**

Breaks must be taken on the premises and before 3:00 p.m. each day for day shift workers. Once before supper and once after supper for night shift workers.

#### **5.2.3**

Breaks cannot be accumulated daily or weekly.

#### **5.2.4**

Employees cannot leave early because no breaks were taken on a given day.

#### **5.2.5**

Substitute workers for Teachers, Classroom Assistants, Classroom Attendants, Wazon, Odekan, Kiweda and other workers who need to remain on site are entitled to breaks as scheduled and approved by the immediate supervisor.

### **5.3 Averaging of Work Hours**

The averaging of work hours may be applicable where the nature of the work necessitates irregular distribution of hours of work in a day or a week. In these cases, the hours of work in a week are calculated on an average for a period of two weeks.

An averaging of a work schedule for a particular group of employees may be required due to factors such as essential services, emergency response, weather dependant and continuous operations.

The Service Director determines which positions are subject to an averaging of hours of work.

### **5.4 Essential Services**

Employees providing essential services may be required to report to work outside their normal work hours. The Service Director(s) determine which employees are considered to provide essential services. In cases of an emergency, any employee deemed essential for resolving the emergency may be required to report to work at the request of management. However, the employee will be compensated for overtime worked in excess of his normal work schedule.

Essential services include, but are not limited to:

- Road maintenance
- Police services
- Water and Sewer
- Kiweda
- Medical Transportation Services
- Wazoson Daycare

As per Canadian Labour Standards and Laws, reporting pay of a minimum three hours is in effect when an employee is required to report to work outside of his regular schedule.

### **5.5 Overnight Outings**

When employees are supervisors for trips where there is an overnight component, the hours from 12am to 6am will not be compensated. If an incident occurs during those hours that requires the employees attention, once the incident is documented the time spent attending to the matter will be compensated.

## **6.0 PERSONAL VISITS/ACCOMPANIMENT/SOCIAL MEDIA**

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Unless preauthorized by the Service Director; employees should not receive: personal visitors, family (including children), friends at their workplace. Employees should also gather in the staff room and should avoid loitering in the reception area during breaks.

Repeated socialization/fraternization in the work place is viewed as not working. This behaviour may result in the employee being reprimanded and/or employees not being paid for periods not worked. Supervisors cannot decide to not pay employees for work not performed without the authorization of a Service Director.

It is prohibited to use social media at any time that can compromise: the integrity, professionalism, and confidentiality of the employee and or the integrity of the organization.

### **6.1 Social Networking in and out of the Workplace**

The use of social networking sights and the internet is considered public domain. As a result, employees will not use social network sites or any other form of communication for the purposes of slander, defamatory expression or lateral violence.

Social Networking websites are legally considered not to be a private forum when open to other employees and the community at large. Comments and other content shared on facebook and any other social media is public. An employee has a duty to display loyalty to their employer in the public

Comments made in relation to employment by indeterminate and term contract employees in any sector is not acceptable and warrants a disciplinary measure.

Employees are responsible for the content of what is being said in the communication mechanism.

## **7.0 SALARY PAYMENT**

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Term Contract employees are normally paid weekly unless otherwise specified in a project. Term Contract employees are paid based on time reported in time books, time sheets, term contracts and are paid the following week. Pay Day is Thursday. The pay period is Sunday to Saturday.

When an employee, through no fault of his own, has been underpaid, the employer shall reimburse the employee, where possible, on the next business day. Where the employee has incurred NSF (non- sufficient funds) bank charges as a result of the underpayment which he would not otherwise have incurred, the employer shall reimburse the employee said charges.

When an employee has been overpaid for whatever reason, the employer will recuperate the salary overpayment. A repayment schedule will be established between the employee and the employer within a reasonable amount of time.

### **7.1 Salary calculations for Employees on Continuous Operations or Averaging System**

Employees who are employed in emergency services or continuous operations may be paid on an averaging system. As a result, work schedules may be compressed and varied.

### **7.2 Salary Advances**

Term Contract Employees are not entitled to receive salary advances.

## **8.0 OVERTIME**

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Overtime for Fixed Term Contract Employees will be paid in accordance to the Canada Labour Code. All overtime must be preauthorized and/or mandated.

### **8.1 Overtime Pay**

Unless provided for in a specific contractual agreement, employees who have been pre-authorized to work overtime and have performed the prescribed work are entitled to receive paid time off at a rate calculated in this Section.

Every effort must be made by the Service Director to reduce overtime. For employees who work 35-40 hours per week, overtime is allocated after eight hours worked in a day. Overtime on the employee's normal weekend is calculated as time and one half after forty hours of work. (i.e a person working an 11 hour shift will have worked 3 hours over the normal 8 hours. Three (3) hours will be calculated at a rate of 1.5 or time plus half.

### **8.2 Employees on an Averaging System, Continuous Operation and Overtime**

Employees who work a schedule may be put on an averaging system. Employees on an averaging system are paid at the overtime rate of wages for each hour of work in excess of their standard hours of work over a two-week period. Overtime will be paid or allocated as per the Canada Labour Code.

### **8.3 Reporting pay**

If an employee is called back to work, by management (Coordinators, Managers), after leaving, the employee is entitled to reporting pay of a minimum (3) hours. If an employee works more than three hours, the minimum three hour reporting pay does not apply and overtime is calculated as per section 8.1. If an employee is asked to stay at work and does not leave the work site, overtime is calculated as per section 8.1.

**“Reporting for work” includes:**

- a. being called back to work after having left the workplace following the completion of regularly scheduled hours;
- b. being called in to work outside regularly scheduled hours (e.g. days off, vacation or public holiday);
- c. being called in to work when there are no regularly scheduled working hours; an employee does not receive reporting pay if he:  
is “on call” or on “standby” and does not report to the workplace;
  - simply remains at the workplace;
  - reports for work as regularly scheduled;
  - shows up at the workplace to see if there is any work; or attends work on his/her own accord during his/her normal scheduled time off or during a vacation period/ vacation day.
  - appoints himself/herself to carry out a duty without preauthorization by management

Calling in or requiring an employee to work while on vacation is reporting for work. As a result, the employee will be credited back booked time off no less than reporting pay.

## **9.0 GENERAL HOLIDAYS**

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The following days are the designated general holidays recognized by Band Council for all its employees:

**Statutory Holidays**

*As per the Labour Code*

1. New Year’s Day - January 1
2. Good Friday
3. Victoria Day
4. Canada Day - July 1
5. Labour Day - first Monday in September
6. Thanksgiving Day - second Monday in October
7. Remembrance Day - November 11
8. Christmas Day - December 25
9. Boxing Day - December 26

**Band Holidays**

(Community established holidays that are not guaranteed or regulated by the Canada Labour Code and may be cancelled or modified at any time through Band Council Resolution.)

1. January 2
2. Easter Monday
3. Kitigan Zibi Anishinabeg Day - first Monday in June
4. National Aboriginal Day - June 21
5. Indigenous Rights Day - First Monday in August
6. Cultural Heritage Day - Friday before Thanksgiving
7. Christmas Eve - December 24th
8. Christmas Week – 2 or 3 days depending on the calendar year

If the employer wishes to change or move a statutory holiday for management purposes or convenience to employees, seventy percent of the affected employees must agree to the exchange through a vote. Voting must be done annually since employees may change and dates may fall on weekends. Failure to vote in this decision process is automatically considered as having supported no change. Any changes in statutory holidays or band holidays must be formally posted in each work area for (30) thirty days prior to that date. The only holiday that cannot be changed, even by vote, is Remembrance Day.

### **9.1 General Holiday on a Non-Working Day**

When a general holiday falls on a Saturday or Sunday that is a non-working day for an employee, the holiday is moved to the working day immediately following. If the employee would normally work on the Saturday or Sunday, the holiday is taken on that day.

### **9.2 Holiday Pay**

Employees will not start work on a holiday and will commence work on the next business day. Where a holiday occurs on what would be the first day of a pay period, Supervisors can request a modified work week with their Director to include extended hours or work on a Saturday.

In order to have a paid holiday, employees must have established an employment history. Employees who have worked fifteen of the last 30 days prior to the holiday are entitled to a paid day off. Finance will monitor whether an employee has worked for a previous sector in the previous week.

#### **9.2.1**

If an employee's wages are calculated on some other basis – the equivalent of a standard day's pay which is 8 hours.

If an employee's pay varies from day to day, his normal day's pay is calculated by taking an average of the last twenty days worked (not counting overtime) before the holiday occurs.

