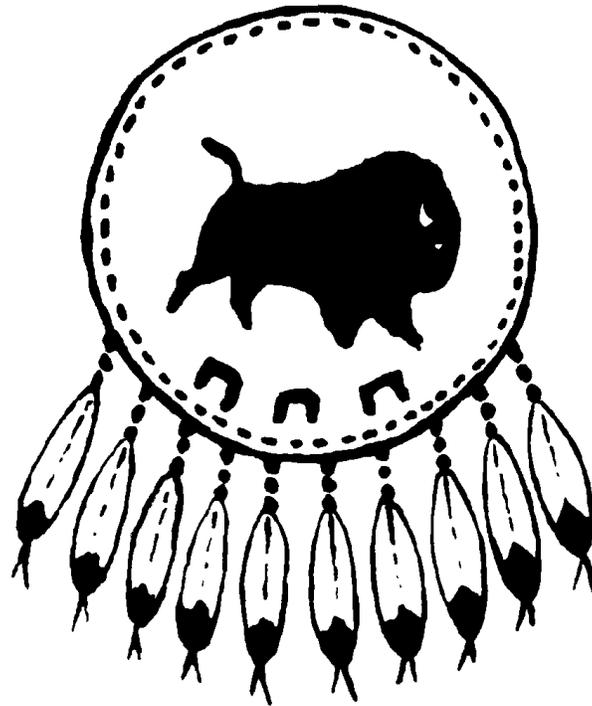


PIIKANI NATION ADMINISTRATION



PERSONNEL POLICIES AND PROCEDURES

Approved by Piikani Nation Chief and Council

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WHO WE ARE

Piikanissini

Piikanissini, the way of life of the Piikani, sets out the inherent values and principles of the Akaa Piikani, the ancient Piikani people.

The Akaa Piikani were a member of the Siksikatsiitapiwa, the Blackfoot People, comprised of Kainaiwa, Siksikawa, and Piikaniwa; the Siksikatsiitapiwa marked their Blackfoot territory since time immemorial by significant Blackfoot landmarks, in the north by the North Saskatchewan River, on the east beyond the Great Sand Hills, on the south by the Yellow Stone River, on the West by the Continental Divide; the said territory given to the Siksikatsiitapiwa by Istipatahyopi, the Source of Life, to coexist with all his creation; the Siksikatsiitapiwa integrated with the said territory through stories, songs and ceremonies; and as a people, collaborated to maintain a distinct language, spirituality and culture, as well as, familial, economic, social and governmental relationships.

The Piikani were originally located in the Siksikatsiitapiwa territory in one geographic area, nevertheless, since the imposition of the international boundary, the Piikani have been geographically divided into two groups. The Aapatohsiipiikani (North Piikani), located in Canada, and the Amsskapipiikani (South Piikani), located in the United States.

The Aapatohsiipiikani also referred to as the Piikani for the purposes of this document; wish to maintain their unique language, spirituality and culture as a people, while sustaining their family and social relationships, and traditional governmental systems.

The Aapatohsiipiikani further strive to enhance their lives as a people by advancing the political interests of the Piikani, which includes protecting the treaty and aboriginal rights of the people. The Piikani, in their pursuit to complete such endeavours, will further strive to ensure that the values, principles and integrity of the Piikani are preserved in the process.

The Aapatohsiipiikani or Piikani, in respect of the foregoing, make the following declaration:

WHEREAS the Piikani, descendants of the Akaa Piikani, are a member of the Siksikatsiitapiwa;

AND WHEREAS the Piikani originally utilized specific areas within the territory of the Siksikatsiitapiwa, namely, those areas marked on the north by the North High River, on the west by the Great Divide;

AND WHEREAS the Piikani currently occupy lands on the Peigan Indian Reserve, in particular, those lands identified by Sits Behind the Eagle Tail at Treaty No. 7 as significant areas of the Piikani as marked by Crowlodge Creek, the Old Man River and the Porcupine Tails (Hills);

AND WHEREAS Piikani, although faced with many challenges as a people, have continually strived to maintain their language, spirituality and culture distinct to Piikani, including their family and social relationships, and traditional governmental systems, while promoting political interests, economic interests and education programs that will enhance the lives of the Piikani people;

AND WHEREAS Piikani, in pursuit of all their endeavours, aspire to always uphold and incorporate the values, principles and integrity of the Piikani;

AND WHEREAS Piikani also continue to endeavour to maintain economic, social and governmental relationships with the members of the Siksikatsiitapiwa;

AND WHEREAS Piikani, recognizing that first Nation governments are one of the three orders of government within Canada, will strive to maintain a stable relationship with the other orders of government that is based on principles of mutual respect, coexistence, and information sharing, and where applicable, one that is based on principles of collaboration and cooperation.

INTRODUCTION

This employee manual is a summary of policies, procedures and practices related to human resource management at The Piikani Nation Administration.

The Piikani Nation Chief and Council are responsible for providing direction to the Chief Executive Officer of the Piikani Nation Administration. The Piikani Nation Chief and Council are responsible for determining policy and are not involved in the administration of policy matters.

The Chief Executive Officer is responsible for the direct management of the senior staff of the Piikani Nation Administration and will have indirect supervision over all the staff of the Nation. The Chief Executive Officer will be responsible for the adherence to the Piikani Nations Personnel Policies and Procedures.

Managers are responsible for human resource management within their own Department teams and should reference this manual to ensure organizational consistency in the application of these practices.

The Human Resource Administrator is responsible for maintaining the procedures and systems which support human resource management for the Piikani Nation Administration Band Office. The HR Administrator is available to answer any questions or provide clarification on any content of this manual for management and employees.

STATEMENT OF PHILOSOPHY

These Policies and Procedures are intended to promote effective and efficient internal administration and excellent service to the Piikani Community through an organization of competent employees. The Piikani Nation wishes to maintain a work environment that fosters personal and professional growth for all employees. Maintaining such an environment is the responsibility of every Piikani Nation Employee. Because of their role, managers and supervisors have the additional responsibility to lead in a manner which fosters an environment of respect for each person according to Piikanisiini.

It is the responsibility of all Piikani Nation Employees to:

- Carry out their duties in a conscientious and loyal manner
- Foster cooperation and communication among each other
- Treat each other in a fair manner, with dignity and respect
- Promote harmony and teamwork in all relationships
- Perform their work efficiently and economically
- Strive for mutual understanding of standards for performance expectations, and communicate routinely to reinforce that understanding
- Conduct themselves in a manner that brings credit to the Piikani Nation Administration
- Seek to avoid workplace conflict, and if it occurs, respond fairly and quickly to provide the means to resolve it
- Administer all policies equitably and fairly, recognizing that jobs are different but each is important; that individual performance should be recognized and measured against a predetermined standard; and that each employee has the right to fair treatment
- Recognize that employees in their personal lives may experience crisis and show compassion and understanding

Vision

To carry out the organizational operations of the Piikani Nation as Piikani as identified according to Piikanissini for the purpose of enhancing the lives and livelihoods of the Piikani Nation People through the delivery of programs and services that promote economic, social, and cultural stability, viability and longevity for the Piikani Nation today and for the Future Generations to follow.

Mission

To carry out the business of Piikani Nation in a manner reflective of Blackfoot Values and to provide processes and procedures for Piikani Nation Employees to ensure consistent and proficient program and service delivery while adhering to all employment related legislation.

Scope

The policies contained within this manual apply to all Piikani Nation Departments and Organizations that owe their existence to the Piikani Nation Membership, and that do not fall under specific operating procedures developed by external regulatory agencies. In cases where the organization does fall under the authority of external regulation, this document will be considered subordinate when in direct contradiction with the relevant regulation. However, it will remain in full effect in all areas in which the external regulation remains silent.

Definitions

Piikanisiini - the way of life of the Piikani, a declaration that sets out the inherent values and principles of the Akaa Piikani, the ancient Piikani people.

Piikani Nation - For the purposes of this Document, Piikani Nation means all Departments & Entities owned and operated by Piikani Nation located within the territorial boundaries defined in Piikanisiini that serve the Piikani Nation Members at large

The Nation - Piikani Nation

Chief and Council – Elected officials of the Piikani Nation Government who represent and serve The Nation Members at large

Council Advisory Committee – Committees comprised of Chief and Council members whose objective is to serve as advisory panels for Piikani Nation Departments

Chief Executive Officer – The highest management position that is a contract position and who is responsible for the operations of Piikani Nation and reports directly to the Piikani Chief and Council

Chief Financial Officer – The position that oversees the financial components of the Piikani Nation

Human Resource Manager –The position that oversees the human resource department of the Piikani Nation

Piikani Nation Administration - The Head Office for Piikani Nation

Department Manager - means the individual hired by Piikani Nation to manage the operations of a single department and whose official title may be Director or Supervisor

Fiscal Year – April 1st to March 31st

Department – one of the major divisions of the Piikani Nation

Employee - persons who perform any work classified as permanent (full or part-time), limited term, casual, seasonal or any other classification not including contract

Immediate Family Member - spouse/partner; parent, step-parent, foster parent; child, step-child or foster child

Extended Family Member - aunt, uncle, niece, nephew, grandparent, grandchild, in-law

Traditional Adoption –an individual adopted as a family member according to Piikani Custom

Part-time Employee –an employee that works 30 hours per week or less on a regular schedule

Full-time Employee – an employee who works more than 30 hours per week on a regular schedule

Casual Employee – employees who work irregularly or on a call-in basis; this type of employee has the right to refuse work and does not have a regular schedule

Regulatory Agency –a public authority or government agency responsible for exercising autonomous authority over a specific area of activity in a regulatory capacity

Regulation – a law; for the purposes of this document the legislation to be considered is but not limited to: Occupational Health & Safety Act, Canadian Human Rights Act, Canada Labour Code, Employment Standards Act

Serious Misconduct - Equivalent to gross misconduct where the actions of an employee is out of the control of the employer and serious enough and possibly criminal (i.e. stealing, harassment, fighting, intoxication, use of illegal drugs, etc.)

Lateral transfer - when an employee moves between positions with the same rate of pay

Position transfer - a promotion or demotion, which may include a decrease or increase in duties and/or responsibilities

Insubordination - Failure to Comply with Piikani Nation Administration Policies and Procedures

1.1 Employment Equity

- A.** The Piikani Nation is committed to the achievement of equal opportunity within their Departments and throughout Piikani society as a whole. In this regard The Piikani Nation will recruit, hire, promote, educate, and provide services to persons based upon their individual qualifications. The Piikani Nation prohibits discrimination based on arbitrary considerations of such characteristics as race, ancestry, place of origin, colour, ethnic origin, language, citizenship, creed religion, gender, sexual orientation, age, marital status, physical and/or mental handicap or financial ability.
- B.** While remaining aware and sensitive to the issue of fair and equitable treatment for all, The Piikani Nation has a special concern with the participation and advancement of members of four designated groups that have traditionally been disadvantaged in employment: women, visible minorities, aboriginal peoples and persons with disabilities.
- C.** The Piikani Nation Government has recognized Blackfoot Language and Culture through Piikanissini therefore every effort will be made to recruit and select individuals with this background recognized under the Federal designation of aboriginal peoples.

1.2 RECRUITMENT AND SELECTION

A. Policy

The Piikani Nation will follow consistent hiring guidelines in an effort to recruit the most qualified applicants for employment vacancies. Employment opportunities are open to all qualified applicants solely on the basis of education, experience, aptitudes and abilities.

B. Advertisement

All employment opportunities at The Piikani Nation are posted for a minimum ten (10) working day period. All job postings will be displayed in public areas within the Nation. They will be posted on The Piikani Nation website and on the websites of affiliated organizations. They will also be distributed to other First Nations in Southern Alberta. Occasionally, they are posted on employment websites or with an employment agency or advertised in local area papers at the discretion of the Chief Executive Officer.

C. Application Process

Applicants are invited to submit their covering letter, a current resume, and a criminal record check demonstrating that they meet the minimum criteria for the position being sought.

D. Screening Process

At the closing date, all applications are screened, and candidates selected for an interview are contacted. All applicants will be screened according to specific requirements of the Job Description. A standardized process and form will be used in the screening process; the form is to be provided by Piikani Human Resources. In the event no successful candidates are found based on the set hiring criteria then the position will be reposted until a suitable candidate or pool of candidates is found.

