

## TSUU T'INA NATION CHILD AND FAMILY SERVICES SOCIETY BYLAWS

- 1) These Bylaws may be cited as the Tsuu T'ina Nation Child and Family Services Bylaws.
- 2) In these Bylaws:
  - a) "Act" means the *Societies Act*, R.S.A. 1980, C.S -18, as amended from time to time;
  - b) "Age of Majority" means the full age of eighteen (18) years;
  - c) "Band" means the Tsuu T'ina Nation within the meaning of the *Indian Act*;
  - d) "Band Members" means a member of the Tsuu T'ina Nation as determined by the Membership Code of the Tsuu T'ina Nation;
  - e) "Board", "Board Member" or "Members of the Board" means the Board of Directors of the Tsuu T'ina Child and Family Services Society;
  - f) "Chief and Council" means the Chief and Council duly elected from time to time in accordance with the *Indian Act* or the custom of the Band;
  - g) "*Indian Act*" means the *Indian Act*, R.S.C. 1985, c.I-5, as amended from time to time;
  - h) "Registrar" means Registrar as defined in the *Business Corporations Act*, R.S.A. 2000, c. B-9;
  - i) "Society" means the Tsuu T'ina Nation Child and Family Services Society;
  - j) "Special Resolution" means:
    - i) a resolution passed
      - (1) at a general meeting of which not less than twenty-one (21) days notice specifying the intention to propose the resolution has been duly given; and
      - (2) by the vote of not less than 75% of those members who, if entitled to do so, vote in person or by proxy; or
    - ii) a resolution proposed and passed as a Special Resolution at a general meeting in which less than 21 days' notice has been given, if all the members entitled to attend and vote at the general meeting so agree; or
    - iii) a resolution consented to in writing by all the members who would have been entitled at a general meeting to vote on the resolution in person or, where proxies are permitted, by proxy.

### **HEAD OFFICE**

- 3) The head office of the Society shall be at 9911 Chiila Boulevard, Tsuu T'ina, Alberta T2W 6H6.

## CORPORATE SEAL

- 4) The seal, an impression whereof is stamped in the margin hereof, shall be the seal of the Tsuu T'ina Nation Child and Family Services Society.

## MEMBERSHIP

- 5) Membership in the Society shall be limited to those Band Members of the Tsuu T'ina Nation who are of the full Age of Majority. Upon ceasing to be a Band Member, membership in the Society ceases concurrently therewith.
- 6) The Chief is an ex officio member of the Society but shall not serve on the Board.
- 7) Any member may withdraw from the Society by delivering to the Society a written notice to that effect.

## MEMBERS' MEETINGS

- 8) The annual, special or general meeting of the members shall be held at the head office of the Society or at any place in the Province of Alberta as the Board may determine and on such day as the said Board shall appoint. A quorum of members at an annual or special meeting or any other general meeting of the members shall consist of a minimum of fifteen (15) members of the Society. Each member shall be entitled to one (1) vote on any issue at any meeting of the members. Every question at a meeting of Society members shall be determined by a majority of votes of a quorum of members unless otherwise specifically provided by the Act or these Bylaws. By no means shall there be proxy voting.
- 9) At every annual meeting of members, in addition to other business that may be transacted, the report of the Board, the financial statements and the report of the auditors shall be presented, and auditors shall be appointed for the ensuing year. The members may consider and transact any business either special or general at any meeting of the members. The Board or Chairperson shall have power to call, at any time, a general meeting of the members of the Society.
- 10) Fourteen (14) days' prior written notice shall be given to the members of any annual, special or other general meeting of members. Notice for all meetings may be given by posting in a public place at the Tsuu T'ina Nation Administration Building or publishing in a general circulation to the Tsuu T'ina Nation membership. No error or omission in giving notice of any annual, general or special meeting or any adjourned meeting, whether annual, general or special, of the members of the Society shall invalidate such a meeting or make void any proceedings taken thereat and any member may at any time waive notice of any such meeting, may ratify, approve and confirm any or all proceedings taken or had thereat.
- 11) Twenty (20) members of the Society in good standing may by resolution requisition the Board to call a meeting of the members for the purpose stated in the requisition. The requisition shall be signed by a majority of the members and shall state the business to be transacted at the meeting. The requisition shall be sent to each Board Member and posted at the Society's head office. On receiving the requisition, the Board shall call a meeting of the members to transact the business stated in the requisition. If the Board does not call

a meeting of the members within fourteen (14) days after receiving the requisition, any member who signed the requisition may call a meeting.

## BOARD OF DIRECTORS

- 12) Subject to these Bylaws or the Act, the Board shall manage the property and business of the Society. The Board shall consist of (5) members of whom three (3) shall constitute a quorum.
- 13) The Intergovernmental Affairs Committee of the Tsuu T'ina Nation shall appoint persons to sit as a member of the Society's first Board who shall be of the full age of majority and members of the Band. The term of office shall continue from the time of appointment for four years or the next election as established by the Board. Thereafter the next term of office shall be for four years and the Society members shall elect the new Board Members (except otherwise set out in these Bylaws) at a duly called election as established by the Board. Elections must be called by the Board every four years.
- 14) The Members of the Board referred to in paragraph 12 shall not be a member of Chief and Council.
- 15) Pursuant to paragraph 30 of these Bylaws, the Elders of the Tsuu T'ina Nation shall appoint one (1) Tsuu T'ina Elder to act as advisor to the Board at the time of each election.
- 16) A retiring Member of the Board shall remain in office until the dissolution or adjournment of the meeting in which his/her retirement is accepted and his/her successor is appointed unless otherwise determined by the members of the Society.
- 17) The office of Board Member shall be automatically vacated:
  - a) if a Board Member resigns his/her office by delivering a written resignation to the secretary of the Society;
  - b) if a Board Member becomes a dependent adult as defined by the *Dependent Adults Act* or is the subject of a certificate of incapacity under that Act;
  - c) if a Board Member becomes a formal patient as defined in the *Mental Health Act*;
  - d) if a Board Member has been found to be a person of unsound mind by a court elsewhere than in Alberta;
  - e) if at a meeting of Society members a Special Resolution is passed to remove a Board Member from office, in this case proxy voting shall not be permitted;
  - f) in the event of the death of a Board Member;
  - g) at the expiration of four years provided that the Board Member shall continue in office until the election of the new Board Members; or
  - h) if a Board Member misses two (2) regular Board meetings in a row without giving notice of absence in advance or on the day of the meeting.

If any vacancy in the Board shall occur for any reason (other than natural expiration of office) contained in this paragraph, the remaining Board Members shall appoint a replacement Board Member, duly qualified, and who shall serve on the Board until the next election.

## **DIRECTORS' MEETINGS**

- 18) A meeting of the Board may be held at any time and place in the Province of Alberta as determined by the Board, provided that:
  - a) five (5) business days notice is given and such notice shall be sent in writing to each Board Member; and
  - b) there shall be at least one (1) meeting per year of the Board.
- 19) No error or omission in giving notice of any meeting of the Board of the Society shall invalidate such meeting or make void any proceedings taken thereat and any Board Member may ratify, approve and confirm any or all proceedings taken or had thereat.
- 20) Each Board Member shall be entitled to one (1) vote on an issue at any meeting of the Board. Every question shall be determined by a majority of the Board unless otherwise specifically provided by the Act or these Bylaws.
- 21) As outlined in the Policy of the Society, the Board may call a meeting to address those situations of a nature essential to the functioning of the Society. In such case, a notice of less than five (5) days may be required.
- 22) Board Members may receive remuneration for their services as determined by the Board providing such remuneration does not conflict with contractual arrangements or funding arrangements of the Society.

## **POWERS OF THE BOARD**

- 23) Subject to these Bylaws or the Act, the Board of the Society may administer affairs of the Society in all things and make or cause to be made for the Society, in its name, any kind of contract which the Society may lawfully enter into and, save as hereinafter provided, generally, may exercise all such other powers and do all such other acts and things the Society is authorized to exercise and do.
- 24) For greater clarity, the Board of the Society, as elected representatives of the Members, shall be responsible for the operations of the Society.
- 25) The Board shall have power to authorize expenditures on behalf of the Society from time to time and may delegate to an agent of the Society the right to employ and pay salaries to employees. The Board shall have the power to make expenditures for the purpose of furthering the objects of the Society. The Board shall have the power to enter into a trust arrangement with a bank or trust company for the purpose of creating a trust fund in which the capital and interest may be made available for the benefit of promoting the interests of the Society in accordance with such terms as the Board may prescribe.
- 26) The Board shall take such steps as they may deem requisite to enable the Society to acquire, accept, solicit or receive legacies, gifts, grants, settlements, bequests,

endowments and donations of any kind whatsoever for the purpose of furthering the objects of the Society.

27) The Board may from time to time, subject to the Act,

- a) borrow money upon the credit of the Society;
- b) limit or increase the amount to be borrowed; and
- c) secure other securities, or any other present or future borrowing or liability of the Society, by mortgage, hypothecation, charge or pledge of all or any currently owned or subsequently acquired real and personal, moveable or immovable, property of the Society, and the undertaking and rights of the Society.

Notwithstanding the foregoing, nothing herein limits or restricts the borrowing of money by the Society on bills of exchange or promissory notes made, drawn, accepted or endorsed by or on behalf of the Society.

28) The Board shall appoint such agents and engage such employees as is shall deem necessary from time to time and such persons shall have such authority and shall perform such duties as shall be prescribed by the Board at the time of such appointment.

29) The remuneration of all officers, agents and employees shall be fixed by the Board by resolution providing such remuneration does not conflict with contractual arrangements or funding arrangements of the Society.

30) The Board may also provide for the appointment of an advisor or advisors who need not be a member of the Society and who may attend Board meetings but who shall not have voting rights. Attendance at Board meetings by said advisor(s) shall be at the discretion of the Board.

31) No individual Board Member has the authority to make decisions or bind the Board of the Society on any matter that should otherwise be determined by the Board sitting in its official capacity. A decision made by a Board Member acting without the formality of a Board meeting and not otherwise previously approved by the Board shall be null and void. The Board may, in its discretion, take any action deemed necessary to sanction any such act or future acts by a Board Member.

## OFFICERS

32) The officers of the Society shall be Chairperson, Vice-chairperson, Secretary and Treasurer and any such other officers as the Board may determine. A Board Member may occupy, or combine more than one office as the need may arise and the Board directs.

33) Officers of the Society shall be appointed by resolution of the Board.

34) The officers of the Society shall hold office for the term as determined by the Board from time to time, from date of appointment until their successors are appointed in their stead.

35) All officers shall be Board Members of the Society and they shall cease to be officers if they cease to be Board Members or if they are removed by a majority of the Board.