### **9.3 Work on a General Holiday**

The Canada Labour Code and Human Resource Policy does not prohibit anyone from working on a holiday. An employee must have established an employment history with the employer as per the Canada Labour Code to get a paid day off.

Term Contract Employees; who have established eligibility; who are required to work on a general holiday shall be paid, in addition to his regular rate of wages for that day, a rate of at least one and one-half (1½) times his regular rate of wages for the time that the employee actually worked that day.

(Example: an employee working a normal 40 hr/ wk-8 hr/day schedule who was required to work 4 hours on Christmas day would be paid as follows for the actual time worked: (4 hrs x 2 ½) = hrs. or Time (4 hours) + time (4 hours) and one (half ) 2 hours. The employee would therefore receive a total daily wage of 10 hours for that period of work that day.

Term Contract employees such as substitutes/replacements who have not established a work history as prescribed in the Canada Labour Code will be paid at a rate of time and a half meaning 1+.5 the normal rate of wages.)

### **9.4 Employees in a Continuous Operation**

A continuous operation is an operation or service normally carried on without regard to Saturdays and Sundays or Statutory Holidays; and/or any establishment in which in each seven day period, operations once begun normally continue without cessation until the completion of the regularly scheduled operations for that period.

With the exception of compressed or modified work schedules for continuous operations, all employees must have a day of rest in their weekly work schedule. The maximum hours in a week must comply with the Canada Labour code standards for that type of work. In the case of continuous operations or emergency services; when an employee is required to work on a statutory holiday; the Director can either give that employee a day off in the previous/next seven days or issue holiday pay. An alternate day off cannot replace an employee's normal day of rest. If this is not possible, then the employee must be compensated in pay as per Section 9.3

## **10.0 LEAVE AND BENEFITS**

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Leave can only be taken for the purpose intended. If it comes to the Director's attention that leave was used for other than the intended purpose (e.g. using sick leave for a vacation), the matter will be handled by the Director upon the employees return to work.

Fixed term contract employees earn vacation pay at a rate of six percent (6%) of their gross salary.

### **10.1 Vacation Pay in Lieu of Leave**

For fixed term contract employees who work (full time) twenty six consecutive weeks or more but are not considered indeterminate, can be compensated in time off rather than get paid six percent (6%) vacation pay. Time off in lieu of six percent (6%) must be indicated on the term payroll contract for workers employed twenty six (26) weeks or more.

The amount of time accrued must equal to 6% of vacation pay.

### **10.2 Sick Leave - Accumulation of Paid Sick Leave Credits**

Full time/Casual employees who work twenty six consecutive weeks or more are entitled to paid sick leave of one day per month. Sick leave credits can be accumulated if not used for the duration of the term contract but are not payable.

The employee must complete an absence sheet and accompany it with a medical certificate. The medical certificate must be for the worker or their dependant.

Term contract employees who work less than 26 weeks will be granted 2 hours per month non-cumulative.

### **10.3 Employment Injury Leave**

Employment injury leave is granted to employees who are entitled to leave under the Act Respecting Industrial Accidents and Occupational Diseases. An employment injury is an injury arising out of or in the course of the employee's work, as defined in the law. Unless incapacitated, employees injured on the job must immediately provide the employer with a report of the accident. Supervisors/Employees must complete the "Accident/Incident Report" form in the Workplace Safety Prevention Plan (binder).

### **10.4 Obligations of the Employee**



An employee must report an employment injury/illness to their Service Director immediately by providing a medical certificate from a doctor. Employees who contract an illness due to work must follow the same procedures as an injury. The eligibility and payment by external agencies are determined and managed by those agencies.

At the request of the employer, the employee is required to submit to a medical examination from a recognized medical practitioner.

The employee and employer are responsible for completing all formalities required by law for the making of a CSST claim. All CSST claims are made by the Human Resources Coordinator.

The employee is responsible for informing his Service Director of the anticipated duration of any injury- related absence and any extension thereof as soon as practicable and inform his supervisor of the extent of the injury incurred.

The employee must provide the Service Director with all information pertaining to his ability to work and/or restrictions to carry out tasks. The Service Director will then refer the employee to the HR Coordinator for processing a workmen's compensation claim.

Employees are required to submit CSST medical reports to apply for CSST benefits.

### **10.5 Compensation and Return to Work**

Management shall not reinstate an employee unless the employee provides a certificate of a qualified Doctor/physician/specialist indicating: that the employee is medically fit to return to his regular duties. If there are any work limitations, a request for accommodation is required.

The employer is not obligated to return an employee back to work if their contract expires and their injury extends past the contract end date. The Employer is not obligated to accommodate if it causes undue hardship.

### **10.6 Temporary Work Re-Assignment**

An employee who has sustained an employment injury or illness may be temporarily reassigned work if the employer is financially able to do so. Upon approval, accommodation will be made for the contract period only. The physician must certify that:

- a) The employee is reasonably fit to perform the work;
- b) The work, despite the employee's employment injury, does not endanger his health, safety or physical well-being;
- c) The work is beneficial to the employee's rehabilitation.

While on a temporary work re-assignment, the employee is entitled to the salary and benefits attached to his regular position at the time the employment injury and which he would have received if he had continued to carry out that position and had not be re-assigned.

At the end of the period of temporary work re- assignment, the employee returns to his own position provided his contract is not expired.

### **10.7 Marriage**

All employees shall be granted two (2) days of marriage leave with pay for the purpose of getting married. Marriage leave must be requested in advance and taken within one (1) week before or after the marriage and shall only be granted once per lifetime.

### **10.8 Birth or Adoption**

Term contract employees are entitled to five (5) consecutive work days of paid leave for the birth or legal adoption of their child. The leave must be taken within fifteen (15) days of the delivery date or the date in which the child is legally entrusted to the parents care. The parent's name must appear on the birth certificate/statement of live birth. The parent(s) cannot be in receipt of QPIP or any other benefits paid by a third party concurrently.

### **External Agencies**

The KZA is not responsible for any delays or nonpayment of benefits by an external agency and will not advance any salary/ payments unless required by law. (E.g. Forestry sector – brush cutters)

Employees who are working with the KZA and are subject to the Quebec Labour Code (*Normes des travaux*) are compensated as per those regulations.

## **10.9 Bereavement Leave**

When a member of an employee's immediate family dies, the employee is entitled to bereavement leave on any normal working day that falls within the four (4) calendar day period immediately following the day of death. Leave occurring on a normal working day during the four (4) calendar days as of the day of death is paid. (Weekends and general holidays are counted within the four days.) For example, if the death occurs on a Friday, then: Saturday, Sunday, Monday and Tuesday are considered to be four calendar days.

If bereavement leave coincides with another form of leave, the bereavement leave shall replace the other paid leave. The other form of leave not taken will be credited back into the employee's bank.

The employer may require the employee to provide documentation in regards to entitlement to bereavement leave upon their return to work. Failing to do so may result in the employer granting bereavement leave but without pay.

Employees may be granted one (1) day leave to attend the funeral services for their first cousin, father/mother-in-law, brother/sister-in-law, or son/daughter-in-law. Other inlaws or extended family are not covered in this policy but may be an unpaid justified absence.

Only in exceptional circumstances where funeral services are delayed due to autopsy, cremation services or the availability of funeral services, the Service Director may grant interrupted or non consecutive leave of four days in total to attend or prepare for the funeral services for immediate family. All leave in these circumstances will be properly documented. Any leave over four work days are not paid. Bereavement leave may not be extended as a result of location of funeral services.

## **10.10 Compassionate Care Leave**

Employees may be eligible to take unpaid leave to provide care and/or support to a family member. However in order to qualify for benefits under the employment insurance act, a qualified medical doctor/specialist must issue a certificate stating that the family member has a critical medical condition (terminal) or is at a significant risk of death within the timeframe that coincides with the established HRSD guideline.

- a) the day the certificate is issued; or
- b) if the leave commenced before the certificate was issued, the day the leave commenced.

### **10.11 Retirement Pension Plan**

Fixed-term and part-time employees who are eligible to participate in the retirement pension plan in accordance with the terms and conditions of said plan. Once an employee has opted to contribute to the retirement pension plan under one contract, he is required to pay benefits in subsequent contracts. Employees may however change the rate of contribution from four percent (4%) to a maximum of twelve percent (12%). The Employer contribution is four percent (4%).