E. Interviewing Process

a. Chief Executive Officer Interview Panel Constructed as follows:

- i. Recruitment and Application process administered by the Human Resource Administrator
- ii. A screening and interview panel will be chosen at the discretion of Chief & Council;
- iii. the Nation Human Resource Department will provide a list of names of interviewers for Chief & Council to select from
- iv. A Piikani Nation Elder will participate as an observer. The Piikani Nation Human Resource Administrator will be present to record and observe the process. If an interview is positive, references will be contacted by The Nation Chief. Depending on the feedback provided, a position may be offered to the applicant by The Nation Chief.

b. Chief Financial Officer Interview Panel Constructed as follows:

- i.** Recruitment and Application process administered by the Human Resource Administrator
- ii.** Interview panel will consist of the Piikani Nation Chief Executive Officer, (1) Chief Financial Officer from another First Nation, one (1) non-Nation Certified Accountant, and one (1) non-Nation Human Resource Professional.
- iii.** A Piikani Nation Elder and a member of the Finance Council Advisory Committee will participate as an observer. The Piikani Nation Human Resource Administrator will be present to record and observe the process. If an interview is positive, references will be contacted by the Chief Executive Officer. Depending on the feedback provided, a position may be offered to the applicant by the Chief Executive Officer.

c. Department Manager Interview Panel Constructed as follows:

- i.** Recruitment and Application process administered by the Human Resource Administrator
- ii.** Interview panel will consist of the Piikani Nation Chief Executive Officer, Piikani Nation Chief Financial Officer, and one (1) non-Nation Human Resource Professional and one First Nation Manager who works in a similar capacity.
- iii.** A Piikani Nation Elder and one (1) member of the employing departments' Council Advisory Committee will participate as observers. The Piikani Nation Human Resource Administrator will be present to record and observe the process. If an interview is positive, references will be contacted by the Chief Executive Officer. Depending on the feedback provided, a position may be offered to the applicant by the Chief Executive Officer.

d. Department Managers will oversee and will be responsible for the recruitment and selection process within their respective departments.

- i.** The interview panel for all Senior Staff positions should consist of the Department Manager, a representative from their respective Council Advisory Committee, a representative from a Department Funding Source, a non-Nation member in a similar position. An Elder observer must be present and the Nation Human Resource Administrator to record the process.
- ii.** The interview panel for all Junior and Administrative Support Staff positions will be selected by the respective Department Manager. The interview panel for these positions should consist of the Department Manager, a senior staff member within the department, and a member from another Department employed in a similar position to the vacancy. An Elder observer must be present.

**F. An individual may not participate on an interview selection committee if any of the candidates for the position would place the selection committee member in a conflict of interest.
(Refer to Section 7.0 – Conflict of Interest Policy)**

1.3 INTERNAL TRANSFER POLICY

A. Policy

When an employment opportunity becomes available within the Piikani Nation Administration the CEO or Department Manager may recommend that the available position be filled by an existing employee through means of an inter-departmental transfer. A job transfer may be a lateral transfer or position transfer.

B. Procedure

An employee may be transferred to a suitable position within the Piikani Nation where there are genuine reasons and when necessary for the achievement of organizational objectives and service continuity. A 'suitable position' is one which requires the skills and experience consistent with the skills and experience of the employee being transferred, or where it may be expected that the employee will acquire the necessary skills within a three month period with adequate training.

A Department may transfer an employee to a position only if the employee was initially selected for their position with Piikani Nation through a competitive selection process.

An employee may be transferred to a position in order to recognize and reward exceptional work performance and/or assist and enhance an individual employee's career and professional development through the opportunity to acquire expanded knowledge, skills and abilities.

Transfers will only occur where there is agreement between the employee, the Chief Executive Director, the Department Managers involved, and the relevant Department Committee Chairs

C. Appointment Process

Recommendations for transfers must be in writing and contain justification for the transfer; and be forwarded to the Chief Executive Officer for approval.

1.4 ORIENTATION

A. Policy

All new employees to The Piikani Nation shall receive an orientation session which will encompass an overview of general policies, procedures and operations. This will also provide employees, new to either a position or Department, an opportunity to learn the performance expectations management has with regard to the position in question. They will be given a copy of the Piikani Nation Personnel Policies and Procedures Manual and will be expected to learn its contents. New employees to The Piikani Nation will be required to sign off on their adherence to this employee Manual. The responsibility of the orientation process is shared between the employing Department Manager/Supervisor and the new staff member.

B. Executive Management Orientation

- a. Orientation of Chief Executive Officer will be carried out by Chief and Council with the assistance of the Human Resource Manager
- b. Orientation of the Chief Financial Officer will be carried out by the Chief Executive Officer with the assistance of the Human Resource Manager

C. Procedure

- a. Employing Department Responsibilities
 - i. Provide new employees with an orientation specific to their workplace.
 - ii. Provide on-the-job training needed for new employees to assume their responsibilities.
 - iii. Provide new employees with timely and relevant benefit information.
- b. New Employee Responsibilities
 - i. Participate in appropriate orientation process.
 - ii. Seek information to enhance his or her orientation process.
 - iii. Complete and return appropriate personnel forms.
- c. Human Resource Manager Responsibilities
 - i. Provide information and resources on Piikani Nation Personnel Policies and Procedures.
 - ii. Provide departments with strategies, resources, and tools for development of their workplace orientation process.

1.5 EMPLOYEE CLASSIFICATIONS

A. Policy

In the interest of treating all employees fairly and equitably, an employee classification system has been established. The purpose of this system is to determine the basis of pay and the benefits any employee should be entitled to.

B. Payroll Categories

- a. Salaried – An employee who is paid a set monthly rate. An employee is entitled to be paid on a salary basis if their hours of work from day-to-day are consistent, and if the number of hours worked per week is thirty (30) hours or more.
- b. Hourly – An employee who is paid an hourly wage for actual hours worked. An employee is entitled to be paid on an hourly basis if the number of hours to be worked from day-to-day is not determinable, or the number of hours worked a day is less than six.

C. Employment Categories

- a. Permanent – A permanent position is defined as any position where there is no predetermined termination date, and where employment is seen to be continuous.
- b. Term – A term position is defined as any position that is expected to continue beyond five months but has a predetermined termination date.
- c. Casual – A casual position is defined as any position that is not continuous from month to month or is not expected to continue beyond five months.

D. Employment Designation

- a. Full Time – A full-time position is defined as any position where the number of hours worked per week is thirty (30) hours or more.
- b. Part-Time – A part-time position is defined as any position where the number of hours worked per week is less than thirty (30) hours.

1.6 CONTRACTOR AND EMPLOYEE DISTINCTIONS

This document is designed to provide distinctions between contractors and regular employees, and offers guidelines for obtaining contractor services.

A. Contractor

- a. A contractor must either own their own business, and/or have a registered business number for billing purposes. The business number must be submitted to ensure that payments are made to the business (invoices) and not directly to the individual.
- b. A contractor must submit a registered GST number, and charge GST for any products/services rendered.
- c. Prior to beginning work, a contractor must provide a valid Clearance Certificate under the Workplace Safety and Insurance Act or appropriate WCB.
- d. Contractors must abide by appropriate health and safety legislation, using their own policies and procedures. In the event that the contractor does not have these documents, they may use those of the company.
- e. Contractors should sign a “Contractor Health and Safety Responsibility Agreement” prior to the beginning of work.
- f. Contractors must carry their own liability insurance, in the appropriate amount.

B. Employees

- a. Where the Piikani Nation Administration provides a department-issued pay cheque directly to the individual, and not a registered business, this will construe an employer-employee relationship, and requires that the department make employment insurance (EI) contributions, in addition to required workplace leave allowances and vacation pay.

C. Contract Employees

- a. A contract employee is not designated as a contractor, as their contract simply states a specified period of employment, and is a regular employee of the organization.
- b. The Piikani Nation Administration and its Departments are obligated to make EI contributions, and provide all required workplace leave allowances and vacation pay. However, a contract employee is not eligible for notice or severance payments at the end of their contract.
 - i. In the event that the employee stays on beyond the specified duration of the contract, and the contract is allowed to lapse (not renewed with a new contract), and the employment continues.

1.7 OFFER OF EMPLOYMENT

A. Policy

All Employees shall sign an offer of employment outlining the terms and conditions of their employment with the Piikani Nation.

B. An Offer of Employment will include:

- a. Position Title
- b. Job Description
- c. Employee Classification
- d. Benefits Information
- e. Vacation entitlement
- f. Starting date
- g. Hours of work
- h. Description of probationary period
- i. Requirement to execute an Oath of Confidentiality
- j. Any other specific conditions which may apply
(Appendix 13.2 – Offer of Employment Template)

C. Attached to an Offer of Employment, is a description of the job and the associated responsibilities, along with any additional tasks possibly required. This document will be used to evaluate performance both during the probationary period and after. If an employee is unsure of its contents, they should not hesitate to ask for clarification. (Appendix 13.3 – Job Description Template)

D. From time to time, it may be necessary to amend an employee's job description. These amendments will be discussed with the employee in advance however; the final decision on implementation will be made by management.

1.8 PERSONNEL FILE

A. Policy

Each Department within Piikani Nation collects personal information for inclusion in personnel files. This information is available to the employee, the employing Department Manager and/or the file Administrator and the Chief Executive Officer. This information is kept in a secure location, and is not shared with members of Council Advisory Committees or with our funders.

B. Department Manager personnel files are centralized and stored with the Nation Human Resource Department

C. Information which is contained in an employee's personnel file includes the following:

- a. Employee Information Form (Appendix 13.6 - Employee Information Template)
- b. Resume
- c. Letter of Offer
- d. Performance Reviews
- e. Amendments to job descriptions
- f. Disciplinary notices
- g. Tax forms
- h. Copies of enrolment forms for benefits
- i. Approved leave requests
- j. Criminal Record Check

1.9 PROBATION

A. Policy

Candidates hired to fill employment vacancies will be selected on the basis of education, merit, ability, competence, experience and satisfactory character. Except for the Chief Executive Officer newly hired employees and internally promoted or transfer employees must serve a probationary period of three (3) months.

- a. The purpose of a probation period is to:
 - i. Allow both parties (employer & new employee) time to assess suitability for employment with Piikani Nation.
 - ii. Provides an opportunity for management to assess skill levels and address areas of potential concern.
- b. During the probationary period, employment may be terminated by either party for any reason whatsoever, with or without cause, and without notice or payment in lieu of notice, except as may be minimally prescribed by the Canada Labour Standards Code/Regulations. (CLSC)

B. Upon satisfaction of the requirements under the CLSC, as amended, the Employer shall have satisfied any and all obligations to the employee, whether under the CLSC, as amended, or at common law.

C. At the completion of the probation period, the employee and employer shall meet and review progress to date. At this time one of three things will occur:

- a. Probation will end
- b. Probation may be extended for an additional six (6) months
- c. Employment will end

1.10 ANNUAL SALARY / WAGE

A. Policy

The Piikani Nation shall pay employees on a bi-weekly basis, every second Friday, less the usual and necessary statutory and other deductions payable in accordance with the Piikani Finance Departments standard payroll practices. (Refer to Piikani Financial Code)

*Note – Outlined in the Finance Policy, signing authority.

Procedure:

- a. Deductions from salary/wage of an employee may be made at his/her written request, or in accordance with Piikani Nation Statutory requirements.
- b. Advances – Refer to Piikani Nation Financial Code, Section 17
- c. A permanent Departmental manager can be temporarily assigned to either comptroller or Executive Coordinator position for a maximum of three (3) months and shall be paid the base rate for the position.
 - i. Higher Classification: An employee is considered to be assigned to a higher classification when they assume a position that requires them to take on a higher level of responsibilities and higher salary range.
 - ii. Performance Appraisals: The performance of employees will be formally reviewed and evaluated by their supervisor every six (6) months. The result will be discussed with the individual as an aid to improvement and advancement on the job

1.11 PERFORMANCE APPRAISALS

A. Policy

A high standard of performance is expected of all Piikani Nation staff. Such performance is an essential ingredient of the continuing development and success of each Department and of the people it supports. The performance appraisal is a written evaluation of an employee's job performance. Information derived from the performance appraisal when decisions concerning training, promotions, demotion, wage increases or continued employment are made.