## DUTIES OF OFFICERS

- 36) The Chairperson shall preside at all meetings of the Society and of the Board and shall see that all orders and resolutions of the Board are carried into effect.
- 37) The Vice-Chairperson shall, in the absence or disability of the Chairperson, perform the duties and exercise the powers of the Chairperson and shall perform such other duties as shall from time to time be imposed by the Board.
- 38) The Treasurer shall:
  - a) keep or have kept custody of the funds and securities of the Society;
  - b) keep or have kept full and accurate accounts of all assets, liabilities, receipts and disbursements of the Society in the books belonging to the Society;
  - c) deposit or have deposited all monies, securities and other valuable effects in the name and to the credit of the Society in such chartered bank or trust company, or in the case of securities in such registered dealer in securities as may be designated by the Board from time to time;
  - d) disburse or have disbursed the funds of the Society as may be directed by the proper authority taking proper vouchers for such disbursements;
  - e) render to the Chairperson and Board at the regular meeting of the Board, or whenever they may require it, accounting of all the transactions and a statement of the financial position of the Society; and
  - f) perform such other duties as may from time to time be directed by the Board.
- 39) The Secretary shall:
  - a) carry on the affairs of the Society generally under the supervision of the Board thereof;
  - b) attend all meetings and act as clerk thereof;
  - c) keep or have kept a record of all votes and minutes of all proceedings in the books to be kept for that purpose;
  - d) give or cause to be given notice of all meetings for the members and of the Board;
  - e) perform such other duties as may be prescribed by the Chairperson, under whose supervision the Secretary shall be; and
  - f) be custodian of the seal of the Society, which the Secretary shall deliver only when authorized by a resolution of the Board to do so and to such person or persons as may be named in the resolution.
- 40) The duties of all other officers of the Society shall be such as the terms of their engagement call for or the Board requires of them.

## **INDEMNITIES TO BOARD OF DIRECTORS AND OTHERS**

41) Every Board Member or officer of the Society or other person who has undertaken or is about to undertake a liability on behalf of the Society and their heirs, executors, administrators, and estate and effects, respectively, shall from time to time and at all times be indemnified and saved harmless out of funds of the Society, from and against:

- a) all costs, charges and expenses whatsoever which such Board Member, officer or other person sustains or incurs in or about any action, suit or proceedings which is brought, commenced or prosecuted against him/her, or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by him/her, in or about the execution or the duties of his/her office or in respect of any such liability;
- b) all other costs, charges and expenses which he/she sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by his/her own fault or neglect.

## **EXECUTION OF DOCUMENTS**

42) Contracts, documents or any instruments in writing requiring the signature of the Society shall be signed as directed by the Board and all contracts, documents and instruments in writing so signed shall be binding upon the Society without any further authorization or formality. The exception to this requirement shall be payroll cheques which shall require a minimum of two signatures of the Society's Board or their designate. The Board shall have power from time to time by resolution to appoint an officer or agent on behalf of the Society to sign specific contracts, documents and instruments in writing. The seal of the Society when required may be affixed to contracts, documents and instruments in writing as aforesaid.

## **MINUTES OF THE BOARD OF DIRECTORS**

43) The minutes of the Board of Directors shall not be made public and not be made available to the general membership of the Society unless the Board of Directors, at their discretion, make such minutes available to the public or to a member or members of the Society. The Board of Directors shall ensure that the release of such minutes does not contravene any applicable privacy laws governing the Society.

## **FINANCIAL YEAR**

44) Unless otherwise ordered by the Board, the financial year of the Society shall be April 1st in any year to March 31st in the following year.

## **COMMITTEES**

45) The Board may provide for the creation of a committee or committees which shall be appointed by the Board and which committee shall exercise such powers as are authorized by the Board. Any such committee member may be removed by a majority vote of the Board.

46) Meetings of any such committees may be held at any time and place in the Province of Alberta as determined by the Board. A majority of members of such committees shall constitute a quorum. No error or omission in giving notice of any meeting of the

committee or any adjourned meeting of the committee of the Society shall invalidate such meeting or make void any proceedings taken thereat and any member of such committee may at anytime waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat. Committees shall be assigned specific tasks as mandated by the Board and shall only have powers to make recommendations to the Board based upon their findings.

#### **AMENDMENT OF BYLAWS**

47) The Bylaws of the Society may only be repealed or amended by Special Resolution of the Society. No rescission or amendment of such bylaw shall be enforced or acted upon until it has been registered by the Registrar.

#### **AUDITORS**

48) The members of the Society shall at each annual meeting appoint an auditor to audit the accounts of the Society to hold office until the next annual meeting and the Board may fill any casual vacancy in the office of auditor. The remuneration of the auditor shall be fixed by the Board.

49) The Board shall see that all necessary books and records of the Society required by the Bylaws of the Society or by any applicable statute or law are regularly and properly kept. All such books and records shall be maintained at the Society's head office for inspection by members of the Society during normal office hours or upon reasonable request.

#### **RULES, REGULATIONS AND POLICIES**

50) The Board of Directors may prescribe such rules, regulations and policies not inconsistent with these Bylaws relating to the management and operation of the Society as they deem expedient, provided that such rules, regulations and policies shall have force and effect only until the next annual meeting of the members of the Society when they shall be confirmed, and failing such confirmation at such annual meeting, shall at and from that time cease to have any force and effect.

#### **DISSOLUTION**

51) The Society shall be dissolved voluntarily when a Special Resolution is passed requiring the Society to do so.

52) If, in the event of dissolution of the Society, there remains, after the satisfaction of all of the Society's debts and liabilities, any property whatsoever, the property shall be distributed to the Tsuu T'ina Nation within sixty (60) days of the date of dissolution fixed by Registrar.

#### **INTERPRETATION**

53) In these Bylaws and in all other Bylaws of the Society hereafter passed unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural number and the feminine gender, as the case may be, and vice versa, and references to persons shall include firms and corporations.

**TSUU T'INA NATION**  
**CHILD & FAMILY SERVICES SOCIETY**



**POLICY**  
**MANUAL**

TSUU T'INA NATION  
CHILD & FAMILY SERVICES SOCIETY

## Policy Manual

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## INTRODUCTION

## SECTION

# A

### A – 1 DEFINITIONS

**A1.1** In the Tsuu T'ina Nation Child and Family Services Society Policy,

“CYFE Act” means the *Child, Youth and Family Enhancement Act*, R.S.A. 2000, c. C-12, as amended from time to time;

“CYFE Agreement” means the 1993 agreement entered into between the Tsuu T'ina Nation, Tsuu T'ina Nation Child and Family Service s Society, Canada (represented by the Minister of Indian and Northern Affairs Canada and Alberta (represented by Minister of Family and Social Services) for the purposes of provision of child and family services for the Tsuu T'ina Nation;

“Evaluation Policy” means the written statements of procedure regarding all aspects of evaluation within the Society;

“Framework Policy” means the belief, mission, target, and aims statements of the Society that set forth the broad purpose, goals and action procedures;

“Governance Policy” means the CYFE Agreement, TTNC&FSS Bylaws, procedures on Policy development, role clarity statements and management style statements which set forth how the Board will organise and direct its work;

“motion” means the formal proposal presented at a meeting of the Board of Directors of the TTNC&FSS. A motion will be used by the Board to provide authority for an individual, committee, or staff member to act on behalf of the Board; and to receive reports of those actions and Board Decisions;

“Operational Policy” means to the written administrative statements that direct the future discretionary action of all personnel in the implementation of their functions. Operational policies will outline procedures and regulations in the areas of: finance, personnel, and program delivery;

“Policy” means the entire TTNC&FSS Policy which is a written statement for the conduct of the Society’s affairs, authorised by the Board in the form of a motion. The Board’s policies clarify what the Board hopes to accomplish over time, and provides the boundaries and procedures that will guide Board, Committee, and staff action; and



"resolution" means the formal expression of opinion by the members of the Society arising from the Annual General Meeting, or any other official meeting held by the Society Membership. Resolutions are used by the membership to express their desires on specific matters pertaining to the governance and management of the Tsuu T'ina Nation Child and Family Services Society.

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## A – 2 STATEMENT OF INTENT

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**A2.1** The Tsuu T'ina Nation Child and Family Services Society ("TTNC&FSS") believes that policies are statements based on, and consistent with, the mission and organizational goals of the TTNC&FSS. Policies are statements that clarify how the organization will be governed and organized, and direct the future actions of the Board of Directors, Committees, and staff. The Tsuu T'ina Nation Child and Family Services Society will divide its policy structure into the four general policy areas of: *Framework Policy*, *Governing Policy*, and *Operational Policy and Evaluation Policy*.

**A2.2** The Board of Directors of the Tsuu T'ina Nation Child and Family Services Society has the authority and legal responsibility for policy creation, implementation and governance. Accordingly, the Board of Directors will:

- 1) establish, monitor, and evaluate all Framework, Governance, Operational and Evaluation Policies;
- 2) provide a budget to enable the monitoring, evaluation, and renewal of existing policies, and the creation of new ones;
- 3) orientate all Board of Directors, Committee members, and staff to the policy format, structure, and process;
- 4) inform all Board Members, Committee members, and staff of the Framework, Governance, Operational and Evaluation policies that are relevant to their duties; and
- 5) inform community organizations and the Society Membership of the nature and structure of the Tsuu T'ina Nation Child and Family Services Society Policy.

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## A – 3 POLICY INITIATION PROCEDURES

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**A3.1** Policies will be initiated on an ongoing basis throughout the year. Initial suggestions for policy development may come from: Board Members, Committee Members, the Director, staff, Society Members, or funding agencies.



**A3.2** Policy recommendations shall be written, clearly defined, and in accordance with the Framework Policy of the TTNC&FSS. At all times there must be concern for the legality of all proposed policies and, where deemed advisable, steps must be taken to ensure that no federal or provincial statute or regulation or existing Board Policy is contravened by the proposed policy.

**A3.3** Where a policy proposal is recommended from the Society Membership in the form of a resolution, the Director will formulate this into a formal policy recommendation.

**A3.4** The policy recommendation is then presented to the Board of Directors by a Committee Chairperson, the Director, or a Board Member.

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## **A – 4 POLICY APPROVAL PROCEDURE**

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**A4.1** The policy approval procedure also encompasses changes or deletions to existing policy.

**A4.2** The Board of Directors will implement the following policy approval procedure.

- 1) A policy recommendation will be introduced through a motion at a legally-constituted Board meeting. The policy recommendation will be discussed by the Board Members and revised if necessary. The motion pertaining to the policy recommendation will be tabled for a second reading at a subsequent Board meeting.
- 2) At the second reading, the motion pertaining to the policy recommendation will be recalled, reviewed, and voted upon. The outcome of the Board's decision will be recorded in the minutes of the Board by the Secretary.
- 3) Rejected policy recommendations may not be re-tabled at a subsequent Board Meeting within a four month period, unless two-thirds of the Board Members agree to re-table it.
- 4) Upon Board approval of the policy, the Director will be asked to implement and monitor the policy.

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## **A – 5 POLICY DISSEMINATION PROCEDURE**

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**A5.1** The Board of Directors of the TTNC&FSS will implement the following policy dissemination procedure:

- 1) Following approval of a policy, the Director will have the policy integrated into the existing policy manual format.



- 2) The Director will ensure that copies of the changes will be forwarded to all relevant parties to insert into their policy manual (this will include: staff, Committee Members, and Board Members).
- 3) The Director will keep an up-to-date manual of all approved and current Board policies.



## FRAMEWORK POLICY

## SECTION

# B

### **B – 1 BELIEF STATEMENT**

**B1.1** The Tsuu T'ina Nation Child and Family Services Society was incorporated on June 6, 1993, under the Alberta Societies Act, R.S.A. 2000, c. S-14, to provide for the welfare of the Tsuu T'ina Nation children and families, as well as children and families resident on the Tsuu T'ina Nation, in a manner that is guided by the Tsuu T'ina community and reflects the needs, traditions and lifestyles of the Tsuu T'ina people.