Please note that employees must complete and submit the appropriate forms to the Employment and Training Officer in order to be registered for the Retirement Pension Plan. Employees who become eligible for the Native Benefits Plan stop paying the MPP. All employees must personally ensure to apply and follow through with the necessary steps if they wish to participate in the plan; it is not the responsibility of KZA to initiate this process.

### **10.12 Civic Duties**

An employee summoned as a jury candidate, jury member or witness in a matter in which he has no interest may be eligible for salary and cost replacement by the court. Written proof must be provided by the employee to confirm the civic duties of the employee.

#### **Court appearances**

In cases where an employee receives a subpoena to appear in court, the employee does not have to request leave if the appearance is work-related. For all personal court matters, employees will need to request their own appropriate leave.

#### **Justice Circles**

Any employee who is invited to participate in a restorative justice circle in their capacity as a KZA employee, must receive pre-authorization from their respective Director to do so. All conflicts of interest must be avoided. Employees acting as a support service within the circle are not eligible to receive an honorarium for their participation, as per the Justice Circle protocol.

When an employee is not acting within their capacity as a KZA employee, but rather as a community member, they will need to request their own appropriate leave to participate within the justice circle.

### **10.13 Leave for Band Council-related Business**

Employees who are Band Council members are encouraged to carry out any Band Council-related business not related to their employment on their own time.

Such employees who need to leave work to attend to Band Council-related business may do so on condition their absence does not unduly hinder or stress the employer's operations, its budget, or the employee's co-workers. The Service Director must be notified of the anticipated duration of the leave for Band Council-related business.

Employees who are also Band Council members must fill out a Leave of Absence Form and indicate on the form that the leave is for Band Council duties. This form must be signed off by the Chief or designate within the Band Council.

Subject to the approval of Band Council, leave for Band Council-related business that complies with the preceding paragraph is paid.

### **10.14 Exceptional Circumstance/ Temporary Closure of Operations**

The decision to close one or more of the employer's operations belongs to the Service Director and/or the Band Council and is taken on a case-by-case basis. Unless advised otherwise, the employee should always assume he is required to report for work. In cases of inclement weather/temperature/humidex, the employee should make every reasonable effort to report to work. In the case of a temporary closure of operations, the employee should always assume that he may be required to return to work once the cause of closure of operations has been rectified (example: temporary power outages).

The Employer is under no obligation to pay the employees for the time the employees are not at their respective place of work. Employees must physically be at work to be affected by a closure. As a result, those employees who do not report to work and then there is a closure will not be compensated in leave and must report their absence as if there were no closure.

The Sector Director may decide to temporarily relocate workers, if there is an issue with a specific building/site that warrants a closure. Any employees within the Sector/Band that are not directly affected by the temporary closure of the building/site will be expected to continue with their regularly scheduled day, will not be credited time or compensation following the closure. Employees must ensure that proper authorization is provided by management to leave the workplace for the day.

With the exception of essential and continuous operations, should the employer decide to completely close operations, all employees will not be required to complete absence forms. Essential and continuous employees will be granted other leave in lieu of time off for having to work. Depending on the nature of the circumstances, buildings with generators will remain open.

## **11.0 CONFLICT OF INTEREST**

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Employees are expected to conduct themselves with personal integrity, honesty, neutrality, ethics and diligence in the performance of their duties. Employees are required to support and advance the interests of the employer and avoid placing themselves in situations where their personal interests could conflict with those of the employer.

A conflict of interest arises, generally, when private interests or personal considerations may directly or indirectly affect an employee's judgment in acting in the best interests of the employer.

An employee failing to report actual or potential conflict of interest situations or who refuse to follow the instructions of management intended to resolve said situation will be subject to disciplinary action, up to and including dismissal from employment.

In the case of Management, the obligation to report conflict of interest are the same as an employee. Management is expected to remove themselves for decision making/judgements or carrying out actions that place them in "a conflict of interest".

Conflict of interest situations include, but are not limited to:

### **11.1 Special Treatment**

Employees are not to use their position with the employer to give anyone special treatment that would advance their own interests or those of any member of their family, friend or business associate.

### **11.2 Receiving Gifts or Fees**

Employees may not accept any gifts, money, discounts or favours, including any benefit to family members, friends or business associates for doing work that the employer pays them to do, with the exception of non-monetary gifts of nominal value (less than \$20). Offers of gifts over ten dollars can be donated to community programs as prizes etc... and recorded as such.

### **11.3 Personal Business During Working Hours**

Employees shall not conduct their own business activities during working hours or utilize workplace resources such as: telephones, computers, etc., for the purpose of their own business.

### **11.4 Outside Work or Business Activities**

Employees may not engage in outside work, business activities or other pursuits that may, actually or potentially:

- a) conflict with their duties as an employee;
- b) involve the use of any knowledge of confidential plans, projects or information about the employer;
- c) interfere with or adversely affect the performance of their employee duties.

### **11.5 Political Activity**

As members of Kitigan Zibi Anishinabeg, employees are entitled to express themselves and to participate in political activities. However, they are expected to use discretion and judgment in engaging in political activity and public criticism. Employees are expected to remain loyal to the employer and exercise restraint relative to their position so as not to jeopardize their neutrality as an employee.

Political activity includes but is not limited to:

- a) attending or organizing political meetings, protests, marches, blockades, and rallies;
- b) wearing, preparing, distributing or otherwise disseminating political literature, ideas or messages, including but not limited to t-shirts, buttons, flyers, leaflets, placards, electronic messages or paper communications;
- c) soliciting or canvassing funds on behalf of a political candidate, movement, or cause;
- d) other political work normally carried out during an election or in the course of a bid for public office.

#### ***Campaign Politics***

“Campaign politics” refers to all political activity related to an electoral campaign or a bid by an individual or political party for public office.

Employer staff offices, service areas, equipment, resources or supplies may not be used for campaign politics. Employees are prohibited from participating in campaign politics in the workplace. Employees wishing to participate in campaign politics during their hours of work must obtain approval for unpaid leave from their Service Director.

#### ***Other Political Activity***

Employees wishing to participate in other forms of political activity during their hours of work must obtain approval for leave from their Service Director. Said leave is unpaid and there is no reimbursement for travel, meals and accommodation, unless authorized by Band Council. Employer offices, supplies and resources will not be used for the preparation or distribution of any political literature, including electronic messages or paper communications, unless authorized by Band Council.

These guidelines are not all inclusive, as situations may surface which need further clarification. Questions should be directed to management.

## **12.0 INTELLECTUAL PROPERTY**

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All items created by an employee (including but not limited to any invention, design, improvement, manual, report, software method, evaluation system, artwork, tool and equipment) during the course of employment, whether individually or in conjunction with others shall remain the sole and exclusive property of the employer.

The employer shall have the right to copyright, patent or trademark the item. Employees shall not market the product of their work, even after improving or modifying it outside work hours. This shall constitute a contravention of this policy and the law and could result in legal action.

Employees are expected to cooperate in any legal action that may be necessary to protect any patent or copyright.

## **13.0 INFORMATION TECHNOLOGY (IT)**

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The employer's computers and computer network are business tools and are to be used by employees for legitimate business or professional purposes only. All such use is to be lawful and consistent with the Band Council's general reputation, standards and other workplace conduct rules and productivity expectations.

Incidental personal use of the computer network is permitted, provided such use is minimal and not abusive, does not interfere in any way with performance expectations, and does not otherwise violate this policy.

In using employer computers and the computer network, employees are expected to practice good judgment and to demonstrate a sense of responsibility. Offensive websites and material must be avoided. Items such as games, screen savers, digital photographs or movies take up a great deal of valuable space on the network. They may contain viruses, be incompatible with the operation system, cause difficulties with the network and slow down the system. Employees must not deliberately perform acts that waste computer resources or unfairly monopolize resources to the exclusion of others. Inappropriate use of the employer's computers or network can lead to disciplinary action.

Employees should only use text messaging or the exchange of electronic information for work related purposes.

### **13.1 Prohibited Uses**

To avoid uncertainty, it is explicitly prohibited to use the employer's computers or network for:

#### **13.1.1**

Any illegal, unethical or immoral purposes;

#### **13.1.2**

Sending, storing or transmitting offensive, objectionable, abusive, pornographic, obscene, sexist, racist, harassing, provocative or defamatory messages, images or other material, including adult-oriented web sites or news groups;

#### **13.1.3**

Running of a personal business;

**13.1.4**

Participation in online games or any non business-related chat groups or social networking software such as facebook/twitter.