B. The principle purpose of the performance appraisal process is to strengthen the effectiveness of Piikani Nation Departments. Some specific objectives are as follows:

- a. Identify specific indicators of achievement
- b. Identify areas of greatest/least effectiveness
- c. Motivate and stimulate improved performance
- d. Develop mutually accepted goals
- e. Establish/Reaffirm employer-employee communications

C. Performance Appraisal process for the Piikani Nation as follows:

- a. Two members of the Administration Council Advisory Committee - Responsible for evaluating the Chief Executive Officer position
- b. One member of the Finance Council Advisory Committee and Chief Executive Officer - Responsible for evaluating the Chief Financial Officer position
- c. One member of the respective department Council advisory Committee and Chief Executive Officer – Responsible for evaluating Department Manager positions
- d. Department Managers will be responsible for evaluating the performance of their department staff. A Manager may choose to include the immediate supervisors in this process.

D. The formal performance appraisal process will occur at the end of the probationary period and on each employee's anniversary date thereafter. Although formal reviews will be conducted as stated the Evaluator should be discussing performance issues intermittently on an informal basis. (Appendix 12.8 Performance Evaluation Form)

E. Performance Appraisal reviews will be conducted in writing. The Evaluator may encourage the employee to submit a self evaluation. (Appendix 12.9 Employee Self Evaluation Form)

- F.** When conducting an employee performance appraisal the Evaluator will consider the following factors:
- a. Experience and training of the employee
 - b. The job description
 - c. Attainment of previously set goals
 - d. Knowledge of the job
 - e. Quantity and quality of work
 - f. Promptness in completing assignments
 - g. Cooperation
 - h. Initiative
 - i. Reliability/Punctuality
 - j. Attendance
 - k. Communication skills
 - l. Critical thinking
 - m. Judgement
 - n. Acceptance of responsibility
 - o. Confidentiality
 - p. Customer service
 - q. Promotion and adherence to Piikanissini
- G.** An important part of the performance appraisal review is the interview, where the Evaluator meets with the employee to discuss the evaluation in a constructive manner. Discussion items should include:
- a. Strengths and weaknesses
 - b. Goals and objectives
 - c. The perception of the employee on his/her performance
 - d. Action steps to improve performance
 - e. Timetable for follow up
- H.** The employee will be given the opportunity to examine the written performance review and to make written comments on any aspect of it. Both employee and /Evaluator should sign and date the evaluation form, and the completed form should be included in the employees personnel file.
- I.** Performance appraisals should be reviewed by the respective Council Advisory Committee Members to ensure the review has been conducted in as fair and objective manner as possible.

1.12 HOURS OF WORK

A. Policy

The regular office hours for The Piikani Nation are 8:00 a.m. to 4:00 p.m. Monday through Friday inclusive (excluding holidays). The normal work week shall be 37.5 hours and all employees are expected to work 7.5 hours per day exclusive of an unpaid eating break of at least thirty (30) minutes. Employees hired on a part time basis will have schedules determined on a case by case basis.

- a. Employees are required to notify their supervisor, in advance, of planned days away from the office. Unplanned absences from the office should be reported to the employee's supervisor as soon as could reasonably be expected. As a courtesy, the Administrative Assistant should also be notified of absences. (Refer to Section 1.16 Absenteeism Policy)
- b. Time Card Management
 - i. Managers will record his/her staff days and hours of work on a bi-weekly control system
 - ii. It will be the responsibility of each manager to complete properly his/her staff record sheet, including a detailed listing of absences from work.
 - iii. Records of actual hours of attendance will be prepared by Department Managers and submitted to their respective Finance Department no later than 12:00 noon the Wednesday immediately preceding the appropriate pay day, Friday.

1.13 ABSENTEEISM, TARDINESS, JOB ABANDONMENT

It is vital to the Piikani Nation for all Employees to have reliable attendance. Absenteeism and tardiness negatively affect Piikani Nations' ability to provide effective service to the Members it serves.

- A.** Piikani Nation Employees must arrive and be prepared to commence work at their scheduled start time. Employees are responsible for notifying their respective Manager of absences or late arrivals each day of the absence or tardiness. Unscheduled absences and tardiness, failure to provide appropriate notification, or abuse of sick leave or other paid time off may result in disciplinary action up to and including termination of employment

B. Definitions

- a.** Scheduled Absence:
 - i.** vacation leave
 - i.** sick leave
 - ii.** compassionate leave
 - iii.** court leave
 - iv.** maternity, parental and adoptive leave
 - v.** bereavement leave
- b.** Unscheduled Absence:
 - i.** failure to report to work on a scheduled workday or
 - ii.** working less than half of a scheduled workday due to tardiness or
 - iii.** leaving early without a written or approved time off request from at least the previous day
- c.** Tardy: Failure to report to work at the Department scheduled start time, including returning from breaks and meal breaks
- d.** No call/no show: An unscheduled absence without proper notification to the Employees' Department Manager

C. Guidelines

- a.** Department Managers should notify Employees of this policy and outline a call-in procedure that defines when and whom an Employee should call if he/she is going to be absent or tardy.
- b.** Notification of an Employees' unscheduled absence or tardiness must be made as far in advance as possible and at the latest prior to the start of the scheduled work time. Notification of tardiness will not excuse it.

- c. Three (3) days of no call/no show will be considered job abandonment and result in termination of employment
 - d. An unscheduled absence will be recorded as one occurrence
 - e. Each tardy will be recorded as half (0.5) an occurrence
 - f. Occurrences will be tracked by each Department based on a rolling twelve month period beginning with the first unscheduled absence or tardy
 - g. The following corrective action should be followed however, any step may be repeated, omitted, or taken out of sequence, and the Piikani Nation reserves the right to effect immediate termination should it be warranted:
 - i. verbal warning upon five (5) occurrences during any rolling twelve month period
 - ii. written warning upon seven (7) occurrences during any rolling twelve month period
 - iii. suspension upon nine (9) occurrences during any rolling twelve month period
 - iv. termination of employment upon eleven (11) occurrences during any rolling twelve month period
- D.** Employees who work for six (6) months without an occurrence since the last occurrence resulting in corrective action will not have the corrective action process progress to the next level.
- E.** Employees will not be compensated for time lost due to tardiness. Tardiness accumulated over a pay period will be added up and deducted from an employee's timecard at the end of each pay period. Unscheduled absences are unpaid unless an Employees' Department Manager approves the use of accrued vacation or sick leave.
- F.** As of January 1, 2011 all Piikani Nation Departments must implement a time clock system.

1.14 OVERTIME

A. Policy

The Piikani Nation compensates employees for overtime in accordance with federal legislation; making every reasonable and practical effort to carefully plan required overtime with due regard for its impact on employees and the service needs of the public, whose needs shall always come first.

- a. An employee is only entitled to overtime for work that is requested, acknowledged or authorized by their Department Manager. All overtime must be documented and authorized in advance by the employee's Manager.
- b. Employees who are required or permitted to work in excess of 8 hours per day or 44 hours per week will be compensated by pay or time off in lieu. At the discretion of the Department Manager the compensation method shall be either a monetary payment equal to 1.5 times the regular hourly rate of pay or time off in lieu of pay equal to 1.5 times the overtime worked.
- c. All time off in lieu shall be taken within the same fiscal year. If time off in lieu is not taken by the end of the fiscal year the employee shall receive overtime payment.
- d. Except in emergency situations, employees who accrue 37.5 hours of overtime will not receive approval for nor will they be permitted to work further overtime until they have been paid or taken time off in lieu.
- e. Any approved overtime worked and not taken in lieu will be paid out in the event that the employee leaves The Piikani Nation Administration for any reason.
- f. In situations where frequent and considerable overtime in any department shall be considered evidence of understaffing and may be investigated by Human Resources.
- g. Pursuant to Division 1 of Part III of the Canada Labour Code employees in Managerial or Supervisory roles are exempt from the overtime provisions of the Employment Standards Act.
- h. The Piikani Nation will provide Managerial and Supervisory staff with a maximum of five (5) days of Management Leave which is a paid leave to compensate for overtime. For Senior Managers to access this leave benefit overtime must be documented and demonstrated to the CEO for final leave approval. Middle Managers and Supervisors must obtain approval from their respective Department Manager. Management Leave cannot be carried from year to year.

1.15 PROFESSIONALISM

A. Policy

The Piikani Nation is dedicated to fostering a professional image at all times.

- a. When representing Piikani Nation, Management and Staff should dress and behave appropriately; this is particularly important in positions which require employees to deal with the public.
- b. Employees should choose to dress in a manner which presents a professional image to the public and is respectful of others.
- c. Use of profanity is neither professional nor respectful to co-workers and will not be tolerated. (Refer to Section 8.2 Workplace Violence Policy)
- d. Department Managers should encourage employees to use good taste in achieving a neat and businesslike appearance.

1.16 DISCIPLINE

A. Policy

Discipline shall be respectful and equitable. Piikani Department Managers will make every effort to ensure employees receive the training and coaching they need to meet the high standard of professional conduct and productivity expected. Discipline measures shall be appropriate to the infraction and may include termination of employment.

In some circumstances this policy does not apply if an immediate termination is required due to serious misconduct.

Managers are **required** to document **all** incidents of unsatisfactory performance. (Appendix 12.6 Disciplinary Form)

B. Procedure

The following procedure is meant to guide the manager and the employee through the process of constructively improving an employee's behaviour, conduct, work habits, or performance if they do not meet the level of quality expected of Nation employees at any time during the course of employment.

a. First Offence: Verbal Reprimand

- i. A verbal statement of warning to an employee by a Department Manager. The Department Manager shall identify the performance problem to the employee and outline the performance expectation.
- ii. Discussions of verbal warnings will be clearly documented and placed in the employee's personnel file, of which the employee will be made aware
- iii. A follow-up date, set for an appropriate interval, will be arranged at which time the manager and employee can confirm whether the issue has improved or whether further discipline is needed.
- iv. The outcome of the follow-up meeting will be documented and placed in the personnel file, of which the employee will be made aware.

b. Second Offence: Written Reprimand

- i. If the behaviour/conduct/work habit performance in question continues the manager will issue a written warning which will be placed in the employee's personnel file.
- ii. Both the manager and employee will sign a copy of the warning prior to it being placed in the employee's file.

- iii.** A follow-up date, set for an appropriate interval, will be arranged at which time the manager and employee can confirm whether the issue has improved or whether further discipline is needed.

c. Third Offence: Suspension

- i.** If the behaviour/conduct/work habit performance in question continues the manager will issue a final written warning and a 3 day suspension without pay will commence.
- ii.** This will be discussed and clearly documented; the employee will be notified in writing that further issues with the behaviour/conduct/work habit/performance in question will result in termination of employment.
- iii.** Both the manager and employee will sign a copy of the warning prior to it being placed in the employee's file.

d. Fourth Offence: Dismissal

- i.** If the behaviour/conduct/work habit/performance in question continues the manager will terminate the employee with just cause. (Refer to Section 3.0 Termination Policy)

1.17 STATUTORY HOLIDAYS

Employees covered by this policy

This policy applies to all full-time & part-time employees at Piikani Nation Administration who are on active payroll and have completed the probationary period.

A. Policy

Employees who qualify for statutory holiday pay shall receive the following holidays with pay:

a. New Year's Eve Half Day	December 31	Piikani Nation
b. New Year's Day	January 1	National
c. Good Friday	Friday before Easter Sunday	Provincial
d. Easter Monday	Monday after Easter Sunday	Provincial
e. Victoria Day	Monday preceding May 25	Provincial
f. Aboriginal Day	June 21	National
g. Canada Day	July 1	National
h. Labour Day	First Monday of September	National
i. Treaty 7 Commemoration Day	September 22	Piikani Nation
j. Thanksgiving Day	Second Monday in October	Provincial
k. Remembrance Day	November 11	Provincial
l. Christmas Eve Half Day	December 24	Piikani Nation
m. Christmas Day	December 25	National
n. Boxing Day	December 26	Provincial

B. Procedure

- a. Where a statutory holiday falls on a Saturday the holiday will be observed on the preceding Friday.
- b. Where a statutory holiday falls on a Sunday the holiday will be observed the following Monday.
- c. An employee on a leave of absence without pay or on long-term disability at the time of the holiday is not eligible for statutory holiday pay.
- d. Employees who are required or agree to work are entitled to payment at a rate equal to one and one half (1.5) times the regular rate of wages.
- e. An employee is not entitled to general holiday pay if the employee
 - i. Is absent from employment without the consent of the employer on the employee's last regular work day preceding or the first regular work day following a general holiday

2.1 ANNUAL LEAVE

Employees covered by this policy

All regular full-time employees and regular part-time employees who work no less than 17.5 hours per week are entitled to annual paid vacation.