**B1.2** TTNC&FSS believes that, in the provision of child and family services, the best interests of the child must be recognized and protected. TTNC&FSS further believes that every effort must be made to keep children within the Tsuu T'ina community, utilizing the strength of the extended family and the community as a whole to ensure that all children are provided with a safe and nurturing living environment. The Tsuu T'ina culture, values and traditions should be fostered and incorporated into a holistic approach to service delivery, which seeks to enhance spiritual, mental, emotional and physical well being of the Tsuu T'ina people.

**B1.3** The following are some of the socio-economic factors that have confronted the Tsuu T'ina Nation Child and Family Services Society:

- 1) Approaches to child and family services in the past have not recognized the importance of keeping children within the cultural and value context of the Tsuu T'ina community. Methods and frameworks have been imposed from outside the community to the detriment of children and families;
- 2) Not enough emphasis has been placed on preventative approaches to child and family services. The very nature of provincial funding has fostered a reactive, rather than proactive, approach emphasizing invasive crisis focused intervention;
- 3) The history of provincial child welfare in the Tsuu T'ina community has created a mood of fear and mistrust in the Tsuu T'ina people towards child and family services organizations;
- 4) Child welfare workers have often been trained in the services modalities of the province rather than in approaches suitable to the culture, values, traditions and lifestyle of the Tsuu T'ina community;



- 5) The presence of alcohol and drug addiction in the community contribute significantly to the breakdown of the family, the extended family, and the provision of a safe and nurturing environment for children;
- 6) A lack of employment and the opportunity to be economically self-reliant contributes significantly to the breakdown of a family, the extended family, and the provision of a safe and nurturing environment for children;
- 7) There is a lack of educational resources regarding all aspects of families and parenting, and the community has not made fully aware of the resources that exist;
- 8) There is a lack of funding for community-based family activities aimed at strengthening the family, the extended family, culture and community;
- 9) The TTNC&FSS, as part of its initial CYFE Agreement, must follow the program policy and standards of the Alberta provincial child welfare system until such time that TTNC&FSS can develop its own;
- 10) The limitations of federal funding for housing, significantly contribute to unstable living arrangements in the community;
- 11) There is a need for more networking, collaboration and inter-organizational problem solving amongst various service provision organizations in the community; and
- 12) Current mechanisms need to be more consistent through which TTNC&FSS can obtain input and guidance from the community on an ongoing basis.

#### **B1.4**

The following needs to exist if the Tsuu T'ina Nation Child and Family Services Society are to overcome these barriers:

- 1) TTNC&FSS shall develop and integrate into practice, policy and methods of prevention, early intervention, assessment and intervention, which are appropriate to the needs, values, family structure, and lifestyle of the Tsuu T'ina Nation;
- 2) TTNC&FSS shall work towards an emphasis on proactive preventative approaches to preserve the family and advocate for a safe and healthy environment for the children within the family unit;
- 3) TTNC&FSS shall work towards earning trust, respect, input and co-operation of the Tsuu T'ina community for the implementation of the program. Mechanisms will be established whereby TTNC&FSS will encourage community direction on an ongoing basis to ensure the success of the program; and
- 4) TTNC&FSS shall work with other service organizations in the community to establish relationships that will assist in the establishment collaboration and



cooperation in the effort to improve safety, security and healthy development of the Tsuu T'ina within the child and family unit where possible.

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## **B – 2 VISION STATEMENT**

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### **B2.1 VISION STATEMENT:**

**"NATA AYA SI DANA KA AYINA" – Tsuu T'ina**  
**"We look after our Children for the Creator" - Translation**

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## **B – 3 MANDATE**

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**B3.1** TTNC&FSS believes that in the provision of child and family services, the best interests of the child must be recognized and protected. TTNC&FSS further believes that every effort must be made to keep children within the Tsuu T'ina Nation community, utilizing the strengths of the biological family, extended family, and the community as a whole to ensure that all children are provided with safety, security and healthy development.

**B3.2** It is the mandate of the Tsuu T'ina Nation Child & Family Services Society that:

- 1) TTNC&FSS shall develop and integrate into practice; policies, methods of prevention, early intervention, assessment and intervention, which are appropriate to the needs, values, family structure and lifestyle of the Tsuu T'ina Nation.
- 2) TTNC&FSS shall work towards an emphasis on proactive preventative approaches to preserve the family unit and advocate for a safe and healthy environment for the child(ren) within the family unit.
- 3) TTNC&FSS shall work towards earning trust, respect, input, and cooperation of the Tsuu T'ina community for the implementation of the program. Mechanisms will be established whereby the society will encourage direction from the community on an on-going and consistent basis to ensure the success of the program.
- 4) TTNC&FSS shall work with other service organizations in the community to establish relationships that will assist in collaboration and cooperation in the effort to improve the safety, security, and healthy development of the Tsuu T'ina child and family unit.



## **B – 4 MISSION STATEMENT**

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**B4.1** The Tsuu T'ina Nation Child and Family Services Society's mission is to deliver a holistic and quality child protection and enhancement services to ensure the safety and healthy well being of the Tsuu T'ina children and their families that will include the Tsuu T'ina culture and lifestyle.

**B4.2** The Tsuu T'ina Nation Child and Family Services Society will provide child and family services to the Tsuu T'ina community in accordance with the CYFE Agreement. TTNC&FSS, with the trust and respect of the Tsuu T'ina community, will decrease the need to place children in care, will enhance the family and community's ability to be self-reliant and independent, and will provide child and family services which are culturally appropriate, holistically focused, community directed and operated, and networked in a collaborative and integrated fashion with other service providers within the Tsuu T'ina Nation.

## **B – 5 TARGET STATEMENT**

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**B5.1** The Tsuu T'ina Nation Child and Family Services Society, in fulfilling its Vision and Mission, seeks to network and form partnerships with all Tsuu T'ina Nation Departments/Programs, including, schools, police, and the community as a whole.

**B5.2** TTNC&FSS seeks to establish communication mechanisms, in addition to the Annual General Meeting, whereby the Tsuu T'ina community can provide feedback, input, and direction to the Tsuu T'ina Nation Child and Family Services Society.

**B5.3** TTNC&FSS seeks to have formal programs of training for foster parents and an active recruitment strategy to ensure that an adequate number of foster homes are available within the Tsuu T'ina community.

**B5.4** TTNC&FSS seeks to work with other service organizations of the Tsuu T'ina community to reduce the number of children in care.

**B5.5** TTNC&FSS seeks to work with families and build on their strengths to maintain the family unit wherever possible, before bringing children into care.



## GOVERNING POLICY

## SECTION

# C

### C – 1 STATEMENT OF INTENT

**C1.1** The Board of Directors of the Tsuu T'ina Nation Child and Family Services Society recognizes the Board as a "Governing Board". A Governing Board has been defined as an organized group of people with the authority collectively to control and foster an institution that is administered by a qualified executive and staff.

**C1.2** The Board acknowledges that it does not participate directly in the day-to-day management and administration of the TTNC&FSS's affairs. Rather the Board is a body that establishes the broad strategic vision and policy of the TTNC&FSS, and acts to ensure that the goals that they have established are being met within the context of the vision, mission, mandate and beliefs of the TTNC&FSS.

**C1.3** The Board's governance style will emphasize outward vision, strategic leadership, clear distinction of Board and staff roles, and pro-activity.

**C1.4** The Board of Directors are directly accountable to TTNC&FSS Members, which includes all Tsuu T'ina Nation members eighteen (18) years or older.

**C1.5** The Board will:

- 1) focus chiefly on intended long term goals, not on the administrative or programmatic means of attaining these goals;
- 2) provide the TTNC&FSS with vision and direction through the establishment and maintenance of clear framework policies for the TTNC&FSS;
- 3) ensure that the goals and objectives of the TTNC&FSS are being achieved;
- 4) ensure that the TTNC&FSS is fulfilling its mandate;
- 5) ensure that the quality of services provided is of high standard;
- 6) be an initiator of policy, not merely a reactor to staff initiatives; and
- 7) monitor and regularly discuss the Board's own performance and policies.



## C – 2      BOARD GOVERNANCE PROCEDURES

### C2.1      The Board of Directors will enact the following general procedures of governance:

- 1) The Board of Directors, in making a clear distinction between governing and administrative responsibilities, will employ an administrative Director to whom will be delegated the administrative responsibilities of running the Tsuu T'ina Nation Child and Family Services Society.
  - a) The role description of the Director will clearly outline this delegation of authority, and explicitly differentiate the governing responsibilities of the Board and the administrative responsibilities of the Director.
  - b) The Board will entrust the Director with these responsibilities, formally evaluating the performance of the Director at established intervals. (See Evaluation Policy Section)
  - c) As the management of staff is one of the primary responsibilities of the Director, the formal path of communication is between Board and Director, Director and Staff, but *not* between Board and Staff.
- 2) The Board of Directors will focus on the strategic dimension of their responsibility.
  - a) The role description of the Board of Directors clearly outlines the strategic dimension of their responsibility.
  - b) The Board will proactively develop and maintain Framework, Governing, Operational, and Evaluation policies for the Society as one of their primary responsibilities.
  - c) The procedures of policy development, approval, and evaluation will be closely followed.
- 3) The Board will focus on the dimension of their responsibility concerning quality control.
  - a) The role description of the Board of Directors will clearly outline the quality control dimensions of the Board's responsibility.
  - b) The Board will develop and maintain mechanisms and policies of quality control in the Evaluation Policy section of the Policy Manual with respect to: Service Standards; Staff Performance; and Board Performance.
- 4) Board meetings will be orchestrated so as to optimise the efficiency and effectiveness of Board activities, and to help ensure that the proper focus for a governing board is maintained.



- a) All Board meeting activities can be categorised as one of the following: *announcement business*, *decision business*, and *discussion business*.
- b) Board Members should actively contribute items for the agenda of upcoming meetings. All proposed items should be forwarded to a person identified or appointed as the agenda scheduler at the halfway point between meetings.
- c) Meetings can be conceptualized in three stages: Beginning Stage, Working Stage, and Closing Stage. Agenda items should be placed in ascending order of difficulty up to the middle of the Working Stage, and then in descending order of difficulty to the end of the Closing Stage. To this end, *announcement business* should most often be scheduled in the Beginning Stage; *decision business* (and discussion) in the Working Stage (with the most difficult decision scheduled during the middle of the Working Stage); and *discussion business* in the Closing Stage.
- d) Agendas will be designed according to the workflow outlined in section (c). Each item will be clearly and specifically written, and an indicator of the type of business (announcement, decision, discussion) will be included in brackets beside the item. A projected time period for each item will be placed in the right hand margin of the agenda.
- e) At the three quarter point between meetings, the agenda and any relevant information attachments will be forwarded to the individual Directors of the Board to assist in their preparation for the upcoming meeting.
- f) Board Members will ensure that all items on the agenda are addressed, and that items not on the agenda are kept out of the discussion.
- g) Board Members will take time in the closing stage of all minutes to evaluate how the meeting went.
- h) Minutes of meetings will be clear and to the point. They will follow the outline of the agenda, and will be content minutes, not process minutes.

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## **C – 3      CONFIDENTIALITY**

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**C3.1**      All Board members shall take an Oath of Confidentiality (located in "Appendix 2").