**13.1.5**

Any use which compromises system integrity or which could degrade system performance;

**13.1.6**

Unsecured disclosure of confidential or privileged information;

**13.1.7**

Any use that might infringe copyright or other intellectual property rights;

**13.1.8**

Downloading material from the internet, including but not limited to: pornography, games, screen savers, music or movies;

**13.1.9**

Any personal use of Kitigan Zibi Anishinabeg's data storage facilities;

**13.1.10**

Installation or running of security programs or utilities which reveal weaknesses in the security of a system;

**13.1.11**

Accessing or attempting to access unauthorized/ confidential information to which a user has not been granted access.

**13.1.12**

Any use of Twitter, Facebook or other Social Networks that can compromise the worker's or employer's integrity, professional image, prove disloyalty to the employer; or confidence in the worker's ability to maintain confidentiality. If used inappropriately, the employee will receive consequences.

**13.2 Property Rights and Expectation of Privacy**

The computer network, which includes all hardware (network or stand-alone), software, data, files and emails residing in it, is owned by the employer. The employer reserves the right, in its sole discretion and without prior notice, to intercept, retrieve, access, review, archive, destroy and/or disclose to others (including law enforcement authorities and courts) all computer network data.

Employees should have no expectation of privacy in anything they create, store, send or receive using the employer's computers or computer network.

Use of the employer's computers or computer network constitutes an irrevocable consent to the monitoring and disclosure of system use and data and an agreement to comply with all other aspects of this Policy. Monitoring may occur continuously or intermittently and employees will not necessarily be notified when such monitoring occurs.

Passwords are used for security reasons, but do not prevent management and/or information systems personnel from monitoring and disclosing system use. Employees who wish to keep their communications private should not use the employer's computer network to communicate.

### **13.3 System Security and Protection of Confidential Information**

Employees accessing the Internet through a computer connected to the employer's network must do so through the employer's firewall or other security device approved by the employer.

Unless expressly authorized to do so, employees must never download files from the internet or other online services, or use disks (or other storage media) without first having the material scanned with employer-approved virus-checking software.

No software or programs of any sort are to be installed on a computer without the prior approval of management and/or the network administrator.

Confidential information may not be entered on the Internet or sent by email, unless properly protected or duly authorized.

Every employee is responsible for ensuring that the virus scanning software on his computer is current.

Employees must report any viruses, worms, trojan horses, etc detected on their computer to management and/or the network administrator.

### **13.4 Password**

Employees are responsible for any activity that takes place while using their user-ID and password. Employees should not use another person's user-ID and password, nor should they give their user-ID and password to another person

Attempts to log on as a system administrator will be subject to disciplinary action.

All passwords are considered confidential.

## **14.0 HARASSMENT & RESPECT IN THE WORKPLACE**

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Employees shall familiarize themselves and abide by the Anti Harassment Policy. (booklet available at the Human Resources Office) an on the website [www.kzadmin.qc.ca](http://www.kzadmin.qc.ca).

## **15.0 DISCIPLINARY MEASURES & ADMINISTRATIVE MEASURES**

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Disciplinary measures are measures intended to reprimand culpable conduct by an employee.

### **15.1**

An employee may receive a disciplinary measure for any of the following reasons:

#### **15.1.1**

Acting in a disruptive and disrespectful manner with respect to other employees and the work- place;

#### **15.1.2**

Intentional withholding of information that affects employer operations or another employee's job performance;



**15.1.3**

Violation of the employer's zero tolerance policy on the use of intoxicating, mood altering and/ or controlled substances on the job or reporting to work when under the influence of such substances.

**15.1.4**

Violation of the employer's confidentiality policy (article 18.0).

**15.1.5**

Theft, fraud, unauthorized use of or willful damage to employer's property, including vehicles, other equipment and funds;

**15.1.6**

Refusal or willful disobedience of any direct order of management that is within said member of management's authority to give.

**15.1.7**

Harassment, be it sexual or otherwise, or any other violation of human rights.

**15.1.8**

Poor attendance, consistent tardiness, leaving work during work hours without proper authorization;

**15.1.9**

Intentional poor work performance or improper personal behaviour.

**15.1.10**

Failure to abide by the Work Code of Ethics.

**15.1.11**

Destruction of personnel, student or medical files without authorization.

**15.1.12**

Excessive visits of a private nature in the work- place and/or excessive personal phone calls or text messaging during work hours.

**15.1.13**

Smoking in employer buildings or vehicles.

**15.1.14**

Improper and/or extensive unauthorized use of non-work-related e-mail, chatting (MSN Messenger, ICQ, IRC, etc.) and/or surfing the Internet.

**15.1.15**

Any other conduct that is generally unbecoming of the employee's position and responsibilities.

**15.1.16**

The four (4) potential disciplinary measures are, in order of seriousness:

- a. Verbal reprimand
- b. Written reprimand
- c. Suspension with or without pay
- d. Dismissal for just cause

### **15.1.17**

An employee may receive a warning prior to a verbal reprimand. This warning will be documented and a copy kept in the personnel file.

Disciplinary measures may be imposed by management. However, a dismissal for just cause requires the approval of Band Council.

Disciplinary measures should be applied progressively, taking into account the gravity of the conduct and the disciplinary record of the employee.

Where the seriousness of the circumstances so requires, one or more steps may be bypassed. If a person authorized to impose disciplinary measures seeks to put an end to problematic conduct that has theretofore gone unaddressed, a general notice should be sent to all employees warning them that such conduct will not be tolerated in the future. All disciplinary measures are to be documented.

However, proceeding directly to a suspension or a recommendation of dismissal for just cause requires the approval of the Service Director and Band Council.

## **15.2 Verbal Reprimand**

An employee will receive a verbal reprimand for a first offence of relatively minor importance. The employee shall be clearly informed of the reasons for the reprimand, the corrective actions to be taken, and the applicable disciplinary measure for a second offence. The date, time and reasons for the verbal reprimand is to be recorded in writing in the employee's file and a copy of which is given to the employee. The verbal reprimand will remain in the employee's file for a period of twenty four (24) months and will be removed after the expiry of those twenty four (24) months. If an additional disciplinary measure is issued during that period, all reprimands remain in the employee's file until the expiry of the new disciplinary measure.

## **15.3 Written Reprimand**

An employee will receive a written reprimand after a second offence of relatively minor importance, provided a valid verbal reprimand is in the employee's file. A written reprimand may also be issued after a first offence of a more serious nature. The written reprimand will be dated and will clearly outline the reasons for the written reprimand, the corrective actions to be taken and the applicable disciplinary measure for an additional infraction.

The written reprimand must be delivered to the employee by hand or registered mail. A copy of the letter is to be kept in the employee's file. Where the reprimand is hand delivered, a note must be made of the date, time, place and person who delivered. The written reprimand will remain in the employee's file for twenty four (24) months and will be removed after the expiry of those twenty four (24) months. If an additional disciplinary measure is issued during that period, the written reprimand remains in the employee's file until the expiry of the new disciplinary measure.

## **15.4 Suspension With or Without Pay**

Suspension is intended to indicate to the employee the seriousness of the offence. The duration of the suspension should be proportionate to the objective gravity or repetitive nature of the conduct, and may range from one day to several days, weeks, or even months. The employee shall be informed of the suspension in writing and shall be advised that any subsequent offence will result in a longer suspension or termination of employment.

The notice of suspension is to be delivered to the employee by hand or registered mail. A copy of the notice is to be filed in the employee's file. If hand delivered, a note must be made of the date, time, place and person who delivered the notice. The notice of suspension will remain in the employee's file for twenty-four (24) months following the employee's return to work and will be removed after the expiry of those twenty-four (24) months, unless an additional disciplinary measure is issued during that period, in which case it remains in the employee's file until the expiry of the new disciplinary measure.

When an employee receives a suspension, either with or without pay, he/she is prohibited from reporting to work or participating in any of their duties/tasks associated with their job position.

### **15.5 Dismissal for Just Cause**

An employee may be dismissed for just cause when all other disciplinary measures have proven ineffective or after an offence of a serious nature. A quorum of Band Council members is required for approval of a dismissal. The Service Director shall notify the employee in writing of the dismissal and its effective date. The notice shall also provide in detail the reasons for the dismissal. It shall be delivered to the employee by hand or registered mail. If hand delivered, a note must be made of the date, time, place and person who delivered the notification.