A. Eligibility

- a. Employees become eligible for annual leave on the anniversary of their start date the first year of their employment with Piikani Nation.
- b. Upon completion of an employee's first year of employment annual leave entitlement **changes** will occur according to the calendar year for the duration of employment with Piikani Nation.

B. Annual Paid Vacation Entitlement and Annual Leave Pay

- a. Years of service for the **purpose of annual leave accrual** is based on an employee's employment anniversary date as a regular full-time or regular part-time employee.
- b. All part-time employees who work less than 17.5 hours per week and term employees receive 4% vacation pay in lieu of paid vacation time.
- c. Entitlement Schedules as follows:

Schedule 1 - A: Regular full-time employee (30 hours or more per week)

Completed Years of Service	*Maximum Annual Vacation Entitlement	Percentage Basis
1 to 5	15 days or 112.5 hours	4%
6 to 10	20 days or 150 hours	6%
11 +	25 days or 187.5 hours	8%

*The maximum annual paid vacation entitlement is based on full time employment of 37.5 hours per week for a full year. (1950 hours)

Schedule 2: Regular part-time employee (less than 30 hours but not less than 17.5 hours per week)

Annual paid vacation entitlement for part-time employees who work less than 30 hours but no less than 17.5 hours per week are pro-rated based on Schedule 1 - A or 1 - B, and can be calculated using the following formula:

Step 1:
$$\text{Gross Pay} \times \text{Percentage Basis} = \text{Base hours}$$

Step 2:
$$\frac{\text{Base Hours}}{\text{number of full time hours in a year (i.e. 1950)}} \times \text{max annual vacation entitlement}$$

Schedule 3: Part-time employees (less than 17.5 hours per week), term employees, seasonal employees and casual employees

Employees who fall in this category of employment receive 4% vacation pay included on each pay cheque in lieu of paid vacation time.

C. Scheduling

Piikani Nation expects employees to take their annual leave within the year it is earned to enjoy the necessary rest and revitalization.

- a. A formal process for requesting annual leave time is established at each Department. When scheduling annual leave, the employee's request will be considered; however, each Department Manager reserves the right to schedule annual leave in accordance with operational needs. An annual leave request is not confirmed until authorized by the Department Manager.
- b. Employees must request any annual leave in writing at least ten days in advance of the leave requested.
- c. The Department Manager is responsible for ensuring their employees take their annual vacation time off and therefore reserves the right to authorize and schedule vacations according to the Employment Standards Act.

D. Annual Leave Carryover

- a. Employees are encouraged and expected to use their vacation entitlement within the year it is earned.

E. Statutory Holiday and Illness during Vacation

- a. If a statutory holiday occurs during an Employee's annual leave, that day shall not be deducted from their annual leave balance.

- b. An Employee who sustains a serious injury or illness requiring hospitalization for a period of five days or more, may request to terminate their annual leave and use his/her available sick leave credits instead. In such a case, a proof of hospitalization is required.

F. Transfer to another Department

- a. When an Employee transfers from one position to another in the same Department, the Employee carries accumulated outstanding annual leave into the new position.
- b. When an Employee transfers from a position in one Department to a position in a different Department, the Employee carries accumulated outstanding annual leave balance into the new position in a different Department.
- c. Scheduling of the annual leave time to use up the carryover balance will be negotiated and mutually agreed upon, in writing, between the employee and the Manager of the new Department during the hiring process, subject to Employment Standards Act.

G. Annual Leave Accrual during Unpaid Leave of Absence

- a. Annual Leave credits will not accrue during unpaid leave of absence other than those required by the Employment Standards Act but, length of service, for the purpose of calculating annual leave entitlements during approved unpaid leave, is considered continuous.

H. Termination of Employment

- a. Any unused annual leave balance and/or unpaid annual leave pay will be calculated upon termination and will be paid on the final pay cheque according to Employment Standards Act.
- b. Any Employee who ceases employment before completing five calendar days of employment is not entitled to annual leave pay.

2.2 SICK LEAVE

Piikani Nation will provide sick leave credits for the sole and exclusive purpose of protecting Employees against the loss of income during periods of legitimate illness. Additionally, sick leave serves to protect the health and well being of other Employees in the workplace.

A. Annual Paid Sick Leave Entitlement

- a. The following table designates when sick leave benefits begin and the length of time benefits are in effect depending on the length of employment from anniversary date.

Completed Years of Service	Maximum Sick Leave Entitlement
6 Months	5 days or 37.5 hours
1 Year	10 days or 75 hours
2 Years	15 days or 112.5 hours
3 Years Plus (+)	20 days or 150 hours

- b. Sick leave can be used for personal illness, personal medical appointments, and visits to specialists.
- c. Part-Time Employees working less than full time will have their rate of accumulation adjusted accordingly.
- d. Sick Leave does not carryover from one work year to the next.

B. Medical and Dental Appointments

- a. Whenever possible, Employees should arrange medical and dental appointments outside working hours.
- b. When it is not possible to arrange appointments outside working hours, the Employee should request time off as far in advance as possible.
- c. An Employee must submit a medical certificate showing proof that the Employee has attended an appointment

C. One to Three Day Sick Leave Procedure

- a. An Employee should notify his/her Manager as soon as possible if they are unable to attend work due to illness or injury and state the date of return.
- b. Management, at its discretion, may request evidence such as a medical certificate showing that the Employee was entitled to take personal leave during the relevant period.

D. Four Days (4) or Longer Sick Leave Procedure

- a.** An Employee must advise his/her Immediate Supervisor when he/she will be absent from work due to sickness and ensure that the Immediate Supervisor is aware of the length of time he/she is expected to be absent
- b.** Absence from work for four consecutive working days or longer requires a medical certificate to permit qualification for sick leave and must be submitted to the Department Manager.
- c.** Additional medical assessment may be requested if the absence is an extended one or if frequency of absenteeism is a concern to the Department.
- d.** A return to work following an extended medical leave of absence must be supported by a medical clearance from the attending physician indicating any accommodation requirements.
- e.** Vacation continues to accrue during the time for which the Employee is on paid sick leave.

E. Termination of Employment

- A.** Regardless of the amount of sick leave accumulated, sick leave will not be paid out upon resignation, retirement, or termination of employment for any reason.

F. Statutory Holiday during Sick Leave

- a.** If a statutory holiday occurs during an employee's sick leave, that day shall not be deducted from an Employee's sick leave balance.

G. Violation of Sick Leave Benefit

- a.** If an Employee works for pay elsewhere during a period of sickness or disability, without prior written permission from the Piikani Nation, he/she will be deemed to have resigned their employment with the Piikani Nation.

2.3 SEVERE WEATHER

A. Policy

The Piikani Nation office shall remain open, if possible, during adverse weather conditions. Employees are expected to make all practical efforts to report for work, or be available during normal office hours.

B. Guidelines

- a. ONLY the Chief Executive Officer can declare a storm day.
- b. When the Piikani Nation Offices are closed due to adverse weather conditions, Employees will be paid.
- c. Piikani Nation Departments **MUST** have a Department Safety Plan with a section regarding severe weather conditions. All employees must have access to and be aware of the contents of their respective Department Safety Plan.
- d. If an Employee cannot report for work due to poor road conditions resulting from severe weather they shall inform their Department Manager as soon as possible. It will be at the discretion of the Department Manager whether the Employee will receive a paid leave of absence on a case by case basis.

2.4 COMPASSIONATE LEAVE

The Piikani Nation recognizes that, from time to time, personal and family circumstances may require an Employee to be absent from work.

A. Policy

- a. Every Employee is entitled to and shall be granted an unpaid leave of absence of up to eight (8) weeks to provide care or support to an immediate family member of the employee if a qualified medical practitioner issues a medical certificate stating that the family member has a serious medical condition.
- b. Compassionate Leave for extended family members will be at the discretion of the Department Manager.

B. Procedures

- a. An Employee must give written notice that he/she will be taking compassionate care leave at least four (4) weeks' in advance.
- b. If the Employee must begin the leave before advising his/her Supervisor, the Employee will advise the Supervisor as soon as possible.
- c. An Employee returning to work from an approved leave will be reinstated to his/her former position or be provided with comparable alternative work.
- d. Annual leave will continue to accrue during the period of leave if the Employee returns to work after the leave. If the Employee does not return to work, annual leave will not accrue.

2.5 COURT LEAVE

The Piikani Nation is committed to supporting the civic responsibilities of its Employee and provides leave for jury and witness duty.

A. Policy

Employees who miss work for court duty will receive full salary and benefits as usual. Absence for subpoenaed witness duty is treated the same as jury duty. Employees are expected to return to work as soon as court duty has been completed.

B. Procedures

- a. Any fees an Employee may receive for being on court duty may be retained by the Employee.
- b. Court duty must be reported to the Immediate Supervisor with a copy of supporting documentation.
- c. Annual Leave must be used for Court Leave that is of a personal nature (i.e. family court, etc)

2.6 SPIRITUAL LEAVE

Spiritual Leave may be granted at the discretion of the Department Manager to Nation employees up to a maximum of four (4) days per year; the leave will be considered an excused, unpaid leave of absence.

2.7 MATERNITY, PARENTAL AND ADOPTIVE LEAVE

The Piikani Nation is committed to supporting its Employee in their work and family life. The Piikani Nation recognizes the unique situation brought about by pregnancy and new parenthood by providing leave for expectant mothers and new parents.

A. Maternity Leave

- a. All pregnant women who have worked for the Piikani Nation for six consecutive months of continuous employment or more are entitled to a leave of 17 consecutive weeks. An Employee who suffers a miscarriage or a stillbirth within 17 weeks of her due date is still eligible for pregnancy leave.
- b. An eligible Employee may commence maternity leave no earlier than 11 weeks before the expected date of delivery.

B. Parental and Adoptive Leave

- a. Parental leave entitles all natural or adoptive new mothers and fathers who have worked for the Piikani Nation for six consecutive months of continuous employment or more to a leave of:
 - i. Up to 35 weeks if they also took maternity leave
 - ii. Up to 37 weeks if they did not take maternity leave
- b. Adoptive leave applies to Piikani Nation employees who newly adopt children from infancy to preschool age. It does not apply to newly blended families where the child is the natural offspring of one of the partners.

C. Procedure

- a. Start date and Notice Period
 - i. Start dates for all leaves regarding maternity, parental and adoption need to be negotiated with the employing Department Manager.
 - ii. Employees must give their Department at least four weeks' notice of the date the leave will begin. This notice is waived in the event of pregnancy complications, premature birth, or the sudden arrival of an adoptive child.
 - iii. Employees must give their unit at least two weeks' notice of the date the leave is to end.
 - iv. If for medical reasons Employees' change the date they intend to begin or end their leave they must provide the required notice in writing and supporting medical certificate to their employing Department.

D. Benefits

- a.** Applicable only to Employees who have been provided health benefits & pension by their employing Department.
- b.** The Employee will keep the benefits earned up to the date of the leave. Years of service earned, vacation credits, and sick leave credits will continue to accrue during the leave.
- c.** To maintain coverage in a medical plan during the leave, the Employee will pay his/her share of the premiums to their employing Department payroll office.
- d.** To participate in the group insurance and pension plans during the leave, an Employee must continue to pay his/her share of the premiums and contributions to the employing Departments payroll office. The employing Department will continue to contribute the employers share during the leave unless the employee decides not to participate. Both the employer and the Employee contributions will be based on pre-leave earnings.
- e.** If the Employee does not continue to participate in the group insurance and pension plans during the leave, the coverage and contributions will be reinstated upon return to work.

E. Returning to Work

- a.** The Employee will return to the same position when reporting back to work. If this is not possible due to a change in the position, the employee is guaranteed a position of a comparable level with the same wages and benefits and in the same location.

F. Employees Not Returning to Work

- a.** Employees who plan not to return to work after their leave are encouraged to give notice to their Department as soon as possible.

2.8 BEREAVEMENT LEAVE

The Piikani Nation is committed to supporting its employees during times of bereavement when death occurs in their immediate and extended families.

A. Eligibility

- a. All Piikani Nation Employees are covered by this policy beginning with their first full day of employment

B. Policy

- a. Five (5) days of bereavement leave with pay is provided to all employees upon the death of a member of their immediate or extended family. This paid time off is not to be deducted from employees' vacation days.