**C3.2**      In the course of serving on the TTNC&FSS Board, Board Members will be dealing with personal information regarding families, children, employees, fellow Board Members, etc. All such information learned by a Board Member is privileged and confidential and shall be treated as confidential even after their term as Board Member has expired. Board Members should restrict discussion of such individuals to circumstances which allow for the maintenance of such confidentiality. The right of every individual to the protection of their privacy, whether under federal or provincial law, must be recognized and protected to



the greatest extent possible. The failure of a Board Member to maintain confidentiality shall be brought to the attention of the Board and may lead to a premature end of such Board Member's term by way of a vote of the Board pursuant to the Bylaws.

**C3.3** Board Members must also maintain the confidentiality of the business of the TTNC&FSS even after their term as Board Member has expired. Board Members should restrict discussion of TTNC&FSS business to circumstances which allow for the maintenance of such confidentiality. The use of the utmost discretion is required at all times. Failure to maintain confidentiality shall be brought to the attention of the Board and may lead to a premature end of such Board Member's term by way of a vote of the Board pursuant to the Bylaws.

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## **C – 4      BOARD CONFLICTS OF INTEREST**

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**C4.1** All Board Members will acknowledge and sign a copy of the TTNC&FSS Conflict of Interest Statement (located in "Appendix 4").

**C4.2** Service as a TTNC&FSS Board Member creates situations that may result in conflicts of interest or questions regarding the objectivity and credibility of the Tsuu Tina Nation Child and Family Services Society. The TTNC&FSS expects Board Members to behave in a professional and ethical manner, to disclose real or perceived conflicts of interest, and to excuse themselves from discussions or decisions related to real or perceived conflicts of interest. The intent of this Policy is to: maintain credibility and confidence in the decisions of the Board of Directors; assure fairness and impartiality in decision-making; disclose real or perceived conflicts of interest; and act impartially and avoid the appearance of impropriety.

**C4.3** **Guidelines:**  
Board Members are in a conflict of interest situation when their actions or decision are substantially influenced by a personal or economic interest.

**Procedures:**  
Board Members in a conflict of interest situation shall:

- 1) abstain from voting on any questions related to the matter; and
- 2) leave the room in which the meeting is being held until the discussion and voting on the matter are concluded.

Following the declaration of a conflict of interest by a Board Member, all debate and actions shall cease until the Board Member has left the room. The minutes of the meeting shall contain: the Board Member's name, the Board Member's declaration, and a statement that the Board Member has left the room prior to debate and vote.



## **C – 5      BOARD MEETINGS**

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**C5.1**      Every attempt will be made to hold meetings during the evening or on weekends in order to take into consideration Board Member's work schedules.

**C5.2**      Types of meetings of the Board:

- 1) Regular Board Meeting – once a month
  - a) full agenda
- 2) Special Board Meeting – as required (maximum – 2 per month)
  - a) single issue agenda, and
  - b) issue is of the magnitude that it requires a full meeting to address it.
- 3) Emergency Board Meeting – as required
  - a) single issue agenda and decision is required right away, and
  - b) cannot wait until the next Regular Board Meeting.

**C5.4**      Each Board Member, including the Chairperson, shall be entitled to introduce any issue for consideration by the Board.

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## **C – 6      REMUNERATION – BOARD MEETINGS**

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**C6.1**      The remuneration for Board Members to attend Board meetings shall be as follows and continued in effect until changed by the Board:

- 1) four hundred dollars (\$400) for Regular meetings;
- 2) two hundred and fifty dollars (\$250) for Special meetings; and
- 3) one hundred twenty-five dollars (\$125) for Emergency meetings.

**C6.2**      The remuneration for the Director to attend Board meetings shall be as follows and continued in effect until changed by the Board:

- 1) two hundred fifty dollars (\$250) for Regular meetings;
- 2) one hundred fifty dollars (\$150) for Special meetings; and



- 3) seventy-five dollars (\$75) for Emergency meetings.

**C6.3** The remuneration for the Minute Taker to attend Board meetings shall be as follows and continued in effect until changed by the Board:

- 1) two hundred fifty dollars (\$250) for Regular meetings;
- 2) one hundred fifty dollars (\$150) for Special meetings; and
- 3) seventy-five dollars (\$75) for Emergency meetings.

**C6.4** All remuneration is conditional upon attendance at the meeting. No remuneration will be given for cancelled meetings.

**C6.5** Remuneration for meetings that are not Board meetings will not be given unless agreed to ahead of time by the Board.

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## **C – 7 TEMPORARY LEAVE FOR BOARD MEMBERS**

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**C7.1** Temporary leaves of absence for health reasons, or reasons deemed acceptable by the Board, may be granted to Board Members, at the discretion of the Board. In such case the Board position is not formally vacated. Such temporary leaves should not be more than four (4) months.

**C7.2** Temporary leaves will not be granted if such a leave would leave the Board of Directors unable to hold a quorum.

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## **C – 8 BOARD APPOINTED COMMITTEES**

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**C8.1** The Board will designate Committees as one of the following types: *Standing Committee* (ongoing Committee mandated by Board); *Subcommittees* (work unit reporting to a Standing Committee); *Ad Hoc Committee* (temporary, short-term).

**C8.2** For all Committees the Board creates, a statement of Terms of Reference must be set out in writing and agreed to, in the form of a motion, by the Board. The Terms of Reference will include:

- 1) a statement of the purpose of the Committee (or mandate);
- 2) a statement of the goals and objectives of the Committee;



- 3) target dates for goals and objectives;
- 4) a statement of resources (if any ie. for meetings, research, gifts for Elders, etc.); and
- 5) a review date when the above elements of the Committee will be reviewed.

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## **C – 9      OFFICERS OF THE BOARD**

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**C9.1** Roles of office may be reviewed and rotated around the time of the Tsuu T'ina Nation Child and Family Services Society's Annual General Meeting.

**C9.2** It is at the discretion of the Board if appointments of officers are to remain constant over the four-year term as Board Member. At the Annual General Meeting, the Board will decide if any changes or rotations to positions of office are desired.

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## **C – 10    CHAIRPERSON**

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**C10.1** The Office of Chairperson entails the primary responsibility for the integrity of the Board process. That is, to ensure that the activities of the Board, the modes and methods of business the Board takes in the process of fulfilling their responsibilities, are fair, effective and conducive to achieving the aims of the Board and the Society. The Chairperson does not have exclusive authority on any issue regarding the Board of Directors or the TTN&FSS. All authority is derived from the Board of Directors as a whole. The Chairperson is accountable to the Board and to the Membership of the TTNC&FSS.

**C10.2** The Board Chairperson shall:

- 1) preside at all Board meetings and facilitate an atmosphere of friendliness, respect, and safety at all Board Meetings, encouraging all members to actively participate;
- 2) be able to set aside personal opinions and agendas so as to ensure that the perspectives and opinions of all Board Members are given equal voice;
- 3) in collaboration with the Director, encourage Board Members to forward agenda items to the agenda scheduler for upcoming meetings;
- 4) call Board meetings to order;
- 5) ensure that agenda is agreed to by Board Members;
- 6) control order of the Board meeting;



- a) ensure that the agenda is followed and that discussion does not stray from agenda items;
- b) ensure that time frame set out in the agenda is maintained; and
- c) solicit input from all Board Members.

- 7) be the official spokesperson for the Board and TTNC&FSS, faithfully representing the opinions and decisions of the Board as a whole;
- 8) have signing authority for the Board of Directors and the Tsuu T'ina Nation Child and Family Services Society;
- 9) ensure that orders and resolutions of the Board are carried into effect; and
- 10) the Board Member holding the Office of Chairperson has the same voting rights as all other Board Members, pursuant to the TTNC&FSS Bylaws.

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## **C – 11 VICE - CHAIRPERSON**

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**C11.1** The Vice-Chairperson shall, in the absence or disability of the Chairperson, perform the duties and exercise the powers of the Chairperson and shall perform such other duties as shall be from time to time be imposed by the Board as stated in the TTNC&FSS Bylaws.

**C11.2** The Vice-Chairperson shall not have signing authority over expenditures exceeding \$9,999.00 in the absence of Chairperson, unless the Board, by resolution of a majority vote, delegates this authority.

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## **C – 12 SECRETARY**

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**C12.1** The Secretary shall:

- 1) carry on the affairs of the TTNC&FSS generally under the supervision of the Board thereof;
- 2) attend all meetings and act as clerk thereof;
- 3) monitor the recording of all votes and minutes of all proceedings by the recording secretary, reviewing all minutes following the meetings prior to them being sent to Board Members for review;



- 4) give or cause to be given notice of all meetings for Members and Board;
- 5) perform such other duties as may be prescribed by the Chairperson, under whose supervision the Secretary shall be;
- 6) be custodian of the seal of the Society, which the Secretary shall deliver only when authorized by a resolution of the Board to do so and to such person or persons whom may be named in the resolution, pursuant to the TTNC&FSS Bylaws;
- 7) be responsible for roll call at Board Meetings, or to delegate said duty;
- 8) be responsible for reading minutes at Board Meetings, or to delegate said duty;
- 9) read and correct all correspondence, or shall delegate said duty; and
- 10) shall ensure all recommendations, resolutions, and correspondence are acted upon and followed up by the Board.

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## **C – 13      TREASURER**

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### **C13.1      The Treasurer shall:**

- 1) keep or have kept custody of the funds and securities of the TTNC&FSS;
- 2) keep or have kept full and accurate accounts of all assets, liabilities, receipts, and disbursements of the TTNC&FSS in the books belonging to the TTNC&FSS;
- 3) deposit all monies, securities and other valuable effects in the name and to the credit of the TTNC&FSS in such chartered bank or trust company, or in the case of securities in such registered dealer in securities as may be designated by the Board from time to time;
- 4) disburse the funds of the TTNC&FSS as may be directed by the proper vouchers for such disbursements;
- 5) render, or cause to be rendered, to the Chairperson and Board at the regular meeting of the Board, or whenever they may require it, accounting of all the transactions and a statement of the financial position of the TTNC&FSS;
- 6) act as a liaison between auditor, Board and program regarding financial/fiscal expenditures;
- 7) follow up on Board directives regarding financial expenditures and ensure that the Director of the program carries out those directives; and



- 8) perform other duties as may be required from time to time be directed by the Board.

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## **C – 14      ELDERS**

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**C14.1**      The Elders of the Tsuu T'ina Nation shall appoint or elect one Tsuu T'ina Elder to the Board for a four-year term.

**C14.2**      The Board Elder shall:

- 1) facilitate mediation;
- 2) act as an advisor to the Board and the TTNC&FSS program;
- 3) act as an interpreter;
- 4) ensure that all Spiritual and Traditional values are incorporated at the Board and TTNC&FSS program level;
- 5) play a listening and supportive role to the Board, staff and community in relation to the Tsuu T'ina Child and Family Services Society;
- 6) offer their wisdom of life experience ie. advice, lessons;
- 7) offer commitment to the Tsuu T'ina Child and Family Services Society; and
- 8) act as a role model for, and of, the Tsuu T'ina Child and Family Services Society, and help the Society earn respect of the community.

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## **C – 15      ADVERTISEMENT OF OPEN BOARD MEMBER POSITION**

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**C15.1**      In the event of a vacancy on the Board, the Director of the TTNC&FSS shall post an advertisement as soon as possible for the position at various prominent places on the Tsuu T'ina Nation. The Director will forward all applications to the Board of Directors for assessment of their qualifications as set out in the TTNC&FSS Bylaws for election or appointment, as the case may be.