### **15.6 Duties and Responsibilities of Management**

Prior to issuing a disciplinary measure, the Supervisor is to verify the facts on which the measure is based and provide the employee with an opportunity to explain his conduct.

Dismissal should not be recommended without an investigation regarding the alleged conduct of the employee, the circumstances of the conduct, and the extent to which such conduct may have previously been tolerated among other employees.

If need be, the Supervisor, with the approval of the Service Director, may demote or suspend the employee with pay pending a thorough investigation and reserve final judgment as to the appropriate measure until said investigation is complete.

In exceptional circumstances regarding allegations of a particularly grave nature, the suspension may be without pay. In the event it is found that the circumstances did not warrant dismissal or a suspension, the employee is to be reimbursed his lost salary and benefits along with a written statement explaining the reason for the reversal in regards to the decision to dismiss. In all cases, the employee must be treated fairly and equitably.

### **15.7 Administrative Measures**

Administrative measures are measures intended to address non-culpable conduct. Non-culpable conduct refers to the inability to satisfactorily perform one's duties, including for reasons of incompetence, and any other conduct that, while not the employee's fault, constitutes an obstacle to the employer's operations and/or workplace harmony.

Administrative measures are not intended to punish and, as such, progressive discipline is not applied.

In the event it is ascertained that an employee is incapable or refuses to correct the deficient conduct, the only available options are demotion or dismissal.

Before an administrative measure is imposed, the following criteria must be met:

- a. The level of job performance required shall be defined and communicated to the employee.
- b. The employee shall be informed of the deficiencies in his performance in writing.
- c. The employee shall be given reasonable supervision and instruction and afforded a reasonable opportunity to meet the standard and correct the deficiencies.
- d. The employee shall be warned that a failure to meet the standard and correct the deficiencies may result in demotion, or dismissal.

Detailed notes shall be kept of exchanges with the employee regarding his performance and opportunities for improvement, in order to document respect of the above criteria. In place of detailed notes, a letter may be given to the employee, drafted in a manner to provide a written record of respect of said criteria. Either the record or the letter is to be filed in the employee's file.

Where, after reasonable opportunity is given, the employee is unable to meet the standard or correct the deficiencies to an extent that renders him incapable of performing his duties, prior to dismissing the employee, an effort shall be made to find him alternate employment within his competence. In cases of administrative dismissal for non-culpable conduct, the employee remains entitled to severance pay and advance notice of termination or an indemnity in lieu thereof.

## **16.0 ABANDONMENT OF POSITION**

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Where an employee is absent from work without authorization, his Supervisor shall make every reasonable effort to enquire about the reasons for the absence and whether the employee intends to return to work. These attempts may consist of making telephone calls to the employee, contacting a spouse or relative, visiting the employee at home, sending the employee a registered letter requesting an immediate response, etc. Provided that the Supervisor acts in good faith, these attempts cannot constitute harassment.

The Supervisor shall keep a detailed record of the employee's absences and all attempts to contact the employee.

A Service Director shall commence abandonment of job proceedings indicated in Section 19.4 after an unauthorized absence of three (3) consecutive days by the employee

If it is determined that a declaration of abandonment of position is appropriate, the employee will be notified in writing. The notice shall be delivered by registered mail with proof of delivery, but without signature. A copy of the written notice is kept in the employee's personnel file.

If the employee is not declared to have abandoned his position and returns to work, the employee may be disciplined for the absence, up to and including dismissal. A written record of this incident will be kept in the personnel file for a one (1) year period. An employee who has abandoned his position is not entitled to severance pay or an indemnity in lieu of advance notice of termination. He nevertheless remains entitled to all unused vacation and banked overtime hours (see section 9.4).

## **17.0 REASONABLE ACCOMMODATION**

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The employer is committed to an inclusive and non-discriminatory work environment that promotes equality, dignity, diversity and self-esteem among its workforce. As such, it makes all reasonable efforts to provide for the individual accommodation needs of current employees and job applicants. (see Accommodation Policy which is available in the Human Resource Office) and on the website [www.kzadmin.qc.ca](http://www.kzadmin.qc.ca).

The employer recognizes that the need for reasonable accommodation may arise during the employment selection process, at the commencement of employment or at some time after employment has commenced.

Employees or job applicants seeking reasonable accommodation shall fill out a Request for Accommodation Form (Appendix 3).

It is the employee or job applicant's responsibility to:

- Inform management of his employment-related needs for accommodation when such needs arise;
- Collaborate with management in finding the most appropriate means to accommodate his employment-related needs;
- Provide specific reports or medical information relevant to the process of identifying appropriate accommodation;
- Inform management when an accommodation is no longer needed.

Employees are expected to assume the reasonable burdens and inconveniences required to facilitate an accommodation.

In determining whether an accommodation is reasonable, management shall consider issues of health, safety, cost and the law.

All documents relating to specific requests for accommodation will be kept confidential and will only be disclosed with the consent of the employee or job applicant.

Documentation with regard to accommodation will be kept in the employee's personnel file.

## **18.0 CONFIDENTIAL INFORMATION**

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Unless otherwise specified, all records held by the employer, electronically or on paper, and any other information an employee acquires in the course of his employment are considered confidential information. Confidential information may not be disclosed, except as required in the course of the employee's duties, with the concerned person's written consent, or in the following circumstances:

- a. to prevent a serious risk of harm to the life, health or safety of a person;
- b. to prevent the commission of a serious crime against a person or property;  
**OR**
- c. where disclosure is required by law. 18.0.1

Confidential information may be made available to employees and shared between Service Sectors, if such information is required to ensure efficient and sound management of the services and programs.

### **18.0.1**

The Service Director may authorize disclosure of information to government or public agencies and other First Nations where such disclosure is permitted by law.

### **18.0.2**

An employee who discloses confidential information without cause or proper authority may be investigated and disciplined.

### **18.0.3**

Employees who deal with sensitive information must sign an “Oath of Confidentiality” statement available in the HR Office.

## **18.1 Destruction of Files**

All files concerning employees, students, clients, patients and victims are property of the employer, and such files can only be destroyed with the written consent of Band Council. Service Directors and professional staff shall ensure that the access and handling of these files is controlled and that they are kept in a secure place under lock and key.

## **19.0 COMPLAINTS & GRIEVANCES**

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### **19.1**

A person with a complaint or grievance may file a written complaint to the service Director.

### **19.2**

Where appropriate, the Sector Director and/or Designate may appoint an Investigation Review Committee of persons not related to anyone concerned by the situation in question.

### **19.3**

The Investigation Review Committee shall investigate the matter and file to the Sector Director with its findings and recommendations within thirty (30) days of the complaint.

### **19.4**

The complainant shall be informed by the Service Director of the Investigation Review Committee's findings and actions to be taken. This shall be undertaken by the Sector Director within thirty (30) days of the receipt of the Investigation Review Committee's report. If the Director is in conflict, the findings will be sent to another Director.

## **20.0 TERMINATION OF EMPLOYMENT**

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Employment is terminated when one of the following occurs and as a result, there is no longer an employee-employer relationship:

- Resignation in which there has been a record of employment issued

It is not considered a resignation if an employee leaves one sector to work in another and a record of employment has not been issued.

### **20.1 Layoff**

For purposes of this Policy, layoff is the termination of a term contract employee's employment as a result of economic or technical considerations, or any other reason unrelated to the employee's conduct or job performance, including but not restricted to a lack of work or changes in organizational structure.

An employee dismissed for poor performance or misconduct is not considered laid off.

## **20.2 Expiry of Term of Employment**

Fixed-term employees cease to be employees of the employer upon the expiry of their term of employment. (See section 3.1)

## **20.3 Termination of Employment Procedures**

When an employment relationship has ended between an employer and employee the following actions must be taken before the last day of work

- a) The Service Director must notify the finance office of the expected last day of work and issue notice to stop salary payments.
- b) The employee must return all keys, software and/or equipment issued to him or considered property of the employer as a result of the end of employment. Failure to return keys or equipment will result in the employee assuming the costs of changing locks or replacing equipment. Dependant upon the value of the property, legal action may be taken.
- c) The Employee must return all work, policies, database (codes), passwords, created as a result of employment.
- d) The Service Director may mandate the employee to take all accrued leave if possible before the termination of employment.
- e) No record of employment should be issued until all procedures are complete within the legal parameters.
- f) All personnel information or documentation including letters of resignation, should be forwarded to the centralized personnel files within three (3) weeks.