C. Guidelines

- a. An Employee will communicate to their Immediate Supervisor the need for bereavement leave as soon as is possible.
- b. An Employee may request approval for additional time off for bereavement to be charged against accrued vacation credits. If no accrued vacation leave credits are available the Department Manager may grant leave without pay.
- c. Requests for approval of bereavement leave in the event of the death of a person not defined above will be left to the discretion of the Department Manager.

3.1 TERMINATION OF EMPLOYMENT

The Piikani Nation will make every effort to avoid unwarranted terminations. However, it is necessary to enforce organizational policy fairly, consistently, and in accordance with Employment Standards Code of Canada.

A. Policy

Before proceeding with any termination action the Department Manager must review all appropriate policy statements and consult with Piikani Nation Chief Executive Officer.

B. Guidelines

- a. Reasons for staff employee termination include, but is not limited, to the following:
 - i. Resignation
- b. Discharge for violation of Piikani Nation policies:
 - i. Attendance
 - ii. Conflict of Interest
 - iii. Treatment of Confidential Information
 - iv. Substance Abuse
 - v. Unlawful Discrimination and Harassment
 - vi. Sexual Assault
 - vii. Workplace Violence
 - viii. Personal Leave of Absence
- c. Other involuntary termination
 - i. Layoff
 - ii. Long-term Disability
 - iii. Unsuccessful completion of probationary period
- d. Retirement
Refer to Retirement Policies and Procedures (Underdevelopment)

- C.** All involuntary terminations must be approved in advance by the Chief Executive Officer. Employees terminated for the following reasons will not be considered for future employment with the Piikani Nation.
- a.** Falsification of Information
 - b.** Misuse of Data Systems
 - c.** Theft
 - d.** Fighting
 - e.** Disclosure/Misuse of Confidential Information
 - f.** Damage/Loss/Misuse of Piikani Nation Administration Property
 - g.** Abusive/Threatening Behaviour/Language
 - h.** Insubordination
 - i.** Nation members who have engaged in litigation against the Nation & have not proved in a court of law wrongful dismissal.
- D.** When an Employee voluntarily resigns from the Piikani Nation it is expected that he/she will give their Department Manager sufficient notice in advance. An Employee who fails to give sufficient notice as part of his/her voluntary termination may not be eligible for re-employment with Piikani Nation.
- a.** Sufficient notice means:
 - i.** At least one (1) month advance notice for Managers
 - ii.** At least two (2) weeks advance notice for employees
- E.** An Employee who transfers from one position to another within the Piikani Nation is also expected to comply with the above guidelines or to coordinate an alternative arrangement agreed upon by both the current and prospective Department.
- F.** An Employees' voluntary resignation is effective as soon as it is submitted.
- G.** A terminating Employee is required to turn in all Piikani Nation Property, including keys, electronic equipment, and electronically stored data prior to the date his/her final pay check is issued.
- H.** Upon termination of employment, a benefits-eligible Employee will be paid for his/her accrued vacation no later than the next regularly scheduled payday. Accrued sick leave is not paid upon termination.
- I.** When an Employee terminates, the Department Manager should ensure that information systems technology access codes are disabled in a timely manner.

4.1 Confidential Information

The Piikani Nation recognizes its responsibility to ensure that information about its Employees, the people it supports, and their families, is kept in the strictest of confidence.

A. Policy

Employees must not misuse or disclose information pertinent to:

- a. Individuals and families served by the Piikani Nation
- b. Business and personnel matters of Piikani Nation Employees
- c. Personal matters of Piikani Nation Employees

B. Guidelines

- a. Information will only be disclosed when permitted by applicable statutes, regulations, or with written permission from the individual concerned.
- b. All staff is required to sign a Confidentiality Agreement. (See Appendix 12.11) The Confidentiality Agreement will be retained on the employee's personnel file.
- c. Employees will not discuss or release information concerning but not limited to the following:
 - i. Individuals or families supported by the Piikani Nation
 - ii. Personnel issues
 - iii. Piikani Nation financial or other business
 - iv. Release of documents that is the property of the Piikani Nation
- d. Employees who have the authority to discuss such information as identified above will not do so:
 - i. In public areas within the Piikani Nation offices such as restrooms or waiting rooms
 - ii. At home
 - iii. In public places outside the worksite
- e. Employees will not leave confidential information in written form or displayed on computer terminals in locations where unauthorized persons may see it.

- f.** Where possible, Employees will avoid sending confidential information via facsimile.
- g.** Employees will ensure that files containing confidential information are kept in filing cabinets and that such cabinets are locked at the end of each work day. Confidential information kept on computers will be subject to restricted access.
- h.** Employees who run for elected office with the Piikani Nation shall not use confidential information gained in the course of their employment with the Piikani Nation for their own benefit or to gain an unfair advantage over their adversaries.
- i.** All Employees are subject to the Canadian Privacy Act, the Personal Information Protection & Electronic Documents Act (PIPEDA), and where it pertains, the Freedom of Information & Protection of Privacy Act (FOIP).
- j.** Violation of this policy is grounds for disciplinary action up to and including dismissal. (Refer to Section 1.14 Discipline Policy)

4.2. INTELLECTUAL PROPERTY

Intellectual property, such as trademarks, copyrights and patents, and any work created by an employee in the course of employment at the Piikani Nation will be the property of the Piikani Nation and the Employee is deemed to have waived all rights in favour of The Piikani Nation. Work, for the purpose of this policy refers to written, creative or media work. All source material used in presentation or written documents must be acknowledged.

4.3 INFORMATION TECHNOLOGY STORAGE & SECURITY

Employees, who use storage devices (CD's, USB's) in the course of their work at The Piikani Nation, acknowledge that these devices and their contents are the property of The Piikani Nation. Furthermore, it should be understood by employees, that Piikani Nation equipment should be used for Piikani Nation business ONLY during normal working hours. Downloading of personal materials on company equipment can be harmful to Piikani Nation equipment and should not be done.

5.1 MANAGEMENT OF PROPERTY

The Piikani Nation is committed to using its property for the support and advancement of the Piikani Nation and its members.

A. Policy

Primary responsibility for control of Piikani Nation equipment, materials and supplies rests with the Department Managers. This responsibility includes physical control, maintenance, and security.

a. Capital Asset Inventory

- i. Piikani Nation capital asset inventory is defined as all non-financial assets having physical substance that are used on a continuing basis and have useful lives extending beyond one year; are held for use in the production of goods and services, for rental to others, for administrative purposes and for the development, construction, maintenance and repair of other capital assets.
- ii. Capital Assets include: computers, computer software, furniture and fixtures, equipment, vehicles, buildings, land, roads, bridge, water and sewer systems and housing. These assets must have a purchase price of \$1,000.00 or more.
- iii. Each Department within Piikani Nation is responsible for maintaining the capital equipment records and conducting physical inventories of capital equipment.
- iv. If a Department Manager deems an equipment purchase as a capital asset, an equipment inventory tag must be attached to the item and recorded in the Departments property records.

b. Inventory Audits: On a scheduled basis, Department Managers/Supervisors will conduct a physical audit of Departmental property with the assistance of employees. At the conclusion of the audit, the department will receive the following three reports:

- i. Equipment not located - Any missing equipment must be reported as stolen to the R.C.M.P.
- ii. Equipment not in use - This is provided to assist the Department in identifying surplus equipment that should be written off and disposed/donated/sold.
- iii. Equipment located off site - This information should be compared to the departmental list of equipment authorized to be removed from a Departments premises.
- iv. It is the responsibility of each Department to see that equipment in its custody is cared for and utilized so as to insure maximum equipment life. Regular maintenance should be carried out on a preventative basis.

c. Utilization of Piikani Nation Property

- i.** Employees will use Piikani Nation materials, facilities, equipment, computers, telephones, vehicles, photocopying machines, facsimile machines, or other office supplies with reasonable care and solely for the purpose of carrying out their duties, and NOT for political or personal activities.
- ii.** Employees must report to their Manager any damage to or malfunctioning of Piikani Nation property.
- iii.** If Department property is lost or damaged due to the gross negligence or wilful misconduct of an Employee, the cost of replacement or repair will be the responsibility of the individual or the Department in which he/she works.

d. Access to Piikani Nation Departments

- i.** Employees who are issued Department keys must sign for them. Under no circumstances may keys be transferred to another employee without Department Manager authorization.
- ii.** Employees who have been issued Department keys are strictly prohibited from having copies made.
- iii.** Lost or stolen keys must be reported immediately to the employee's Manager.
- iv.** Only Managers have approval for after hour's access to Department buildings.
- v.** Departments should have proper safety protocol to allow Police and Fire personnel facility access in emergency situations. All employees to the Department should be aware of the safety protocol.

e. Department Equipment Used at Home or Away From Department Premises

- i.** Approval to remove equipment from Department Premises must be obtained by the Department Manager.
- ii.** If the item is capital equipment a property tag must be affixed to the item before it can be removed from the Departments premises.
- iii.** A sign-out sheet is maintained by the Department for each item removed from the department.
- iv.** The sign-out sheet must include a description of the item(s) removed and the associated equipment tag number(s). In addition, the sign out sheet must indicate the expected duration of custody and a statement that the individual receiving the equipment accepts personal responsibility for the property during the period of custody.
- v.** The sign-out sheet should be signed by the individual taking custody of the property and the Department Manager authorizing custody.

6.1 PROFESSIONAL DEVELOPMENT

At the discretion of the Department Manager, Employees may be able to attend conferences, courses, and meetings, identified through annual work plans and performance reviews, which may be beneficial to the Employee's professional development. If these opportunities are directly related to the employee's position, or are suggested by the Department Manager, then the Department will cover the cost of registration, course materials and some travel expenses.

If the Department has agreed to pay for a course the fees will be paid on evidence of successful completion. If the Department sponsors a course (or courses) and the employee departs the Department within a year of completion, the course fees will become repayable in full.

7.1 CONFLICT OF INTEREST

The purpose of this policy is to establish guidelines for conflicts of interest that might arise in the course of employees' duties and external activities. The Piikani Nation recognizes the importance of protecting the business of Piikani Nation while preserving the rights of the employees to participate as private citizens in the life of the community. It is important that all employees of Piikani Nation understand their obligations when a conflict of interest or a potential conflict of interest arises.

A. Policy

Piikani Nation Employees must disclose and avoid actual and potential conflicts of interest between their employee responsibilities and their external activities. Where conflicts of interest exist an employee must disclose the nature and extent of the conflict of interest to their Department Manager at the earliest possible time.

B. Definitions

- a. Conflict of Interest – a situation that arises when an employees' private interests or duties are in conflict with the employees' duties to the Piikani Nation Administration.
- b. Private Interest – means any advantage or benefit to an employee, to a member of his/her family, or to a Business Associate which might be perceived as compromising the decision making process or the impartial carrying out of a duty or function. For greater certainty private interest includes but is not limited to the following:
 - i. any material or financial advantage or benefit, actual or promised
 - ii. direct or indirect financial interest
 - iii. appointment, contract or other arrangement for the provision of goods or services of any kind
 - iv. offer of employment, promotion, advantage or benefit other than that provided by the Piikani Nation

C. Disclosure

- a. An Employee who has reasonable grounds to believe he/she has a conflict of interest must immediately:
 - i. Disclose the general nature of the conflict to the Employees' immediate supervisor
 - ii. Withdraw from the situation prior to contributing to and influencing an outcome

D. Types of Conflict of Interest

- a.** An Employee must not use his/her office to seek influence in a decision to be made by another person to further the employees' private interests
- b.** An Employee will not knowingly use information that is obtained in the course of carrying out his/her duties and not generally available to Piikani Nation Members to further or seek to further his/her private interest.
- c.** An Employee will not use assets owned or controlled by Piikani Nation to further his/her private interest except for approved purposes.
- d.** An Employee must not accept a fee, gift or any other private benefit of any kind that is connected directly or indirectly with the performance of his/her duties, except compensation duly authorized by the employing Department.
 - i.** The above does not apply to gifts received as an incident of the protocol or social obligations that normally accompany the responsibilities of office or the cultural protocol under Piikanissini
- e.** If the value of a gift or private benefit exceeds \$50.00 or if the total value over a period of 12 consecutive months exceeds \$250.00 the employee must immediately disclose particulars of the gift or benefit in writing to their Department Manager.
 - i.** Further to section 5; a Department Manager must disclose this occurrence to the Chief Executive Officer (CEO) with such disclosure to include:
 - 1. the nature of the gift or private benefit
 - 2. its source
 - 3. the circumstances under which it was given and accepted
 - ii.** The CEO will determine the destination of the gift or private benefit should the value exceed the amounts discussed in section 5.
 - iii.** If the CEO is the employee receiving the gift or private benefit he/she will disclose to the Piikani Nation Chief.