## **C – 16      BOARD ADVISORS**

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**C16.1** Prior to the election of a new Board, two (2) members of the incumbent Board will be selected by their fellow Board Members prior to the next Board election for the purposes of serving on the newly elected Board in an advisory role for a period six (6) months from the time of each election. Such Board advisor will have no voting rights. These Board advisors shall be remunerated during this time at the rate of regular Board Members. Board Members may volunteer to stay on in this capacity. However, if there are more than two volunteers, or if there are no volunteers, the two advisory Board members shall be voted upon by the Board Members.



## OPERATIONAL POLICY

## SECTION

# D

### D – 1 PURPOSE AND SCOPE

**D1.1** The purpose and scope of the Operational Policy is:

- 1) to establish an independent policy regarding employees of the Tsuu Tina Nation Child and Family Services Society;
- 2) to ensure consistency and fairness, and to provide a guide of procedures and a written statement of protocol for personnel; and
- 3) to facilitate a healthy working environment for Tsuu T'ina Nation Child and Family Services Society employees.

**D1.2** These policies shall specifically apply to all persons employed by the Tsuu T'ina Nation Child and Family Services Society.

**D1.3** Operational Policies are subject to amendment by a decision of the Board of Directors in writing and at least two weeks from the first tabling of the policy change.

### D – 2 DEFINITIONS

**D2.1** In Section D of this Policy,

**"Probationary Employee"** means an employee who is hired on a conditional basis pending a satisfactory performance evaluation at the end of the three-month probationary period and approval by the Board of Directors in accordance with the TTNC&FSS Bylaws;

**"Full-Time Employee"** means an employee hired for an indefinite duration, placed on either salary or hourly payroll, who has been approved for employment by the Board of Directors in accordance with the TTNC&FSS Bylaws. A Full-Time Employee shall work 35 hours or more each week;

**"Part-Time Employee"** an employee who has been hired for an indefinite duration, place on hourly payroll, who has been approved for employment by the Board of Directors in accordance with the TTNC&FSS Bylaws. A Part-Time employee shall



work less than 35 hours per week and is not subject to the three month probationary period;

**"Contractors"** means a person hired in a consultative capacity by the Board of Directors in accordance with the TTNC&FSS Bylaws. The term of employment will be contained in a formal contract between the Contractor and the Tsuu T'ina Nation Child and Family Services Society. A Contractor is not considered a Full-Time or Part-Time Employee as defined herein; and

**"Immediate Relative"** means, unless otherwise specified by the Board of Directors, mother, father, son, daughter, brother, sister, wife (including common-law), husband (including common-law), mother-in-law, father-in-law, son-in-law, daughter-in-law, or anyone whom an employee lives with.

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## **D – 3 DIRECTOR**

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**D3.1** The Director will, within the context of Tsuu T'ina culture and in accordance with the CYFE Agreement and the CYFE Act, direct, develop and facilitate the delivery of the programs and services of the TTNC&FSS to those residing on the Tsuu T'ina Nation, and to Tsuu T'ina Nation Members. The Director is responsible for overall agency management; program and service development and review; personnel and fiscal management; and public relations liaison. The Director is also responsible for ensuring that the Tsuu T'ina Nation Child and Family Services Society's mandate is carried out and in accordance with the CYFE Agreement.

**D3.2** The Director is directly accountable to the Board of Directors.

**D3.3** The Director acts a **Board Liaison**, and has the following responsibilities and duties:

- 1) In collaboration with the Chairperson, the Director shall facilitate Board meetings by:
  - a) gathering and providing any information or financial, personnel, and program reports that the Board may require at a given meeting; and
  - b) inform the Board of any management issues requiring their review.
- 2) Thoroughly understand the CYFE Act and CYFE Agreement, and be able to advise the Board of Directors with regards to the terms and conditions of these documents.
- 3) Advise the Board of Directors with respect to policy development and revision in the areas of Framework Policy, Governing Policy and especially Operational and Evaluation Policy.
- 4) Advise the Board of Directors of any obstacles regarding policy implementation and provide options to the Board to resolve the same.



- 5) Review the goals and program objectives with the Board of Directors on an ongoing basis.
- 6) Advise the Board of available funding sources in addition to INAC and Alberta Social Services and obtain Board approval of proposals and budgets for submission to such funders.
- 7) Advise the Board respecting the development and maintenance of salary scales.
- 8) Co-ordinate training seminars for the Board on matters ranging from child and family services legislation, regulations and standards, labour law and employment standards, Board functioning, and the content of the CYFE Agreement and the CYFE Act.
- 9) Act as a mediator between the direct service provision of the TTNC&FSS and the Board of Directors.

#### **D3.4**

The Director is responsible for **Program Planning and Development** and has the following responsibilities and duties:

- 1) Co-ordinate the development of written tactical and operational plans and goals (1-2 years) aimed at bringing about the TTNC&FSS strategic plans and goals developed by the Board in the Framework Policy.
- 2) Carry out community needs assessments (expressed, felt, normative, and relative needs) on which to base tactical planning and goal setting.
- 3) Develop the organizational structure (chart), as part of tactical plans, so as to best bring about the short and long term goals.
- 4) As part of tactical / operational plans, develop standards by which effectively and efficiently utilize moneys set aside as per the annual operating budget.
- 5) Assess the programs training needs and ensure the implementation of an annual training plan for the staff, with cost in accordance with Board approved expenditure levels.
- 6) Attend Director's meetings, Treaty Seven Tribal Council Meetings, Management Steering Committee Meetings, and other relevant meetings, representing the TTNC&FSS, and reporting back of proceedings to the Board.

#### **D3.5**

The Director is responsible for **Fiscal Administration** and has the following responsibilities and duties:

- 1) Develop a draft annual operating budget for Board review.
- 2) Ensure that the approved budget is not exceeding monthly financial statements, ensuring appropriate expenditures within program areas, and by reviewing and authorizing expenditures.



- 3) Ensure that adequate financial records and accounts, and internal budget control systems, are maintained in accordance with the generally accepted accounting principles and practices; reviewing the same with an auditor on an annual basis.
- 4) Ensure monthly statements and annual audited statements are completed and distributed to the Board.
- 5) Ensure that program funds are utilized to gain maximum interest, consistent with efficient management of cash flow.

#### **D3.6**

The Director is responsible for the following **Personnel Administration** responsibilities and duties:

- 1) In accordance with recruitment procedures, co-ordinate the hiring of needed staff with appropriate qualifications.
- 2) Ensure that the new staff are provided with an orientation, a chance to review the policy manual, and on-the-job training as required.
- 3) Ensure that the classification of permanent staff is in accordance with the Board approved salary ranges.
- 4) Ensure that the annual, and three month probation, evaluations are completed in accordance with the Evaluation Policy, and that the recommended salary increments are provided as warranted by the evaluation (in accordance with the Board approved expenditure levels).
- 5) Ensure the formulation and implementation of an annual plan for the professional development of staff, and augment the same through the identification of relevant training opportunities to be made available to staff, which costs are in accordance with Board approved expenditure levels.
- 6) Ensure that staff activities are in accordance with Board approved personnel policies, and initiate staff disciplinary and termination proceedings when necessary.
- 7) In the case of part time or term employment, ensure that a legal contract is signed with the employee who, at a minimum, stipulates the terms of the contract, salary, functions and duties, adherence to policies and provisions for termination, and ensure that the terms of the contract are adhered to.
- 8) Maintain complete and up-to-date employee records, which at minimum include the resume, letter of offer, confidentiality agreement, position description, evaluations, disciplinary and termination letters if applicable, and record of leaves.
- 9) Foster a positive, safe, and encouraging environment where office and staff morale is high, and channels of Director – staff communications are effective.

**D3.7**

The Director is responsible for **Service Delivery** and has the following responsibilities and duties:

- 1) Ensure that all physical facilities, equipment and supplies required for the appropriate, effective and efficient delivery of services are available.
- 2) Ensure that administrative systems and procedures required to deliver appropriate, effective and efficient services are in place, reviewing case records, statistical reports and registries on a regular basis, and implementing alternative systems and procedures to resolve identified problems.
- 3) Ensure that service standards are equal to that required by Alberta Family and Social Services and are in accordance with the cultural goals and service modalities of the Tsuu T'ina Nation Child and Family Services Society.
- 4) Provide guidance and direction to staff to ensure service delivery is consistent and is attaining program objectives, by monitoring related data, including service and statistical reports, and by holding meetings with staff, as required.
- 5) Maintain adequate levels of communication respecting policies, standards and procedures amongst staff by co-coordinating review meetings.
- 6) Ensure planning, and implementation is submitted to INAC.
- 7) Ensure Social Work staff adheres to ACSW Code of Ethics until such a time that a Tsuu T'ina Nation Child and Family Services Society Code of Ethics is prepared and adopted by the Board of Directors and the Director.

**D3.8**

The Director is responsible for **Public Relations** and has the following responsibilities and duties:

- 1) Develop and maintain contact with Agency's core funders, INAC and Alberta Family and Social Services to facilitate the continuity and adequacy of funding.
- 2) Develop and maintain working relationships with other Child and Family Services, Social Services agencies and organizations; community groups, and government departments, to arrive at service co-operation, conflict resolution and program development.
- 3) Upon receiving complaints from any person, agency organization or government department respecting the administration of the programs and services, conduct an investigation into the matter and respond in writing to ensure the resolution of the complaint.
- 4) Maintain a high level of program credibility with the public at large and Nation members.



## **D – 4      OFFICE MANAGER**

**D4.1**      The Office Manager is responsible for coordinating all personnel administration support, office information and computer systems security, and other duties as required by the Director. The Office Manager is responsible for, personnel, budget and payroll records, supervision of clerical staff, inventory and fixed assets control, ordering of materials and supplies, and liaison with staff, outside organizations, the Tsuu T'ina Nation, and the public.

**D4.2**      The Office Manager is directly accountable to the Director.

**D4.3**      The Office Manager shall take an Oath of Confidentiality, and will implement duties and responsibilities in a fashion consistent with, and in support of, the goals and philosophy of the Tsuu T'ina Nation Child and Family Services Society.

**D4.4**      The Office Manager is responsible for **Personnel Administration** and has the following responsibilities and duties:

- 1) The Office Manager is responsible for knowing the Tsuu T'ina Nation Child and Family Services Society's Operational Policies, and for communicating the said policies to staff, and ensuring that they are adhered to.
- 2) Responsible for completion of commencement/termination and ensuring employee is aware of benefits and conditions of employment regarding such items as: health care, life insurance, pension, annual vacation, casual general illness, salary, Oath of Confidentiality, etc.
- 3) Responsible for processing of payables/receivables, Batching input in Xyntax ie. Bringing purchase orders to be signed, taking cheque requisitions to be signed, batching payables, and getting checks signed by signers.
- 4) Keeping a record and handing in monthly statistics for reimbursement from INAC for children expenditures.
- 5) Responsible for ensuring employees receive appropriate legal certificates, e.g.: Commissioner of Oaths, I.D. Cards, Delegation of Authority, etc.
- 6) Responsible for ensuring all required documentation is stored and updated in employee personnel files.
- 7) Confirm responsibilities with employee regarding medical letters, address changes, marital status, etc.
- 8) Ensures time cards are submitted in a timely manner, reviewing them for accuracy and tracking the number of hours accumulated for payroll and benefits purposes.



- 9) Provides specified personnel services to up to all permanent, temporary salary and wages employees.
- 10) Informs appropriate staff of personnel / administrative changes to facilitate efficient office functioning, e.g. arrival of new staff, staff development opportunities, interprets personnel manuals, personnel directives and acts as liaison, etc.