## **20.4 Abandonment of Position**

Abandonment of position occurs when an employee is absent from work without notification or authorization. See section 16.0.

An employee who has abandoned his position is not entitled to severance pay or an indemnity in lieu of advance notice of termination. He nevertheless remains entitled to all accrued vacation pay and paid leave. Abandonment = Termination of Contract and therefore termination of employer –employee relationship.

## **20.5 Dismissal**

All dismissals shall be recommended by the Service Director and authorized by Band Council.

An employee who is dismissed and if later acquires another position with the band is considered a new employee and therefore accumulates leave and benefits at that rate.

## **20.6 Dismissal for Just Cause**

Dismissal for just cause is a dismissal for disciplinary reasons. (See section 16.1)

## **20.7 Administrative Dismissal**

All non-disciplinary dismissals are administrative dismissals. Administrative dismissals may be for reasons of non-culpable employee conduct or reasons unrelated to conduct.

For administrative dismissals unrelated to employee conduct, lay-off procedure applies (subsection 19.1).

## **20.8 Death**

Upon an employee's death, any accrued salary, vacation pay and severance (if deemed eligible) will be paid to the estate; however, the estate must return any KZA property or assets to KZA before this will be released.

## **20.9 Severance Pay**

Employment must be in the same position for 15 consecutive years working at least fourteen consecutive weeks per year.

When a KZA employee Fixed Term or Part-Time employee has worked a minimum of fifteen (15) consecutive seasons, with a minimum fourteen (14) weeks of employment per year, decides to retire from KZA employment at the age of sixty five (65) years or older, the said employee may be entitled to severance pay.

The rate of severance pay for a Fixed Term or part time employee shall be established proportionally to the number of weeks worked yearly.

Severance Pay for Fixed Term or Part Time employees who have met the above conditions is subject to the availability of funds.

Severance Pay for Fixed Term or part time employees only applies to those currently employed with the Kitigan Zibi Anishinabeg and is effective May 19, 2009 and is not retroactive

## **21.0 DRESS GUIDELINES**

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All employees are representatives of the employer and must therefore present a professional appearance at all times to customers, suppliers, and the community. The dress guidelines are meant to promote a positive working environment, limit the distractions caused by outrageous, provocative or inappropriate attire and ensure safety while working.

The dress guideline is a framework and is not a substitute for safety work clothes. If an employee's attire is deemed to be inappropriate for the workplace by his Supervisor, in addition to any disciplinary measure which may be imposed, the employee will be sent home without pay to remedy the situation.

All office employees and employees who have regular contact with community members and the public must abide by the following standards:

- a) Attire must be acceptable and professional



- b) Hair must be clean, combed and neatly trimmed, tied back or arranged. Unkempt hair is not permissible regardless of length.
- c) Tattoos, if offensive, must be covered.
- d) Excessive body piercing must be covered up or removed during work hours.
- e) Body odor and foul breath is not acceptable
- f) Flip flops are not permitted in the workplace due to safety issues.

Employees who are not regularly in contact with community members and the public should follow the basic requirements of safety and comfort and still present themselves in as neat and professional a manner as possible.

Certain employees, according to their occupational needs, may be required to meet specific standards, such as wearing uniforms, specialized footwear, headgear, safety equipment, etc.

### **21.1 Acceptable Casual Attire**

The application of the Dress Guidelines is at the discretion of the Service Directors. They are responsible for ensuring compliance with this policy. Any questions or concerns regarding the

Dress Guidelines should be directed to the Service Director.

The following is a general overview of acceptable casual attire.

Because all casual clothing is not suitable for the office, these guidelines will help you determine what is appropriate to wear to work. Clothing that works well for the beach, yard work, dance clubs, exercise sessions, and sports contests may not be appropriate for a professional appearance at work. CSST standards will apply.

Clothing that reveals too much cleavage, your back, your chest, your feet, your stomach or your underwear is not appropriate for a place of business, even in a business casual setting. All skirts/shorts need to be below the knee.

Even in a business casual work environment, clothing should be pressed and never wrinkled. Torn, dirty, or frayed clothing is unacceptable. All seams must be finished. Any clothing that has words, terms, or pictures that may be offensive to other employees is unacceptable. Clothing that has the company logo is encouraged. Sports team, university, and fashion brand names on clothing are generally acceptable.

Certain days can be declared dress down days, generally Fridays. On these days, jeans and other more casual clothing, although clothing potentially offensive to others, are never allowed.

### **21.2 Office Display and professional Appearance**

Employees are expected to exercise judgment and moderation when displaying photos and other personal items in the workplace. The workplace must always keep a business-like and professional appearance. Personal items, photos, children's artwork, drawings must be tasteful and displayed appropriately.

## **22.0 SMOKE-FREE WORK**

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The employer is committed to the protection and promotion of the health, safety and well being of its employees and community members. It is the policy of the employer to provide a smoke-free work environment.

All Band buildings and vehicles are smoke-free. All Kitigan Zibi Anishinabeg workplaces, including employer-owned and operated vehicles, must display a no-smoking sign, for the benefit of everyone.

An employee who smokes in a Band building or vehicle is subject to disciplinary action, up to and including dismissal. Any concern or complaint shall be addressed to management.

## **23.0 EMPLOYEE RECORDS**

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### **23.1 Personnel File**

The employer maintains accurate, relevant and up-to-date information on each employee in his personnel file. Effective April 1, 2011 Personnel files will be centralized and managed by the Human Resource Coordinator.

Personnel files for all employees are confidential to the Service Director, Human Resource Coordinator, designated file clerk and employee.

Personnel files for Service Directors are confidential to the Band Council and the Service Directors and are the property of the Kitigan Zibi Anishinabeg.

Personnel Files shall not be removed from the centralized filing systems unless to archive them.

Personnel files will contain any information KZA work history, appeals, or incidents, and attendance record.

### **23.2 Payroll File**

The employee's payroll file shall contain the following documents:

- a) All pay-related documents;
- b) Garnishment papers or wage assignments;
- c) Documents relating to group insurance coverage and claims;
- d) Documents relating to pension plan participation;
- e) Documents relating to the cashing of vacation and sick leave credits;
- f) Payment of severance pay issued to employee
- h) Employee Payroll Information Form
- h) Any other document necessary for payroll purposes

### **23.3 Other Files**

The Service Director may, for practical purposes, establish any number of other files that contain documents otherwise kept in the personnel file.

### **23.4 Access to Employee Files**

Access to an employee's files requires a reasonable notice and the general or specific authorization of the Human Resources Officer. When there is a request for information/documentation from an employee's file, the information will be provided within a reasonable timeframe. A member from Management will always be present when an employee reviews his/her file.

Copies of any document in an employee's files are provided to the employee within five working days. Any review of a file by an employee or copies given to the employee must be noted in the personnel file. Since personnel files are the legal property of the employer: employees cannot remove documentation from their files.

## **24.0 APPEAL PROCEDURE**

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Employees may appeal decisions regarding dismissal, suspension without pay, layoff, demotion, the non- appointment to a particular position, and reasonable accommodation refusals.

### **24.1**

The appellant shall make a written complaint to the Service Director within five (5) working days of knowledge of the contested decision.

### **24.2**

The Service Director investigates the matter and communicates his decision to the appellant within a reasonable time.

### **24.3**

If the appellant is not satisfied with the Service Director's decision, he may, within five (5) working days of knowledge of the decision, demand in writing the constitution of an Appeal Committee. Said demand is addressed to the Service Director or Portfolio Holder when regarding the Director.

### **24.4**

The Service Director shall as soon as practicable inform Band Council.

## **APPENDIX I: EMPLOYEE WORK CODE OF ETHICS**

As a Kitigan Zibi Anishinabeg employee, I hereby agree to become familiar with and abide to the employer's work-related procedures and policies including the Human Resources Policy. I will fulfill my job responsibilities to the best of my abilities and abide by the policies and procedures of my employer and Service Sector.