E. Determination of Violation of Conflict of Interest

On the request of the relevant Employee or the CEO, the Nation Chief shall be entitled to conclusively determine:

- a.** Whether a private interest exists within the meaning of section B(b)
- b.** Whether a conflict of interest exists within the meaning of section B(a)
- c.** Whether a proposed course of action by an Employee would constitute a breach of this Policy
- d.** Whether a course of action would or may constitute a breach of this Policy, the requirements of the Policy should be waived.

F. Breach of Conflict Interest

- a.** If an Employee breaches this policy and the Employee, his/her family member or business associate, benefit through financial gain, the Employee will be responsible to pay the amount so gained to the Piikani Nation.
- b.** The Employee will also be responsible for the legal and accounting fees incurred by the Piikani Nation and any corporate body controlled by the Nation to investigate and enforce such claims.
- c.** An Employee found to be in violation of this Policy will be subject to disciplinary action up to and including termination.

8.1 HARRASSMENT

Piikani Nation seeks to provide a workplace with a professional atmosphere in which all employees are treated with dignity and respect according to law and to the protocols intrinsic to Piikanissini. The purpose of this Policy is to establish the Piikani Nation commitment to a harassment free workplace, and to outline the procedures and principles for preventing, identifying and resolving harassment issues.

A. Policy

The Piikani Nation will neither tolerate nor condone all forms of unwelcome behaviour that is likely to undermine the dignity or self-esteem of an individual, or create an intimidating, hostile or offensive work environment. This Policy also applies at employment-related functions which occur during or outside of working hours, whether or not they occur at Piikani Nation worksites. Violations of this policy will lead to disciplinary action, up to, and including dismissal.

B. Definitions

- a. Harassment is a form of discrimination and means any unwelcome words, conduct, or action that is repeatedly directed toward an individual or group of individuals which causes substantial emotional distress in that individual or individuals and serves no legitimate purpose. It means any act, comment or conduct that demeans, belittles, or causes personal humiliation or embarrassment to an employee, or any harm, intimidation or threat.
- b. Sexual Harassment means unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature that have the purpose or effect of adversely impacting the employees' work performance or job benefits and/or creating an intimidating, hostile or offensive working environment.
- c. Discrimination under the Canadian Human Rights Act includes harassment of a person because of race, nationality or ethnic origin, colour, religion, age, sex, marital or family status, physical or mental disability, conviction for an offence for which a pardon has been granted, or sexual orientation.
- d. Abuse of Authority means excessively utilizing a position of authority to endanger an Employees' job, undermine an employees' job performance, threaten an Employees' livelihood or interfere with his/her career.
- e. Unwelcome Conduct means behaviour that is unwanted by an individual who is the target.
- f. Offensive Conduct may include, but is not limited to, degrading remarks, jokes or taunting, insulting gestures, or the circulation of offensive pictures or materials.
- g. Complainant means the individual who believes they are subject to harassment
- h. Respondent means the individual alleged to have engaged in harassment

- i.** Malicious complaint is a complaint brought forward with the intent to cause harm

C. Responsibility

a. Chief Executive Officer (CEO)

- i.** comply with this Policy by demonstrating professional mannerisms and behaviour to all Managers, Employees, Nation Members, and Visitors
- ii.** promote a healthy work environment, free of harassment
- iii.** ensure all employees are aware of this policy and understand their rights and obligations
- iv.** set an example by behaving in a respectful manner
- v.** maintain a trustful work environment that encourages open communication
- vi.** take necessary corrective measures to resolve and put an end to any form of harassment they are aware of

b. Managers

- i.** comply with this Policy by demonstrating professional mannerisms and behaviour to all Managers, Employees, Nation Members, and visitors
- ii.** apply this policy in their respective Departments
- iii.** set an example by behaving in a respectful manner
- iv.** maintain a trustful work environment that encourages open communication
- v.** ensure new employees are oriented to the contents of this policy
- vi.** take necessary corrective measures to resolve and put an end to any form of harassment they are aware of

c. Employees

- i.** comply with this Policy by demonstrating professional mannerisms and behaviour to all Co-workers, Managers, Nation Members, and Visitors
- ii.** help maintain a work environment characterized by mutual trust and respect
- iii.** promote a work environment that encourages mutual support and harmony
- iv.** refrain from filing complaints that are petty or made in bad faith and that could have regrettable consequences
- v.** cooperate in the investigation process, testifying if requested to do so, and observing the confidentiality requirements of the complaint

D. Harassment Incidents

- a.** An individual who experiences harassment is encouraged to make it known to the harasser that the behaviour is unwelcome and contrary to this policy
- b.** If the situation is not resolved or if the individual does not wish to confront the other person directly, they will contact their Department Manager for assistance in discussing concerns with the other person
 - i.** review with Department Manager alternative courses of action, including informal harassment complaint resolution or formal harassment complaint investigation
- c.** Where the complaint is directed against the Department Manager, the individual will consult the CEO for assistance.
- d.** Where the complaint is directed against the CEO, the individual may consult the Nation Chief for assistance.
- e.** An employee who has been informed that his/her behaviour is unwelcome or harassing should:
 - i.** listen, rather than ignoring the behaviour or responding with hostility
 - ii.** consider his/her actions carefully, including how those actions might impact others
 - iii.** consider changing behaviours that are unwelcome to others
- f.** Where the complaint is against an individual who is not an employee, the respective Department Manager will be informed as soon as possible, and a formal report will be forwarded to the CEO.

E. Complaint Resolution

- a.** Informal complaint resolution can include, but is not limited to, mediation, behavioural guidelines, apology or other resolution agreed upon between both parties with the process overseen by the Department Manager.
 - i.** if a resolution is agreed upon the Department Manager will make a written record that the complaint was made and resolved with no further action
 - ii.** if a resolution is not agreed upon the complaint will escalate to a formal complaint resolution
- b.** A formal complaint resolution will include a complaint in writing to the CEO and must be brought within three (3) months of the most recent incident of alleged harassment.
 - i.** the CEO will conduct an investigation
 - ii.** OR the CEO may designate an appropriate party to conduct the investigation

- c. formal complaints will not be carried out anonymously
- d. the identity of the Complainant and the nature of the complaint will be made known to the Respondent
- e. the Respondent will be given the opportunity to explain his/her behaviour and to have their explanations properly considered
- f. upon completion of a formal investigation a written report will be prepared containing findings of fact and conclusion as to whether harassment has occurred in breach of this Policy
 - i. where a complaint is proved invalid, no documentation of the complaint will be placed on the personnel file of the Respondent
 - ii. where a complaint is proved invalid, documentation of the formal investigation will be kept in a secured, confidential file in order to show Piikani Nation Administrations' proper investigation of all formal allegations of harassment
 - iii. where a complaint is brought forward and proved malicious, disciplinary action will be taken against the Complainant up to and including dismissal
- g. if the investigation concludes that harassment has occurred, disciplinary action will be taken up to and including dismissal

8.2 WORKPLACE VIOLENCE

Piikani Nation seeks to provide a safe work environment with a professional atmosphere in which all employees are treated with dignity and respect according to law and to the protocols intrinsic to Piikanissini.

A. Policy

Any threats or acts of violence committed by or against any individuals within this organization is unacceptable conduct and will NOT be tolerated.

B. Definitions

- a. Violence means implied or expressed physical or verbal force against an employee that causes, or is likely to cause physical injury. Workplace violence conduct includes but is not limited to the following:
 - i. harassment
 - ii. stalking
 - iii. bullying
 - iv. intimidating or threatening conduct
 - v. verbal threats

- b. Bullying means repeated acts or verbal comments that could ‘mentally’ hurt or isolate a person in the workplace. The following is a non-exhaustive list of the most common examples of workplace bullying:
 - i. spreading malicious rumours, gossip, or innuendo that is not true
 - ii. excluding or isolating someone socially
 - iii. undermining or deliberately impeding a person’s work
 - iv. removing areas of responsibilities without cause
 - v. constantly changing work guidelines
 - vi. establishing impossible deadlines that will set up the individual to fail
 - vii. withholding necessary information or purposefully giving the wrong information
 - viii. assigning unreasonable duties or workload which are unfavourable to one person
 - ix. yelling or using profanity
 - x. constantly criticising an individual
 - xi. belittling an individual’s opinions
 - xii. unwarranted punishment

- c. Threat is any act, gesture or statement either verbal or written that gives reasonable cause to believe that there is a risk of injury either physically or emotionally to employees or Piikani Nation Administration property.

C. Guidelines

- a.** An Employee who commits acts of intimidation, threats of violence, or is violent, whether intentional or not, will be subject to immediate disciplinary action up to and including termination of employment, arrest and/or criminal prosecution.
- b.** An Employee who feels he/she has been the subject of violent behaviour or has witnessed violent behaviour as defined in paragraph B of this Policy must report the incident to their Department Manager immediately.
- c.** The Department Manager will take appropriate and necessary means to deal with the situation immediately.
- d.** Retaliation toward an Employee for reporting these incidents is forbidden and will be considered a breach of this Policy and he/she will be subject to disciplinary action up to and including termination of employment.

9.1 GRIEVANCE

A. Policy Intent

Piikani Nation Administration has instituted this policy to provide employees with an outlet to express any dissatisfaction with respect to issues related to their employment. In order to foster better employer / employee relations, Piikani Nation Administration has established a grievance review system to resolve any issues that may arise. (Option to utilize Piikanissini Conflict Model)

This Policy Shall:

- a. Outline the Grievance review policy and procedures;
- b. Provide Supervisor and Manager responsibilities;
- c. Detail restrictions that apply to the Grievance review process.

B. Policy

The Grievance review portion of this process is designed to address employee dissatisfaction regarding conditions of employment, or tangible job actions such as:

- a. Wages
- b. Working conditions
- c. The administration of company policies
- d. Perceived unfair or inequitable treatment
- e. Written or final warning
- f. Demotion
- g. Termination

It is important to note that grievances relating to workplace harassment (sexual, or racial), should be reported as outlined in the Workplace Harassment Policy.

C. Grievance Review Steps:

- a. Step 1: Immediate Supervisor
- b. Step 2: Department Manager
- c. Step 3: Chief Executive Officer
- d. Step 4: Mediation Review Committee

**In the event that a supervisor's performance or conduct is the subject of the employee's grievance, the employee may begin the process at step two rather than step one.*

D. Supervisors and Managers Responsibilities

- a. Each Supervisor or Manager in the grievance review process is required to consider the specific concerns raised, and determine the eligibility of the grievance under review.
- b. Does the grievance meet the definitions established to qualify for review?

- c. Is the grievance specific to the employee involved?
- d. Does the resolution of the grievance fall within the scope of authority of the manager or Human Resources representative?

E. Restrictions

- a. Anonymous grievances shall not be reviewed.
- b. No employee shall be disciplined for using the Grievance review process.
- c. Complaints not fitting into the categories listed in paragraph B of this policy are not eligible for resolution under this grievance policy. Examples are complaints about hiring, promotion, position classification, transfers, change of supervisors, general benefits, flexible work schedule decisions, reassignments, compensation, termination, layoff or suspension of work for the following: reduction of workforce, lack of work, job elimination, financial stringency, or emergency though they may be addressed with the supervisor

F. Informal Conflict Resolution Procedure

- a. Many times disputes arise due to misunderstandings and miscommunications; it is for this reason Employees are expected to attempt to discuss differences together as a first action in conflict resolution
- b. If speaking to the individual does not work, then an Employee who has the complaint should speak to their Immediate Supervisor. The Immediate Supervisor must mediate a meeting between the disputing parties to endeavour to resolve employee differences.
- c. If the Immediate Supervisor is unable to resolve a workplace dispute, the Immediate Supervisor must then take steps to make a formal complaint to the Department Manager

G. Formal Conflict Resolution Procedure

- a. Formal Conflict Resolution must include a formal written complaint addressed to the Department Manager and should include:
 - i. The name of the Complainant
 - ii. Outline the alleged violation (specifying the date) and the nature of the complaint
 - iii. Outline all actions taken to resolve the conflict prior to making a formal complaint
 - iv. Outline the remedy sought
 - v. Complaint should be signed by the complainant
- b. The Department Manager will address the dispute within five (5) working days following the day on which the complaint was presented. Copies of the Department Managers' decision will be provided to the Complainant, the Respondent and the Immediate Supervisor.