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## **D – 5      RECORDS MANAGER**

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**D5.1**      The Records Manager is responsible for setting up a filing system, recording, maintaining child and new child files as required by the Provincial File Standards, Requirements and Procedures, disposition of the files, maintain daily filing, including closing files and open new files, and other duties as directed by Director, and Casework Supervisor. The Records Manager is responsible for combining files that are incoming when an investigation has opened, file review on child files, incoming files, outgoing files, document retrieval of files and transferred files.

**D5.2**      The Records Manager is supervised by and reports to the Office Manager, and is directly accountable to the Director.

**D5.3**      The Records Manager shall take an Oath of Confidentiality, and will implement duties and responsibilities in a fashion manner with and in support of the goals of the Tsuu T'ina Nation Child and Family Services Society.

**D5.4**      The Records Manager is responsible for **Records Management** and has the following responsibilities and duties:

- 1) The Records Manager is responsible for managing and maintaining daily child welfare files, post adoption files, private adoption files, children with disability files, Family Enhancement Following the Provincial Standard File System, which includes CYIM Input, paper maintained, disposition, archiving, screening, and investigation files, make and record files.
- 2) Work alongside Caseworkers, on child file paperwork, government forms ie: service plans, infor-cons, placements, legal, transfers, closures, signatures, imputing CYIM on computer file, Training on Records Management updating caseworkers on new policies and procedures, Provincial Standards file changes and requirements.
- 3) Ordering government forms, ensure that forms are updated, make and maintaining files for forms, update caseworkers of any changes to forms, ordering/picking up children's birth certificates for file requirements, updating resource list from government, provincial and Nation, keeping updated Band list, copying and giving to caseworkers.



- 4) Courier/Post office, mail-transferred files, request skeleton files for children that are off reserve.
- 5) Upon request assist Caseworkers when children apprehended brought into office, clean, feed, pick up supplies that are needed.
- 6) Upon request some clerical duties ie; answering phones, taking messages, typing letters, photocopying, faxing incoming/outgoing correspondence, handing out cheques, Contacting sub-contractors when office equipment needs attention.
- 7) Shopping for cleaning supplies for office by purchase order, shopping for supplies for communities functions, funerals, other occasions, work on special projects, volunteer work.
- 8) Filing and maintaining a record of child(ren's) monthly expenditures according to provincial guidelines (section 6).
- 9) Records Manager should be aware and have knowledge of privacy legislation to ensure TTNC&FSS is in compliance with such legislation.

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## **D – 6      RECEPTIONIST**

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**D6.1**      The receptionist is responsible for performing administrative duties, greeting visitors and the public, answering calls, taking messages, routing calls to the appropriate Caseworker and staff member, responding to inquiries, answering questions and providing information, in-person and over the telephone, performing a wide variety of routine clerical support functions, including word processing, photocopying, faxing, filing, data input and performs related duties as assigned.

**D6.2**      The Receptionist is supervised by and reports to the Office Manager, and is directly accountable to the Director.

**D6.3**      The Receptionist shall take an Oath of Confidentiality, and will implement duties and responsibilities in a fashion manner with and in support of the goals of the Tsuu T'ina Nation Child and Family Services Society.

**D6.4**      The Receptionist is responsible for the following Administration duties and responsibilities:

- 1) Provide a variety of word processing; ensuring correspondence is error free, priority typing to be completed on time, data entry and general administrative support for the Director and staff.
- 2) The Receptionist is required to be at the office from 8:00 till 4:00, lunch hour not required.



- 3) Ensuring mail is sent out, Recording incoming/outgoing mail, check faxes daily, and distribute to appropriate staff member, updating monthly on call schedule,
- 4) Calls to be answered in a friendly and helpful fashion, ensuring calls are routed to the appropriate staff and taking accurate messages, phones to be forwarded to answering service, and taken off when in office, ensuring that directory is maintained and updated.
- 5) Maintain front office area, making sure that visitors, and public are welcome, coffee area clean and tidy, responsible for coffee supplies ensuring that supplies are filled.
- 6) Responsible for cheque distribution and ensuring that the proper signature is required, shadowing staff when they not in office in case of a emergency.
- 7) Upon request assisting in processing of payables/receivables ie. bringing purchase orders to be signed, taking cheque requisitions to be signed, batching payables, and getting checks signed by signers.

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## **D – 7 CASEWORK SUPERVISOR**

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**D7.1** The Casework Supervisor is responsible for supervising, assessing, facilitating and direct on-going discussion of case related issues with Caseworkers. Provide support and guidance to Casework staff on an ongoing basis and actively participate in intake, investigations and CYIM entry, must be available for 24 hour on call supervision and to prepare the on call schedule.

**D7.2** The Casework Supervisor is supervised by and is directly accountable to the Director.

**D7.3** The Casework Supervisor shall take an Oath of Confidentiality, and will implement duties and responsibilities in a fashion manner with and in support of the goals of the Tsuu T'ina Nation Child and Family Services Society.

**D7.4** The Casework Supervisor has the following Personnel Administration duties and responsibilities:

- 1) Provide court case management and supervision is required.
- 2) Be responsible to monitor and evaluate the performance of the Caseworker staff and cover the caseloads if required.
- 3) Assess caseworkers, abilities provide and recommend appropriate training and ongoing service training needs.
- 4) Be available to casework staff for assistance in ensuring appropriate file documentation and initiating proactive case management.



- 5) Draft and implement learning plan for employees on an annual basis.
- 6) Be responsible to implement and maintain team building in the office atmosphere
- 7) Assist in administrative duties, proposal writing, CYIM input and annual reports.
- 8) Must be able to assume the duties of the Director when and where directed.

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## **D – 8 CASEWORKER**

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**D8.1** The Caseworker is responsible for the safety, well being and protection of all children in accordance with the statutory requirements of the Alberta CYFE Act and to provide a full range of intervention services to children and families in a collaborative and supportive team environment.

**D8.2** The Caseworker is supervised by and reports to the Casework Supervisor, and is directly accountable to the Director.

**D8.3** The Caseworker shall take an Oath of Confidentiality, and will implement duties and responsibilities in a fashion manner with and in support of the goals of the Tsuu T'ina Nation Child and Family Services Society.

**D8.4** The Caseworker has the following Personnel Administration duties and responsibilities:

- 1) Acts according to delegated authority to deliver child and family services to Tsuu T'ina members, children and families.
- 2) Will have the knowledge of the risk assessments, intake, screening, and investigation process.
- 3) Will demonstrate a good working knowledge of CYFE Act legislation, policies and procedures, including foster care and court protocol.
- 4) Will be available for attendance at court hearings, case conferences, joint interviews, staff meetings, etc. as required.
- 5) Assist in administrative duties or assist in updating other case file load as requested by Director and/or Casework Supervisor.
- 6) Willing to maintain an up to date file case management, and work in collaboration with Casework Supervisor on case management concerns.
- 7) Screens and investigates all reports of child abuse or neglect.
- 8) Apprehends child (ren) when necessary for the child's protection and safety from harm, injury and/or neglect.



- 9) Must be open to do other duties as directed by Casework Supervisor or Director.

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## **D – 9      FOSTER CARE WORKER**

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**D9.1** The Foster Care Worker is responsible for placement assessment to provide appropriate placements for children where their needs are matched to the foster home's skills and appropriate for the needs of the First Nations children's to be connected to their home community, family and culture. Keep an accurate case notes for foster parent files and maintain this documentation by ensuring that all required documentation are on file and updated, Working collaboratively with caseworkers, biological parents, extended family, and the community, in providing for the care of the foster children.

**D9.2** The Foster Care Worker is supervised by and reports to the Casework Supervisor, and is directly accountable to the Director.

**D9.3** The Foster Care Worker shall take an Oath of Confidentiality, and will implement duties and responsibilities in a fashion manner with and in support of the goals of the Tsuu T'ina Nation Child and Family Services Society.

**D9.4** The Foster Care Worker has the following **Personnel Administration** duties and responsibilities:

- 1) Ongoing assessment and evaluation of foster parents/placements facilitating conflict resolution between foster parents and TTNCFS staff
- 2) Educating foster parents on all systems, policies, and programs that affect them and the foster child(ren)
- 3) Monitoring the service delivery in the context of the foster family to ensure that optimal information, resources, and direction is provided to the foster families in their delivery of service to the foster child(ren)
- 4) Assist in investigations of allegations of abuse and or neglect in foster homes.
- 5) Assist in the completion of evaluation of children's needs to be determined financial compensation to foster parents (e.g Special Rates)
- 6) Actively recruiting new foster homes especially within the within Tsuu T'ina Nation.
- 7) Provide updated information and application packages to the Tsuu T'ina community on a regular basis.
- 8) Provide monthly progress reports at regular monthly staff meetings and as requested from time to time by the TNNC&FSS Board of Directors.



- 9) Coordinating and implementing the procedures for licensing all new and existing foster homes for the TTNC&FSS.
- 10) Ensuring all monthly reporting and financial invoices forms are being submitted from group homes, foster parents, contractors and parents aids (elders) on time.
- 11) To ensure the concurrent plan for the foster children is being followed, facilitating change in placement when there is a break down or other concerns that affect the well-being and care of the foster child.

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## **D – 10 ASSESSOR**

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**D10.1** The Assessor is responsible for Intake and Assessment duties associated with the Safety and Detailed Assessment Phases within the new Casework Practice Model.

**D10.2** The Assessor is supervised by and reports to Case Work Supervisor and is directly accountable to the Director.

**D10.3** The Assessor shall take an Oath of Confidentiality, and will implement duties and responsibilities in a fashion manner with and in support of the goals of the Tsuu T'ina Nation Child and Family Services Society.

**D10.4** The Assessor has the following Personnel Administration duties and responsibilities:

- 1) The Assessor is responsible for receiving all reports of alleged abuse, examining the information and determining whether there is a need for assessment/investigation.
- 2) The Assessor is responsible for providing information on community resources and child related situations that do not constitute a report.
- 3) When determining whether there is a need for assessment/investigation, the Assessor will conduct face to face interviews with the child and family and will review files and CYIM checks.
- 4) Flexibility in schedule is required as this position of Assessor includes an on-call component and after hours duties.
- 5) The Assessor will be required to work in front line Intervention Services.
- 6) Knowledge of the Child, Youth and Family Enhancement Act is preferred.
- 7) Knowledge and experience with the Aboriginal culture is an asset.
- 8) The ability to work proficiently with Microsoft Office is required.



## **D – 11 HIRING**

**D11.1** The Board of Directors shall employ a person only if funding of the position is consistent within the TTNC&FSS budget, and is in accordance with the TTNC&FSS Bylaws.

**D11.2** No person shall be hired as a Full-Time or Part-Time employee unless a job description has been approved by the Board of Directors.

**D11.3** The following procedures will be followed when hiring for a vacant or newly created Full-Time or Part-Time position:

- 1) Notices of the employment opportunity(s) shall be posted at the office of the Tsuu T'ina Nation Administration and its affiliate organizations, and any other locations deemed appropriate, and they shall outline the duties, required qualifications, rates of pay and major conditions of employment.
- 2) Applications will be forwarded to the Director and to Board Members or, upon the direction of the Board, the Director may establish an Interview Panel to screen the applicants. A short-list of applicants will be selected, and interviews will be arranged.
- 3) The competition shall be opened to Tsuu T'ina citizens first.
- 4) If a Tsuu T'ina Nation citizen suitable for the position cannot be secured, then the position shall be opened up to the general public.
- 5) The Director and the Board Members or an Interview Panel may conduct interviews. The Board will make the final approvals of all employees.
- 6) If the Director and Board or Interview Panel, as the case may be, feels that none of the interviewed applicants are suitable for the position, further job postings shall be requested.