I hereby also agree to abide by the following Code of Ethics for Kitigan Zibi Anishinabeg employees:

1. I will carry out the duties of my position conscientiously and honestly, remembering that my primary work task is to serve the Kitigan Zibi Anishinabeg membership.
2. In my actions and words, I will promote and uphold the integrity and dignity of Kitigan Zibi Anishinabeg and its programs.
3. I will be prompt, courteous and temperate in the performance of my duties.
4. I will use initiative to find ways of consistently improving my work efficiency.
5. I will adopt a positive attitude when dealing with fellow employees, other Kitigan Zibi Anishinabeg members, management, and Band Council.
6. I will follow the instructions of management attentively and co-operate with my co-workers.
7. During my hours of employment, I will work solely on my job responsibilities.
8. Within my sphere of responsibility, I will recommend changes to the policies, priorities or procedures when I believe that such changes would help to meet the objectives of my Service Sector or employer.
9. I will show respect for the authority and jurisdictional structures of Kitigan Zibi Anishinabeg.
10. I will continually work toward self-improvement and professional development, through self-evaluation and availing myself of available literature, upgrading and training when the opportunities arise.
11. I will be punctual every day, unless there is a valid reason for absence or lateness, in which case I will contact my Supervisor at the start of the work day and provide an indication of when I expect to return to work.
12. I will attend all meetings, workshops, conferences, etc., assigned to me as an official delegate of Kitigan Zibi Anishinabeg and will formally report back to my superiors and/or Band Council.
13. I will dress appropriately for my employment position, as I understand that the appearance of employees reflects on Kitigan Zibi Anishinabeg as a whole.
14. I will treat all employees, clients, the general public, and any person with whom I communicate with dignity and respect and will not make derogatory comments or jokes related to their race, national or ethnic origin, skin colour, religion, age, sex, marital status, family status, disability, criminal conviction or pardon, sexual orientation, or any other comment which may be construed as an affront to their dignity or human rights.
15. I will only communicate official and/or confidential information acquired on the job if the release of such information has been authorized in writing by my superior or required by law.

16. I will use information obtained on the job for the intended purpose only, not for my own personal interests.
17. I will use property of Kitigan Zibi Anishinabeg with appropriate care and for authorized purposes only and will report any problems, abuse or concerns to an appropriate member of management.
18. I will refuse any gifts or other tangibles offered to me by suppliers or contractors because of my work position.
19. I will not publicly criticize other employees, individuals, Service Sectors or the policies of Band Council; if I feel that changes are necessary, I will provide constructive criticism and make the workplace harmonious as possible.
20. I will attempt to communicate openly with other staff and to settle internal differences in a constructive manner.
21. If my employment position and private interests create a real or potential conflict of interests, I shall declare this to an appropriate member of management and/or Band Council, who will decide how to resolve the matter.
22. Considering my employment position and my responsibilities, I will at all times behave with dignity, non-violence and respect towards Kitigan Zibi Anishinabeg, its members, management and employees.
23. I will respect Kitigan Zibi Anishinabeg's human resource policy on the prohibited use and consumption of intoxicating, mood altering and/ or controlled substances during the performance of my duties.
24. Notwithstanding my political preferences, I will remain loyal to my employer and serve the employer to the best of my ability.
25. I will, in my actions and carry out my duties, be respectful and professional. I acknowledge and read the anti-harassment policies and agree to abide by it. I will not harass others or abuse the authority given to me by virtue of my employment.
26. I understand that the use of social networking sights and the internet is considered public domain. As a result, I will not use social network sites or any other form of communication for the purposes of slander, defamatory expression or lateral violence.

\_\_\_\_\_  
EMPLOYEE'S NAME

\_\_\_\_\_  
EMPLOYEE SIGNATURE

\_\_\_\_\_  
DATE

\_\_\_\_\_  
DIRECTOR'S SIGNATURE

\_\_\_\_\_  
DATE

## **APPENDIX II: RESPECT IN THE WORKPLACE POLICY**

### **1. HARASSMENT**

Every employee is entitled to employment free of harassment. Kitigan Zibi Anishinabeg will not tolerate harassment and will make every reasonable effort to ensure that nobody is subjected to it.

#### **Purpose**

As an employer, Kitigan Zibi Anishinabeg is committed to providing a work environment in which all individuals are treated with respect and dignity. It is the employer's responsibility to maintain a workplace that is respectful of individual dignity and free from harassment and discrimination.

Harassment refers to any vexatious behaviour in the form of repeated and hostile or unwanted conduct, verbal comments, actions or gestures that affect an employee's dignity or psychological or physical integrity and that results in a harmful work environment for the employee. Any abuse of authority or position, intimidation or coercion will not be tolerated.

For the purpose of this policy, harassment in the workplace will include bullying, personal and sexual harassment.

#### **Personal Harassment**

Personal harassment refers to any objectionable or offensive behaviour that is known or should reasonably have been known to be unwelcome and unwanted. It includes but is not limited to: objectionable conduct, comment or gesture, made on either a one-time or continuous basis, that demeans, belittles or causes personal humiliation or embarrassment. Examples of personal harassment can include: aggressive, intimidating or bullying remarks, profane gestures, causing or threatening to cause harm to a person or property, invading another person's personal space, obscene or foul language, etc.

#### **Sexual harassment**

Sexual harassment refers to any conduct, comment, gesture or contact of a sexual nature:

- a. that is likely to cause offence or humiliation to any employee; or
- b. that might, on reasonable grounds, be perceived by that employee as placing a condition of a sexual nature on employment or on any opportunity for training or promotion.

Examples of sexual harassment can include, but are not limited to: unwanted touching, patting, whistling or leering, inquiries or comments about a person's sex life, sexual activities or sexual inadequacies, telephone calls with sexual overtones, gender-based insults or jokes causing embarrassment or humiliation, unwanted social or sexual invitations, inappropriate gestures or comments about a person's physical attributes or appearance, etc.

#### **Abuse of Authority**

Abuse of authority can constitute a form of harassment, where an individual improperly uses the power and authority of his position to endanger a person's job, undermine the performance of that job, threaten the person's economic livelihood, or interfere with or influence a person's career.

## **2. COMPLAINT PROCESS**

An employee may at any time discuss, on a confidential basis, a questionable situation with any member of management. Employees are encouraged to seek assistance in dealing with any situation in which they feel they are being subjected to harassment of any form.

An employee who believes he is being harassed is advised to take the following measures:

### **A. Early Problem Resolution**

#### *Informal Complaint Process*

The victim should communicate the situation to the offender in a clear manner, tell him politely but firmly that such behaviour is unwelcome, and request that it end. If the victim is uncomfortable with addressing the situation directly with the offender, he can bring the matter to the attention of any member of management, who will try to find methods of informal resolution to help the parties reach an acceptable solution. In the case of unacceptable behaviour that should not be tolerated, immediate action will be taken on the part of management.

If the harassment continues, the victim should keep a detailed record of the incident(s), with dates, times, names of any witnesses, etc.

When the facts are not in dispute and it has been determined that the offender has committed harassment, appropriate disciplinary action shall be taken, which may include dismissal.

### **B. Formal Complaint Process**

Where appropriate or if the situation is not resolved by the informal complaint process, the victim may file a formal written complaint addressed to the Service Director or Assistant Director.

An appropriate person shall be designated to investigate the matter in accordance with the confidentiality policy below. The investigator shall first meet with the complainant and only then proceed to interview all concerned individuals and witnesses. The alleged offender shall be given fair opportunity to respond to the allegations.

If necessary, an independent third party may be engaged by the employer to investigate the complaint.

If it is determined that harassment has occurred, the offender will face appropriate disciplinary action, which may include dismissal. Counseling may be made available for the offender, in order to remedy the situation. Counseling may also be made available for the victim.

If mediation is undertaken at any time during the investigation process, the investigation will be suspended, pending the outcome of mediation efforts.

### **C. Other Recourse**

Although employees are encouraged to make use of internal procedure, they have the right, at any time, to make a formal complaint of sexual harassment to the appropriate government body under applicable legislation (the Canadian Human Rights Commission or other).

Employees who have been victims of criminal behaviour, such as stalking or assault, should contact the local police. If employees are stalked or assaulted in the workplace and refuse to file a complaint with the police, management shall take action. Management must ensure that the workplace is safe and secure for everyone.

Management must take appropriate action when it applies to their Sector employees or themselves.

### **3. CONFIDENTIALITY**

All persons associated with a complaint or its resolution must respect the sensitivity and confidentiality of the situation. Every effort will be made to preserve the dignity and self-respect of all parties involved. All information and documentation concerning a complaint will be kept as confidential material, except where disclosure is necessary for the purposes of investigation of the complaint or for taking disciplinary measure(s). However, confidentiality does not mean anonymity because witnesses may be involved.