- c.** Failing satisfactory resolution of the dispute by the Department Manager the Complainant has the right to further escalate his/her complaint to the Chief Executive Officer. The Chief Executive Officer will address the dispute within five (5) working days following the day on which the complaint was presented. Copies of the Chief Executive Officers' decision will be provided to the Complainant, the Respondent, the Immediate Supervisor and the Department Manager.
- d.** If the CEO is unable to resolve a workplace dispute, the parties may be referred to mediation by an outside third party. The CEO shall establish a mediation or grievance committee. The resolution of the mediator or grievance committee will be final and binding on both parties of the dispute.
- e.** Failure of an Immediate Supervisor to properly address and record employee complaints will result in disciplinary action.

10.1 DRUG AND ALCOHOL POLICY

A. Policy Intent

Piikani Nation Administration is committed to providing a safe, drug and alcohol-free workplace. As such, Piikani Nation Administration will not tolerate the abuse of controlled substances by any employee.

a. This Policy Shall:

- i. Outline Piikani Nation Administration policy on substance abuse;
- ii. Detail behavior that is prohibited by the company;
- iii. Provide definitions for controlled substances covered in this policy;
- iv. Discuss Piikani Nation Administration policy regarding substance dependency;
- v. Provide employees with a set of expectations.

B. Policy Statement

The employees of Piikani Nation Administration are our most valuable resource, and for that reason, their health and safety are of paramount concern. Piikani Nation Administration will not tolerate any drug or alcohol use which imperils the health and well-being of its employees, or threatens its business. The use of illegal drugs and abuse of other controlled substances, on or off duty, is inconsistent with the expectations of character that Piikani Nation Administration holds for all of its employees. Employees who use illegal drugs or abuse other controlled substances (such as alcohol) on or off duty tend to be less productive, less reliable, and prone to greater absenteeism which results in the potential for increased cost, delay, and risk to the business.

- a. Piikani Nation Administration is a drug and alcohol-free workplace. As such, the use of illegal drugs, alcohol or the abuse of prescription drugs during work hours is strictly prohibited.
- b. Piikani Nation Administration prides itself on providing a safe working environment for all of its employees. Employees under the influence of drugs or alcohol on the job can pose serious safety and health risks both to themselves and their coworkers. To help ensure a safe, healthy workplace, Piikani Nation Administration reserves the right to prohibit certain items and substances from being brought on to, or being present on company premises.
- c. Piikani Nation Administration also prohibits any employee from reporting to work, or working with any measurable level of illegal (or non-prescription) drugs, alcohol, or other controlled substance which might affect the employee's ability to work safely.

C. Prohibited Behaviour

The following are strictly prohibited, and may incur disciplinary action up to, and including termination of employment, and any legal ramifications consistent with the necessary involvement of law enforcement agencies.

- a. Piikani Nation Administration employees shall not be under the influence of any non-prescribed drugs or alcohol while they are on company premises, operating a company vehicle, or are in the act of conducting Piikani Nation Administration business regardless of location.

- b. The use, possession, sale, manufacture or dispensation of any illegal drug, alcohol, or paraphernalia associated with either.
- c. The use of alcohol or illicit narcotics off Piikani Nation Administration premises that adversely affects the employee's work performance, his/her own safety or the safety of others at work, or Piikani Nation Administration regard or reputation in the community.
- d. Failure to adhere to the requirements of any drug or alcohol treatment or counselling program in which the employee is enrolled.
- e. Failure to report to management the use of any prescribed drug which may alter the employee's ability to safely perform his/her duties.

Any illegal drugs or drug paraphernalia will be turned over to the appropriate law enforcement agency and may result in criminal prosecution.

C. Reasonable Suspicion of Impairment: Employees that are reasonably suspected to be unfit for duty as a result of the use of substances set out in this agreement as banned by Piikani Nation Administration will be removed from the premises. Suspicions may be based on specific personal observations that an employed representative can describe pertaining to appearance, behavior, speech and/or breath odor of the employee. Reasonable suspicion may also relate to any involvement in a workplace accident. Reasonable suspicion must be documented at or near the time of the observation. In event that an employee meets the criteria for being deemed reasonably suspected, the employee will be escorted off of company premises.

D. Substances prohibited under Piikani Nation Administration drug policy:

The following is a non-exhaustive list of substances that are prohibited by Piikani Nation Administration:

a. Amphetamines

Street Names: Bennies, black beauties, bumble bees, co-pilots, crank, cross tops, crystal meth, dexies, footballs, hearts, hot ice, ice, L.A. glass, meth, MDMA, pep pills, speed, uppers

b. Barbiturates

Street Names: Amytal, downers, Nembutal phenobarbital, reds, red birds, red devils, seconal, tunina, yellowjackets

c. Benzodiazepines

Street Names: Rohypnol, roofies, flunitrazepam, ruffies, roches, R-2, valium

d. Cocaine

Street Name: Crack

e. Marijuana (THC)

Street Names: Hash oil, pot, reefer, weed

f. LSD

Street Names: Acid, bartman, bart simpson, cirodots, gelatin chips, windowpanes/blotter, paper/blotter

g. PSP

Street Names: Angel dust, hog, horse tranquilizer, killerjoints, peace pill, Sherman, sticks/tanks

h. Opiates

Street Names: Codeine, china white, Ddaron, Darvocet, Demerol, dilaudid, heroin, methadone, morphine, Percocet, Percodan, talwin, vicodin

i. Alcohol

E. Inspections

Piikani Nation Administration reserves the right to inform RCMP to inspect organizational property upon reasonable suspicion of illegal drug containment.

F. Substance Dependency

- a. Piikani Nation Administration understands that certain individuals may develop a chemical dependency to certain substances, which may be defined as a disease. Piikani Nation Administration promotes the early diagnosis of this disease, and encourages employees with a dependency on alcohol or drugs to pursue medical, and/or psychological treatment to become successfully cured of this disease.
- b. Employees are not excused from their duties as a result of their dependencies. Any employee who suspects that he/she might have an emerging drug or alcohol problem is expected to seek appropriate treatment promptly.
- c. Piikani Nation Administration defines a rehabilitated drug user or alcoholic, or any individual engaged in a supervised drug or alcoholism rehabilitation program that is no longer using drugs or alcohol, as an employee with a disability. As such, Piikani Nation Administration will consider the application of an individual who has formerly been in violation of the drug and alcohol policy, if the candidate can show evidence of rehabilitation. However, the employee is responsible for adhering to Piikani Nation Administration's Agreement for the Continuation of Employment within this Policy.
- d. All medical information shall be kept confidential by Piikani Nation Administration.

G. Employee Expectations

a. Management

- i. Shall identify any situations that may cause concern regarding an employee's ability to safely perform their job functions.
- ii. When necessary, shall remove from the premises any employee who is suspected to be in violation of the provisions of this policy. In the event that the suspicion is questionable, management shall err on the side of caution and act in the best interests of the Department.
- iii. Escort any employee in violation of this agreement from Department premises, using a safe and efficient manner. If the employee is suspected of being impaired, he/she should not be put behind the wheel of a car. The affected employee should have arrangements for safe transportation to their home or to the hospital made for them.
- iv. Conduct any searches, or investigations regarding suspected violations of this policy.

b. Employees

- i. All employees are expected to abide by the provisions of this policy.

- ii. In the event that an off-duty employee is requested to come in to work, it is their responsibility to refuse the request and ask that the request be directed to another person if the employee is unfit due to the influence of alcohol or other drugs.
- iii. Any employee convicted of, or who pleads no contest to any substance related offense must inform Piikani Nation Administration within five (5) days of the conviction or plea. Failure to do so will result in disciplinary action up to and including termination of employment. In the event of an employee's conviction or plea to charges relating to the manufacture, possession, sale, use, distribution, receipt, or transportation of any substance, Piikani Nation Administration will determine whether disciplinary action will be taken, including the appropriateness of continued employment.

b. Legal Compliance

The Provisions of this policy are subject to any federal, provincial or local laws that may prohibit or restrict their applicability.

Acknowledgment and Agreement:

I, Employee Name, acknowledge that I have read and understand the company Drug and Alcohol Policy, and I agree to adhere to this agreement in its entirety and will ensure that employees working under my direction adhere to this Policy. I understand that if I violate the rules set forth in the Agreement, I may face legal, punitive, or corrective action.

Employee Printed Name: _____

Employee Signature: _____

Date: _____

Witness Printed Name: _____

Witness Signature: _____

Date: _____

11.0 WHISTLE BLOWER PROTECTION

A. Policy

Piikani Nation seeks to provide effective and efficient service to Members at large. From time to time Employees may breach the trust which is reposed in them by their employing Department. In those cases, the Piikani Nation encourages other employees to report, in confidence, any breach of trust.

B. Guidelines

- a. For the purposes of this policy, a breach of trust includes a violation of the Conflict of Interest Policy, theft or any other serious work related offence which is inconsistent with the offending employee's fiduciary duty to the Piikani Nation.
- b. If an employee is aware of a breach of trust by any Piikani Nation employee, the employee is obliged to forthwith report such breach of trust to the Chief Executive Officer in writing.
- c. If the alleged breach of trust involves the CEO or an individual Council Member, the report should be made to Chief and Council.
- d. No employee who is aware of a breach of trust by any Piikani Nation employee shall use knowledge for personal gain or to gain an unfair advantage if such employee runs for elected office.
- e. Any report made in good faith by an employee will be held in strict confidence.
- f. The Piikani Nation guarantees that no employee who makes a good faith report of a breach of trust will suffer recriminations or discrimination of any nature or kind whatsoever as a result of making such report.
- g. Any person who attempts to discriminate or impose recriminations against an employee who has filed a good faith report of breach of trust will be terminated.