**D11.4** Employees shall be hired either on a Full-Time, Part-Time, or Contract basis. All new employees are to be formally orientated and provided with a TTNC&FSS Policy Manual.

**D11.5** No person shall be employed for a Full-Time or Part-Time position unless he/she is eighteen years of age or older.

**D11.6** No members of the Board of Directors shall be eligible for employment with the Tsuu T'ina Nation Child and Family Services Society.



**D11.7** In the case of hiring a Director the Board of Directors may appoint an Interview Panel, with one Tsuu T'ina Nation member as an observer.

**D11.8** Upon being hired, all employees shall immediately take an Oath of Confidentiality (located in "Appendix 1").

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## **D – 12 PROBATIONARY PERIOD**

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**D12.1** All employees hired on a Full-Time or Part-Time basis shall be required to complete a three-month probationary period during which a review and evaluation of the employee shall be carried out. At the end of the three month probationary period the employee's continued employment is evaluated by the Director and a recommendation is made to the Board of Directors.

**D12.2** Upon recommendation by the Director, the Board may approve a dismissal of a probationary employee.

**D12.3** The Director may choose to extend the probationary period for an additional three (3) month period (maximum) if it is sufficiently ambiguous as to the employee's ability to fulfill all the roles and responsibilities of the position. The pay level would remain at the training level.

**D12.4** New employees under probation whose performance or other employment conditions are determined to be unsatisfactory may be terminated without formal advance notice. Similarly, probationary employees have the right to resign at any time within the first three (3) months without providing formal notice.

**D12.5** All new employees are not eligible for vacation leave within their probationary period.

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## **D – 13 TEMPORARY ASSIGNMENT OF EMPLOYMENT DUTIES**

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**D13.1** The Director may require a present employee to temporarily fulfill the duties of a higher paid position before the vacant position can be permanently filled. However, approval must be obtained from the Board of Directors if the period is for more than one month.

**D13.2** If the term of assumed responsibility in D13.1 exceeds 10 working days, the employee shall be paid at a higher rate of pay for the period in which the higher level of duties were performed, so long as this is not in conflict with the TTNC&FSS Bylaws.



**D13.3** The term of assignment per D13.1 and D13.2 shall not exceed six months unless an extension has been approved by the Board of Directors.

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## **D – 14 CLASSIFICATION & PAY**

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**D14.1** The Board of Directors shall establish and maintain clear job descriptions for each position of the Tsuu T'ina Nation Child and Family Services Society and shall establish a classification and pay scale which will coincide with TTNC&FSS budget.

**D14.2** In establishing and maintaining the pay scale, remuneration will take into consideration, internal consistency, education and experience and any obligations under the TTNC&FSS Bylaws.

**D14.3** Upon the completion of the probationary period, and after receiving a satisfactory evaluation by the Casework Supervisor or Director, an employee may receive pay equivalent to their qualifications and experience scale.

**D14.4** An employee promoted to a higher level position shall receive an increase in pay reflecting the experience and qualifications as per job classification and pay scale.

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## **D – 15 PAY INCREMENTS**

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**D15.1** All employees will be reviewed and evaluated annually and, on the basis of a positive evaluation and review, may progress to the next level of the pay scale upon the Board of Directors approval.

**D15.2** Employees may also be eligible for a pay increase at the end of the three (3) month probationary period.

**D15.3** Prior to any pay increase a performance evaluation must be completed by the Casework Supervisor or Director and will be brought forward to the Board of Directors for approval.

**D15.4** A Performance Evaluation should be completed and approved in the month preceding the anniversary date of the employee. If the evaluation has not been completed, then it must be completed within one month of the Director receiving a formal request for an evaluation by the employee in question. If the performance evaluation is satisfactory then the pay increment shall be retroactive to the anniversary date in question.

**D15.5** Pay Increments shall be dependent upon a Satisfactory or Excellent Performance Evaluation of an employee.

**D15.6**

Upon receiving a Satisfactory Performance Evaluation report from the Director, which has been approved by the Board of Directors, the employee shall receive one pay increment upon his/her anniversary date. The evaluation must be completed by the Director and approved by the Board of Directors before the pay increment will be granted. Pay increments will be implemented upon successful evaluation and subject to availability of funds.

**D15.7**

All pay increments are subject to budgetary constraints.

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**D – 16      REGULAR HOURS OF WORK**

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**D16.1**

Normal hours of work shall be from 8:00 a.m. – 4:00 p.m., Monday through Friday, with one hour lunch from 12:00 p.m. – 1:00 p.m., and with two 15 minute breaks, one in the morning and one in the afternoon. Employees will be paid for seven hours regular time per workday. All employees, with the exception of the Director, shall submit bi-weekly time cards to the Office Manager.

**D16.2**

All employees working on the day of Nation Elections or Referendum Elections shall be given one hour off to vote or if they are qualified to do so.

**D16.3**

Where a Nation Member dies, the office of Tsuu T'ina Nation Child & Family Services Society shall close during the hours of the funeral service only, at the discretion of the Director. Employees attending the funeral service are expected to return to work after the service or at the discretion of the Director depending on the hours of the funeral service.

**D16.4**

Where a Nation Member Elder dies, the offices of the Tsuu T'ina Nation Child and Family Services Society will close for the full day of the funeral to show respect and in accordance with the Tsuu T'ina Nation Policy or at the discretion of the Director.

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**D – 17****OVERTIME PAY AND TIME OFF IN LIEU OF OVERTIME PAY**

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**D17.1**

Overtime is all hours worked in excess of:

- seven (7) hours a day, or
- thirty-five (35) hours a week.

Overtime hours are to be calculated both on a daily and on a weekly basis. The higher of the two numbers is overtime hours worked in the week.



If an employee works less than thirty-five (35) hours in a week, but works more than seven (7) hours in a given day, the employee will be paid overtime at the rate of 1.5 times his or her wages for those hours per day that exceed seven (7) hours.

If an employee works more than thirty-five (35) hours in the week and more than seven (7) hours in any day, calculation of overtime must be made on the basis of that number of hours each day over seven (7) hours and the number of hours exceeding thirty-five (35). Overtime must be paid according to whichever method of calculation results in greater pay.

- D17.2** All over-time worked shall have prior authorization from the Director.
- D17.3** The TTNC&FSS prefers that employees take time off for authorized overtime worked. However, where time off is not possible, employees will be paid overtime pay for authorized overtime worked.
- D17.3** Time off with pay or overtime pay, as the case may be, will be provided or paid within three (3) months of the end of the pay period in which it was earned.
- D17.4** Except under exceptional circumstance, employees shall not accumulate more than one week of overtime and the employee will not be allowed to take more than two weeks of overtime off in lieu of pay.
- D17.5** The Director shall not cause an employee to lose time off accumulated by reason that the staff member is required to be present at work.
- D17.6** An employee shall obtain approval by the Director before taking any accumulated time off in lieu of overtime pay, and such employee shall submit the request to the Director for time off no less than two (2) weeks prior to the intended date of leave. The two week notice minimum is at the discretion of the Director.
- D17.7** In the event that accumulated overtime are to be forfeited, the employee shall request that the overtime be carried into the next fiscal year for up to three months, and will be at the discretion of the Director.

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## **D – 18      ON-CALL HOURS AND PAY**

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- D18.1** The Director on a weekly rotating basis shall arrange on-call shifts.
- D18.2** Employees shall receive \$300.00 per week while they are on-call and no overtime shall be accrued.



## **D – 19 GENERAL AND RECOGNIZED HOLIDAYS**

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**D19.1** General and recognized paid holidays for all employees are as follows:

New Year's Day	August Civic Holiday
Family Day	Labour Day
Victoria Day	Good Friday
Easter Monday	Thanksgiving Day
Remembrance Day	Tsuu T'ina Day
Canada Day	Christmas Day
Boxing Day	

**D19.2** The Board of Directors of Tsuu T'ina Nation Child and Family Services Society may set aside other paid holidays at their discretion.

**D19.3** When a holiday in D19.1 or D19.2 falls on a Saturday or Sunday, the time off shall be taken on either the preceding working day or the following working day, as stipulated by the Director. To receive pay for a general and recognized holiday an employee must be present on the preceding and following workday.

**D19.4** An employee who is required to work a general or recognized holiday shall receive his/her regular pay for the day worked as well as time off with pay in lieu of the general or recognized holiday.

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## **D – 20 VACATION LEAVE**

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**D20.1** For the purpose of this section:

"years of employment" means the number of years that an employee has been employed continuously by the Tsuu T'ina Nation Child and Family Services Society. Where an employee has been granted paid or unpaid leave (e.g. Educational Leave, Long Term Discretionary Leave) the period of employment before the leave and the period of employment following the leave shall be deemed continuous employment.

**D20.2** Full-Time employees shall earn vacation leave at their regular rate of pay as follows:

- 1) 3 weeks employment (15 working days) vacation per year for the first four years of continuous employment;
- 2) 4 weeks (20 working days) vacation per year for the fifth and succeeding years of employment;



**D20.3** During a probationary period, an employee earns, but is not entitled to take vacation leave with pay.

**D20.4** When an employee has resigned or has been terminated having taken more vacation time than entitled, the excess vacation pay shall be deducted from the employee's final pay cheque.

**D20.5** An employee shall provide the Director two weeks written notice of a vacation leave prior to requested leave.

**D20.6** When vacation scheduling cannot be worked out on an informal level between the Director and employee, and there is a conflict between two or more staff pertaining to a specific period of time, the Director shall decide the scheduling conflict in terms of staff seniority and whether advance notice was given.

**D20.7** An employee must take vacation leave before the end of March of the succeeding year or the vacation leave shall be forfeited. In that case, only the minimum vacation time the employee was entitled to will be paid out.

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## **D – 21 PARENTAL AND MATERNITY LEAVE**

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**D21.1** A pregnant employee who has been continuously employed for six months shall be entitled to maternity leave without pay for a period not exceeding 26 weeks. A certificate from a qualified medical practitioner may be requested by the Director certifying that she is pregnant.

**D21.2** The maternity leave in D21.1 shall not commence earlier than 12 weeks before expected delivery and shall end no later than 17 weeks after delivery, unless medical reasons require different commencement or end dates.

**D21.3** An employee, who has been continuously employed for six months and becomes the parent of a new born child, shall be entitled to parental leave without pay for a period not exceeding thirty-seven (37) weeks.

**D21.4** In the case where an employee is adopting a child and where an employee who has been continuously employed for six months, that employee shall be entitled to an parental leave without pay of up to thirty-seven (37) weeks beginning when the child comes into care and custody of the employee.

**D21.5** An employee entitled to maternity and/or parental leave as per this section shall provide the Director four (4) weeks written notice, or valid reasons as to why a lesser notice is given and indicating when the leave shall commence and the expected length of the leave.



**D21.6** Parental or maternity leave other than that allowed as per D21.1, D21.2, D21.3, D21.4, may be granted at the discretion of the Director.