These limitations on confidentiality should not discourage employees from making a complaint. If possible, upon the initial meeting with the complainant, the complainant should be asked about concerns regarding the investigation. Many complaints are resolved without a formal investigation. Issues should be raised at the earliest stage possible to facilitate a mutual resolution.

Should disciplinary action be taken as a result of the complaint, record of it will be kept in the offender's personnel file. Nothing will be placed on the victim's personnel file if the complaint is founded. All other written material will be retained in a separate and confidential file.

### **4. REPORTING COMPLAINTS**

Employees are encouraged to promptly report complaints in writing to their immediate supervisor and should that person be in conflict, to the next higher levels of authority up the chain of command, so that rapid response and appropriate action can be taken. The employer will investigate the complaint as soon as it is received.

### **5. RESPONSIBILITY**

Employees and management share responsibility for understanding and preventing harassment in the workplace. Employees are responsible for recording and reporting allegations of harassment and for cooperating in the investigation of complaints. Employees are responsible for reviewing this Policy and adhering to it. Any employee, who believes that a colleague has been or is subject to harassment or retaliation for having brought forward a complaint of harassment, should notify a person in authority immediately.

It is the responsibility of management to take action to protect everyone in the workplace. Management shall ensure that harassment does not occur in their area(s) of responsibility and intervene when aware of conduct in violation of this Policy, whether or not a complaint has been filed. Appropriate steps shall be taken to end the misconduct and protect employees from retaliation (e.g. demotion, unwelcome transfer, reduced chances of promotion, harassment from co-workers, etc.) for having made a complaint in good faith or cooperated with an investigation.

Failure to take appropriate action may result in disciplinary action against both the offender and the appropriate person in charge.

Any individual who engages in retaliation will be subject to disciplinary action, up to and including dismissal.

Band Council is responsible for the implementation and application of this section of the Policy. Its duties include, but are not limited to:

- Appointing an investigator or investigators as soon as practicable;
- Consulting with the investigator to set a reasonable timeframe for the completion of the investigation;
- Reviewing the findings and recommendations of the investigator;
- Determining the appropriate action to be taken;
- Ensuring the parties are informed of the outcome on a timely basis.



### **Unsupported complaints**

When the evidence indicates that harassment did not occur or there is insufficient evidence to support the allegations, record of the complaint is removed from the alleged offender's personnel file.

No disciplinary action shall be taken against the complainant unless it is shown that the complaint was made in bad faith.

### **6. DISCIPLINARY ACTION**

In the event that harassment is found to have occurred, and depending on the circumstances of such harassment, disciplinary action (up to and including immediate dismissal for just cause) shall be taken.

Any re-occurring offences will be sanctioned by more severe disciplinary action.

Legal action may be taken by the victim.

### **7. ENQUIRIES**

Any enquiries concerning this Policy should be referred to the Service Directors or the Human Resources Coordinator.

## APPENDIX III

### REQUEST FOR ACCOMMODATION FORM

#### IDENTIFICATION

Name of employee \_\_\_\_\_

Empl: #: \_\_\_\_\_

If different, name of person making request: \_\_\_\_\_

Tel: \_\_\_\_\_

#### ACCOMMODATION NEED

*Please describe your request or need*

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*Describe the reason(s) for this need:*

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What is the anticipated minimum length of time this accommodation will be needed?

Permanent      Temporary      MONTHS: \_\_\_\_\_      WEEKS: \_\_\_\_\_      DAYS: \_\_\_\_\_

#### DOCUMENTATION

*Where applicable, the necessary documentation is required before proceeding with this request.  
What type of documentation do you have to support this need?*

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---

\_\_\_\_\_  
Signature of employee

\_\_\_\_\_  
Date

**Original to be kept in the employee's personnel file  
c.c. Employee Service Director**

## APPENDIX IV

### SELECTION COMMITTEE MEMBER CONFIDENTIALITY STATEMENT

#### Purpose

Information concerning Selection Committee members, employees and job candidates of Kitigan Zibi Anishinabeg is privileged and confidential.

#### Policy

No member of a Selection Committee shall copy, read, discuss or distribute any portions of confidential information to non-members except as is necessary for the execution of their duties as members of the Selection Committee in compliance with the Kitigan Zibi Anishinabeg Human

#### Confidentiality Statement

All matters and information pertaining to Selection Committee members, employees and job candidates of Kitigan Zibi Anishinabeg that have been gained through membership on a Selection Committee must be treated as confidential.

Under no circumstances may confidential information be divulged to non-members of the Selection Committee except as is necessary for execution of the duties of the Selection Committee in compliance with the Kitigan Zibi Anishinabeg Human Resources Policy, as required by law, or as agreed by the Selection Committee member, employee or job candidate.

Under no circumstances will any member of a Selection Committee use any such information to his personal advantage.

#### PLEDGE OF CONFIDENTIALITY

I, \_\_\_\_\_ have read and reviewed the Selection Committee Confidentiality Statement. I understand that all Selection Committee-member, employee and job candidate information to which I may have access is confidential and is not to be communicated except as outlined in the aforementioned statement and where other legal obligations or responsibilities supersede this statement. I know that it is applicable to me while I am a member of the Selection Committee and will remain applicable after my membership.

Furthermore, I, , do affirm that I will not disclose or use for self gain or make known any matter or thing which comes to my knowledge by reason of my membership on the Selection Committee except insofar as is necessary for the execution of my duties or as required by law.

Signed and delivered in the presence of:

\_\_\_\_\_  
Signature of Member

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name of Witness (print)

\_\_\_\_\_  
Signature of Witness

\_\_\_\_\_  
Date

## APPENDIX V

### ANNUAL PERFORMANCE REVIEW AND APPRAISAL FORM

#### Employee Information

<b>Name</b>		<b>Employee ID</b>	
<b>Job Title</b>		<b>Date</b>	
<b>Department</b>		<b>Supervisor</b>	
<b>Review</b>		To	

#### Part A: Self-Assessment

According to you what are the three main duties of your position and rate yourself

Duty	1 Poor	2 Fair	3 Satisfactory	4 Good	5 Excellent
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments

#### Part B: Assessment of professional skills

This assessment must be completed by the employee and the supervisor

##### Duties and Responsibilities

1. Work Organization	1 Poor	2 Fair	3 Satisfactory	4 Good	5 Excellent
<i>Is well organized</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Performs appropriate follow up</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Prioritizes duties to perform</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Meets deadlines</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Uses time efficiently</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments

	1 Poor	2 Fair	3 Satisfactory	4 Good	5 Excellent
<b>2. Understanding and fulfillment of work</b>					
<i>Fully understands their work, duties and responsibilities</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Has all the required knowledge and training to do the work</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Can learn and follow instructions and directions</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Carries out and finishes work with precision, quality and consistency</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Prioritizes duties so as to do the work without delay</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Uses resources and tools adequately</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Wants to improve</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Shows versatility</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					

### Part C: Attitude and Ability to Work

<b>1. Behavior towards work</b>	1 Poor	2 Fair	3 Satisfactory	4 Good	5 Excellent
<i>Is self-confident</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Is always respectful</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Is proud of their work and acts with professionalism</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Shows Initiative</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Is able to adapt</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Complies with company policies and procedures</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Can manage stress</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Shows flexibility</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Is punctual and present at work</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Can make decisions</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Can work independently</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Can solve issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicate clearly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shows leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					

2. <b>Team work and interpersonal relationships</b>	1 Poor	2 Fair	3 Satisfactory	4 Good	5 Excellent
Maintains good relationship with supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains good relationship with whole personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has Team Spirit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pays attention to colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Can encourage and stimulate staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shares best practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					

**Part D: Specific Duties and Responsibilities**

Aspects related to the employee's specific duties and responsibilities

	1 Poor	2 Fair	3 Satisfactory	4 Good	5 Excellent
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					

## Part E: Improvement Goals

Improvement goals established by the supervisor and employee for the next year

1.	
2.	
3.	

Specify how you will reach these goals

1.	
2.	
3.	

What types of support will the organization give the employee to help reach their goals?

--

### Overall Performance Rating

Total rating/205 =

### Evaluation

Additional  
Comments

### Verification of Review

*By signing this form, you confirm that you have discussed this review in detail with your supervisor.  
Signing this form does not necessarily indicate that you agree with this evaluation.*

Employee Signature		Date	
Supervisor Signature		Date	

*KZA acknowledges the Listuguj Mi'gmaq Government for the use of this Employee Performance Review Form template.*





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