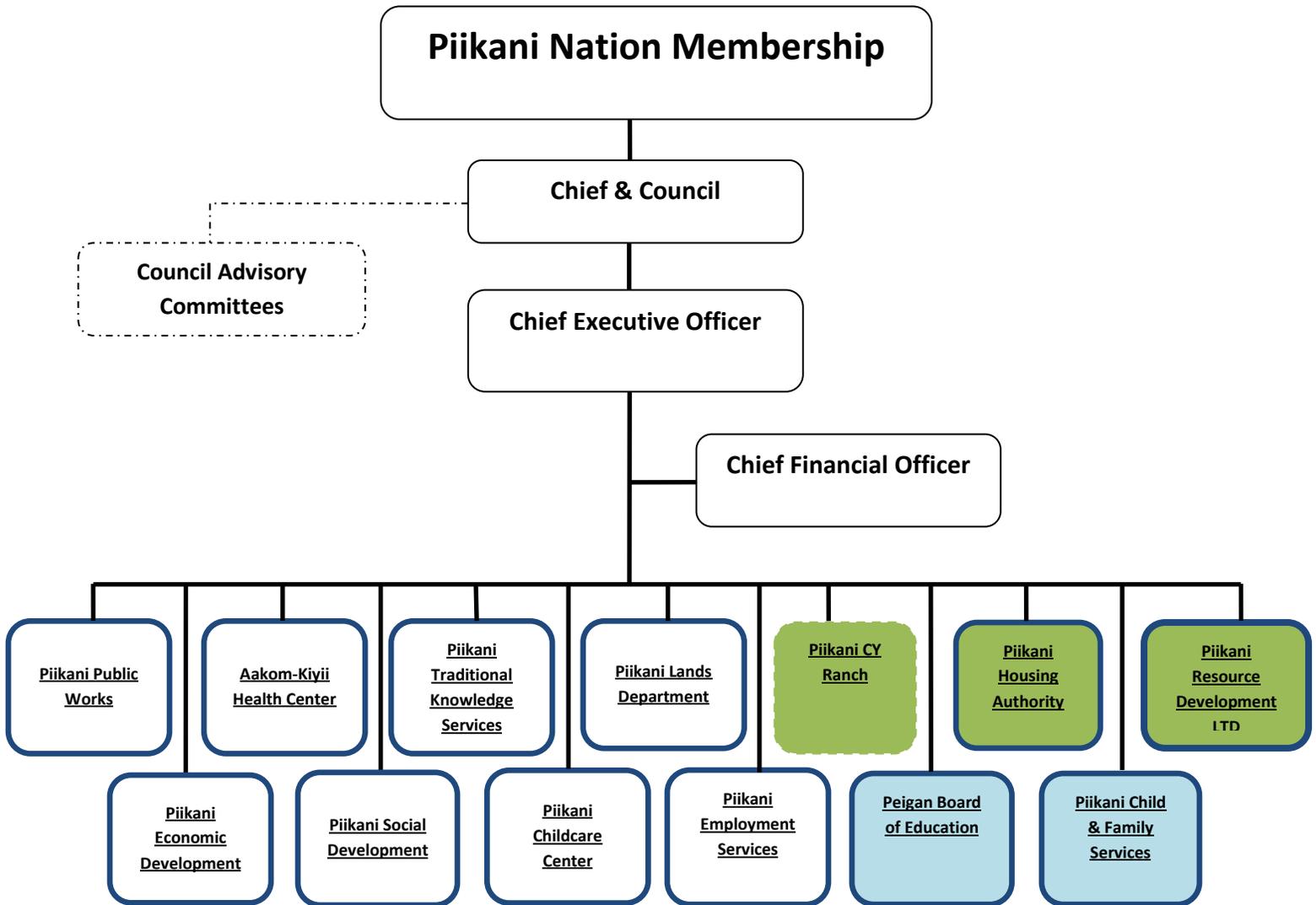
12.0 POLITICAL ACTIVITY

- A.** The Piikani Nation Administration believes that the interests of the Nation are best served by an informed citizenry, participating actively and effectively in the processes of self-government. The Piikani Nation Administration recognizes the right of an employee to become a candidate for, or accept appointment to, a public office for which they believe they have qualifications, time and resources to do an effective job.
- B.** Political activities of the employee shall not work to the detriment of the employee's ability to continue the appropriate discharge of his/her duties, nor shall same work to the detriment of the Piikani Nation Administration, or its public image.
- C.** Before obligating himself/herself to political activity requiring absences during normal working hours, an employee shall obtain approval from their respective Department Manager for the absence, or special work schedule.
- D.** If a Piikani Nation Administration employee is elected to the Office of Chief and Council, they must resign their position with the Nation immediately after the election appeal period has passed.
- E.** If any Nation employee is nominated for Chief and Council, they shall be suspended from their employment duties within the Piikani Nation Administration until the election results are recorded.
- F.** If the employee is not elected, he/she shall be reinstated to their prior position and reimbursed for lost pay in the interim.

13.0 APPENDIX

Legend

-  CFA Funded (Federal, Provincial, CMHC)
-  Piikani Nation Business Entities
-  CFA Funded & Business Entity
-  CFA Funded with Board of Directors



Following the initial probationary period, a progression and performance review will be conducted every [STATE TIME] to assess performance to date, and to clarify or modify this arrangement, as the need may arise and according to budgetary allowances.

This arrangement may be terminated by either party upon notice in writing to either party with notice that complies with Federal Employment Standards (Labour Standards).

Please return a signed copy of this letter to the [ORGANIZATION] administration office before [TIME FRAME].

Sincerely,

[MANAGER NAME – TITLE]

Cc; personnel file

Accept Job Offer

By signing and dating this letter below, I, [NEW EMPLOYEE NAME], accept the job offer of [POSITION TITLE] by [ORGANIZATION NAME].

[CANDIDATE NAME]

Date

Piikani Nation Administration

Job Description Form



Department		
Location		
Job Title		
Reports to		<i>Title</i>
Level/Grade		

Qualifications

--

Duties and Responsibilities

--

Work Experience Requirements

--

Education Requirements

--

REVIEWED BY	<i>Title</i>
APPROVED BY	<i>Title</i>
DATE POSTED	
DATE HIRED	

Piikani Nation

Performance Evaluation & Planning Form



Instructions:

Effective evaluation of job performance is an on-going process. Annually each manager or supervisor provides a summary of progress toward meeting job expectations and last year's goals. This form is to be used for annual evaluations, and at other times during the year when formal feedback is needed.

These forms have been approved for employees covered by the Personnel Policies for Staff Members (PPSM). For represented employees, departments will want to use forms that have been approved by the respective bargaining units.

Part I – Job Success Factors

These include key responsibilities and basic competencies. Rate each factor based on performance during the period identified above. The factors include key responsibilities specific to this position (Part 1-A), and competencies common to the campus operational/technical job standards (Part 1-B).

Part II – Goals from last year or last evaluation period

Rate the progress made on each of the goals established at the beginning of the period. . Also include any new goals established during the evaluation period and note any modifications to the original goals.

Part III – Goals for this coming year or evaluation period

Enter the performance goals for the next period to be evaluated. Individual goals and objectives should align with those of the department and the campus.

Rating Scale*:

Level 5	Exceptional Performance far exceeded expectations due to exceptionally high quality of work performed in all <i>essential</i> areas of responsibility, resulting in an overall quality of work that was superior; and either 1) included the completion of a major goal or project, or 2) made an exceptional or unique contribution in support of the Department objectives. This rating is achievable by any employee though given infrequently .
Level 4	Exceeds expectations Performance consistently exceeded expectations in all <i>essential</i> areas of responsibility, and the quality of work overall was excellent. Annual goals were met.
Level 3	Meets expectations Performance consistently met expectations in all <i>essential</i> areas of responsibility, at times possibly exceeding expectations, and the quality of work overall was very good. The most critical annual goals were met.
Level 2	Improvement needed Performance did not <i>consistently</i> meet expectations – performance failed to meet expectations in one or more <i>essential</i> areas of responsibility, and/or one or more of the most critical goals were not met. A professional development plan to improve performance must be outlined and monitored to measure progress.
Level 1	Unsatisfactory Performance was consistently below expectations in most <i>essential</i> areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas. A plan to correct performance, including timelines, must be outlined and monitored to measure progress.

Piikani Nation

Performance Evaluation & Planning Form



Employee: _____ Job Title: _____ Department: _____

Evaluation Period: From _____ To _____ Annual _____ Other _____

Appointment: Full Time: _____ Part Time: _____ Term: _____ Probationary Period Ends: _____

Section I: Job Success Factors

Key Responsibilities (Job Specific responsibilities as outlined in the job description)

1	Factors	Ratings					Comments
		1	2	3	4	5	
2		1	2	3	4	5	
3		1	2	3	4	5	
4		1	2	3	4	5	
5		1	2	3	4	5	
6		1	2	3	4	5	
7		1	2	3	4	5	
8		1	2	3	4	5	
9		1	2	3	4	5	
10		1	2	3	4	5	
11		1	2	3	4	5	

Piikani Nation

Performance Evaluation & Planning Form



Core Competencies

(Transferable knowledge, skills, and abilities that all employees possess to meet organization needs regardless of their job/role)

	Factors	Ratings					Comments
		1	2	3	4	5	
1		1	2	3	4	5	
2		1	2	3	4	5	
3		1	2	3	4	5	
4		1	2	3	4	5	
5		1	2	3	4	5	
6		1	2	3	4	5	
7		1	2	3	4	5	
8		1	2	3	4	5	
9		1	2	3	4	5	
10		1	2	3	4	5	
11		1	2	3	4	5	

Piikani Nation

Performance Evaluation & Planning Form



Section II: Goals for Past Year/Evaluation Period

Rate the progress made on each of the goals established at the beginning of the period and any new goals. Note any modifications to the original goals.

1	Goal	Rating				
		1	2	3	4	5
Comments:						

2	Goal	Rating				
		1	2	3	4	5
Comments:						

3	Goal	Rating				
		1	2	3	4	5
Comments:						

4	Goal	Rating				
		1	2	3	4	5
Comments:						

5	Goal	Rating				
		1	2	3	4	5
Comments:						

OVERALL RATING (based on Sections I and II)

Relative weights of job success factors and performance goals are determined by the manager or supervisor. Higher priority items may be highlighted.	1	2	3	4	5
Comments:					

Piikani Nation

Performance Evaluation & Planning Form



Section III: Establish Goals for Current Year/Evaluation Period

Enter the performance goals for the next period to be evaluated. Individual goals and objectives should align with those of the department and the campus.

Goal 1

Measure of Success:

Goal 2

Measure of Success:

Goal 3

Measure of Success:

Goal 4

Measure of Success:

Goal 5

Measure of Success:

Progress toward meeting these goals will be reviewed at the time of the next evaluation.

Signatures:

Employee: _____ **Date:** _____

My signature indicates that I have received a copy of this evaluation.

Manager/supervisor: Name: _____

Signature: _____ Date: _____

Department manager: Name: _____

Signature: _____ Date: _____

The employee being evaluated is to receive a copy of the completed evaluation form and one copy shall be placed in the personnel file.



Piikani Nation Administration

Employee Warning Notice

Employee Name:

Date:

Job Title:

Department:

Manager:

CEO:

- Verbal Warning
 Written Warning
 Suspension Without Pay
 Termination

Type of Offense

- Tardiness/Leaving Early
 Absenteeism
 Violation of Company Policies
 Substandard Work
 Violation of Safety Rules
 Rudeness to Customers/Coworkers
 Other: _____

Details

Description of Infraction:

Plan for Improvement:

Consequences of Further Infractions:

Acknowledgement of Receipt of Warning

By signing this form, you confirm that you understand the information in this warning. You also confirm that you and your manager have discussed the warning and a plan for improvement. Signing this form does not necessarily indicate that you agree with this warning.

Employee Signature

Date

Manager Signature

Date

Witness Signature (if employee understands warning but refuses to sign)

Date



Piikani Nation Administration

Employee Information

Personal Information

Full Name: _____
Last *First* *M.I.*

Address: _____
Street Address *City/Town* **Alberta** *Province* *Postal Code*

Home Phone: **(403)** _____ Alternate Phone: **(403)** _____

Birth Date: _____ Social Insurance Number: _____

Job Information

Title: _____ Department: _____ Supervisor: _____

Start Date: _____ Salary: _____

Emergency Contact Information

Full Name: _____
Last *First* *Relationship*

Address: _____
Street Address *City/Town* **Alberta** *Province* *Postal Code*

Primary Phone: **(403)** _____ Alternate Phone: **(403)** _____

2010 Leave Summary

CAT	AVAIL	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	C/F
A/L														
S/L														
B/L														
SP/L														
T														

A/L – annual/vacation leave S/L – sick leave B/L – bereavement leave SP/L – spiritual leave T – tardy/late C/F – carry forward

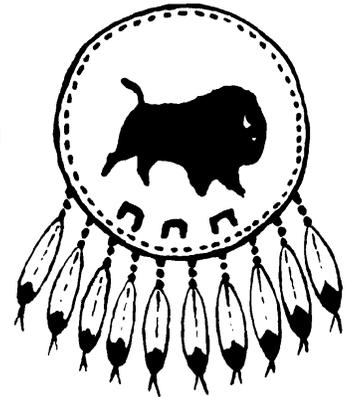
Date	Category

Date	Category

Date	Category

Piikani Nation Administration

P.O. Box 70
Brocket, Alberta
T0K 0H0



OFFICIAL OATH (Oath of Confidentiality)

I, _____ do swear that I will execute according to law and to the best of my ability the duties required of me as an employee in the service of the Piikani Nation and that I will not, without due authorization, disclose or make known any matter or thing which comes to my knowledge by reason of my assignment in the Nation.

So Help Me God
(Omit if affirmed)

(Signature of Employee)

TAKEN and subscribed before me
At _____
This _____ day of _____
A.D., 20_____.

Clerk of Executive Council, or J.P., N.P.,
Commissioner for Oaths.

Witness
(May not be required)

To be retained on the Employee Personnel File

Policy Receipt Acknowledgement for the Piikani Nation Personnel Policies Manual

Provide one copy to the employee and one copy to be kept in employee's personnel file

In effect: DATE until further notice

I have read and been informed about the content, requirements, and expectations of the Piikani Nation Personnel Policies for employees at Piikani Nation. I have received a copy of the policy and agree to abide by the policy guidelines as a condition of my employment and my continuing employment at Piikani Nation.

I understand that if I have questions, at any time, regarding the Piikani Nation Personnel Policies, I will consult with my Immediate Supervisor or my Human Resources staff member or the Piikani Nation Human Resource Manager.

Please read the Piikani Nation Personnel Policies Manual carefully to ensure that you understand the policies before signing this document.

Employee Signature: _____

Employee Printed Name: _____

Date: _____

Manager Signature: _____

Manager Printed Name: _____

Date: _____