**D21.7** Upon return from leave, the employee shall be reinstated in his/her previous position or a comparable position with the same salary and benefits.

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## **D - 22 BEREAVEMENT LEAVE**

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**D22.1** Bereavement leave of ten (10) working days with pay shall be granted to all Full-Time employees in the event of the death of an immediate relative as defined in D2.1.

**D22.2** Bereavement leave in the event of a death of someone other than an immediate relative or additional leave beyond that prescribed in D21.1 shall be approved by the Director to a maximum of twenty (20) working days without pay.

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## **D - 23 EDUCATIONAL LEAVE**

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**D23.1** Employees may request to or be required to attend skill development courses or seminars either during or after working hours.

**D23.2** Failure to attend the required education classes, lectures, seminars, courses and/or workshops in D23.1 without valid reason, to be determined by the Director or the Board, may subject an employee to disciplinary action.

**D23.3** If the skill development course or seminar in D23.1 is for a period of two (2) weeks (10 working days) or less and held outside the regular hours of work, the employee shall be entitled to time off with pay equivalent to one half of the total hours of the seminar or course. The prior approval of the Director is required to qualify for such leave.

**D23.4** Where an employee is taking courses at a recognized secondary or post-secondary institution outside of regular hours or work while employed as a Full-Time employee, that employee may be entitled to two (2) days off with pay per month per course for each course taken. Such time off is subject to the prior approval by the Director.

**D23.5** To qualify for the benefits in D23.3 or D23.4, prior approval of the Director must be obtained and the employee must show that the course will benefit the employee in fulfilling his/her duties as an employee with the Tsuu T'ina Nation Child & Family Services Society.

**D23.6** The time off in D23.4 shall be taken before the conclusion of the course(s) or be forfeited.



**D23.7** The Tsuu T'ina Child & Family Services Society recognizes the necessity for education leave and may grant leave to employees who wish to attend school on a full-time basis provided the prior consent of Board of Directors has been obtained and subject to availability of funding.

**D23.8** It shall be the responsibility of the Board of Directors to grant the leave in D23.7 and shall take into consideration how the education shall further the employee and Tsuu T'ina Nation Child & Family Services Society.

**D23.9** An employee taking education leave as per D23.7 shall receive an allowance in lieu or salary equivalent to fifty percent (50%) of his/her salary if the leave is to improve the employee's performance in their job.

**D23.10** In addition to the benefits outlined above, incentive bonuses of \$100 per course (as per D23.4) and \$25 per seminar (as per D23.1) shall be granted to Full-Time employees taking development courses relating to their jobs outside of regular hours of work. A certificate of credit(s) must be presented for an employee to be eligible for these bonuses.

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## **D – 24 SICK/DISABILITY LEAVE**

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**D24.1** Sick/Disability Leave addressed in this part applies only to Full-Time Employees as defined in section D2.1. As such, all references to "employees" in section D-24 means "Full-Time Employees".

**D24.2** In the case of Probationary Employees, sick leave credits, as per section D24.3, shall be earned during the probationary period, but such an employee will not be eligible to use such credits until that employee has been granted Full-Time Employee status unless the Director's otherwise consents. If the employee is not granted Full-Time Employee status, sick leave credits shall be forfeited.

**D24.3** Employees shall earn sick leave credits equivalent to 1.25 days per month (15 days per year) for each month the employee has earned at least ten days pay.

**D24.4** All employees shall be granted sick leave if they are unable to perform their duties due to illness or injury.

**D24.5** An employee shall be responsible for ensuring that his/her immediate supervisor is informed of any absences due to illness or injury at the earliest opportunity.

**D24.6** The employee shall keep the supervisor apprised as to the employee's status with respect to absence, as well as provide an anticipated date of return to work.



**D24.7** After three days of continuous absence, the employee shall provide his/her immediate supervisor a medical certificate indicating the nature of the illness or injury.

**D24.8** In the case of an injury that occurs to an employee while on duty, sick leave shall be as per the accident compensation benefits of the Tsuu T'ina Nation Child & Family Service Society's insurance plan.

**D24.9** The sick leave in D24.4 shall be with pay provided that the employee has the necessary sick leave credits.

**D24.10** Sick leave credits not used in the year in which they are earned shall be allowed to accumulate for the current year and the previous (5) years to a maximum of 75 days. When an employee is no longer employed by Tsuu T'ina Child & Family Services Society any accumulated sick leave credits shall be forfeited.

**D24.11** Where an employee requires a greater sick leave than would be allowed as per D24.3 and D24.7 due to serious illness or injury, the employee shall be eligible for the benefits prescribed in the Group Benefits Plan.

**D24.12** If it can be proven that an employee has taken sick leave unnecessarily, he/she will be deducted and shall be subject to discipline as outlined in the Discipline Policy.

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## **D – 25 POLITICAL LEAVE**

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**D25.1** Any employee wishing to run for political office shall be granted leave without pay not exceeding 30 calendar days by the Board of Directors.

**D25.2** An employee seeking leave as per D25.1 shall give the Board of Directors four weeks notice so that a suitable temporary replacement may be found.

**D25.3** If the employee is elected for the political office of Chief or Council, the employee shall resign from his/her position with the Tsuu T'ina Nation Child & Family Services Society.

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## **D – 26 DISCRETIONARY LEAVE**

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**D26.1** Any other leave not discussed in this Policy, with or without pay, shall be granted at the discretion of the Director and the Board of Directors.



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## **D – 27 STAFF DEVELOPMENT DAY**

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**D27.1** At the discretion of the Director, depending on the stress level and work level of staff in a given month, the Director may organize one (1) day per month as a Staff Development Day. In such a case the Director and employees will organize an appropriate activity for staff on the day e.g. sweat lodge ceremony, other traditional ceremonies, stress management workshops, etc. Employees have the choice of either attending the designated event or working. Employees who are on-call for the week will respond to any emergency calls or situations that may arise.

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## **D – 28 SALARY ADMINISTRATION**

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**D28.1** All Full-Time and Part-Time Employees shall be paid bi-weekly with the pay day falling on the last Friday of every pay period. When the pay is a general or recognized holiday, employees shall be paid on the preceding Thursday. Contractors shall have their pay period laid out in their contract.

**D28.2** Unless the employee otherwise authorizes, pay cheques shall only be released to the employee.

**D28.3** No employee shall be given his/her pay cheque earlier than the designed pay day or substitute day except:

- 1) requests of an early release, to a maximum of four times per fiscal year; and
- 2) where the employee is beginning a period of vacation leave.

**D28.4** A salary advance must be authorized by the Director and shall not exceed 50% of the employee's bi-week salary, to a maximum of four (4) times per year. All salary advances shall be deducted from the employee's next pay cheque unless other arrangements are made with the Director.

**D28.5** A terminated employee's final pay cheque shall not be released where it would create an overpayment to that employee due to previous salary advances.

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## **D – 29 EMPLOYMENT RECORDS**

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**D29.1** Correct and accurate employment records will be kept confidential and shall be maintained by the Director.

**D29.2**

The Director shall ensure that employment records for each employee include the following:

- 1) accurate and up to date home address and phone number of employee;
- 2) Social Insurance Number;
- 3) copy of Driver's License, and Auto Insurance with a minimum one (1) million dollar liability (if relevant);
- 4) person to contact in the case of an emergency;
- 5) resume;
- 6) employment contract;
- 7) probation period evaluation;
- 8) classification and pay;
- 9) annual performance evaluation;
- 10) any grievance forms;
- 11) any disciplinary warnings or measures;
- 12) records/documents of Alberta College of Social Workers Membership, (if relevant);
- 13) termination notice-where applicable;
- 14) Child, Youth Information Module and criminal police checks;
- 15) Oath of Confidentiality;
- 16) Random Mandatory Drug Testing Consent Form; and
- 17) certificates, diplomas, degrees and or transcripts.

**D29.3**

In order to facilitate the accuracy of these records, employees shall request in writing to the Director to view, amend or add documents to their personnel file, which must be done in the presence of the Director or Board of Directors. The personnel file is the property of the Tsuu T'ina Child and Family Services Society and shall remain at the office.



## **D – 30 EXPENSES**

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**D30.1** Expenses incurred by employees while fulfilling their employment responsibilities for the Tsuu T'ina Nation Child & Family Services Society shall be compensated in accordance with this section.

**D30.2** All expenses, including but not limited to mileage, accommodation, meal and incidental expenses, shall be approved by the Director and an appropriate Tsuu T'ina expense claim must be completed. Receipts must be attached for all expenses.

**D30.3** Where applicable, rates of compensation for expenses shall be calculated in accordance with the Treasury Board of Canada's Travel Directives currently in place at the time the expense was incurred.

**D30.5** When employees are required to travel, the most economical route and mode of transportation shall be used unless otherwise authorized by the Director. Any mode of travel other than the use of the employee's vehicle (air travel, bus, train, car rental, etc.) will require prior authorization by the Director.

**D30.6** Business Vehicle Insurance: An employee required to use his/her vehicle on Tsuu T'ina Nation Child & Family Service Society business shall take out Business Vehicle Insurance with a minimum one (1) million dollar liability.

**D30.7** A.C.S.W Membership: The Agency shall pay for the annual membership fee of the Alberta Association of Social Workers for all employees who eligible for such a membership.

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## **D – 31 DRESS CODE**

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**D31.1** The Dress Code of the Tsuu T'ina Nation Child & Family Services Society is established to offer a guideline to employees with respect to outward appearance.

**D31.2** All employees shall be well groomed and wear clothing which is both relative to their role as professionals and the role and responsibilities of their position.

**D31.3** Dress items which are prohibited include: cut-off shorts, halter tops, tee-shirts, any overly revealing clothing, any ripped or overly worn clothing, and any clothing with questionable or obscene print or graphical images imprinted upon them.

**D31.4** The Dress Code applies during working hours. A certain degree of flexibility will be tolerated with respect to on-call direct client work, according to circumstances.



## **D – 32 COMPLAINT RESOLUTION/GRIEVANCE POLICY**

**D32.1** The following procedures outlined in this section shall be used by the staff upon raising a complaint or grievance.

**D32.2** An employee who feels that they have a legitimate complaint or grievance related to their employment in the area of their role, responsibilities and/or recompense, shall attempt to resolve the concern in accordance to the following steps:

- 1) The employee shall attempt to reach an amiable solution with their direct supervisor first.
- 2) If the complaint or grievance cannot be resolved with the direct supervisor, the employee shall fill out an Employee Grievance Form and submit it to the Director.
- 3) Upon the receipt of an Employee Grievance Form, the Director shall make every effort to meet with the employee no later than seven (7) working days from the date it was received. Upon meeting the employee, having made a preliminary investigation into the situation, the Director will:
  - a) make a commitment to address the issue, outlining the steps that will be taken or
  - b) outline why the concern is unfounded or unreasonable; and
  - c) document the response of either (i) or (ii) in the appropriate area on the Employee Grievance Form (which will be filed in the employee's personnel file).
- 4) If the employee feels that the concern has still not been properly addressed, he/she can then forward a copy of the Employee Grievance Form in (2) to the Board Chairperson, along with a written request that the Board of Directors investigate the concerns and respond to this issue, (a copy of this shall also be forwarded to the Director).
- 5) The Chairperson will make a decision as to the urgency of the concern and the need to call an immediate board meeting, or whether the issue can wait to be addressed at the next scheduled Regular Board Meeting.
- 6) The employee who has submitted the complaint or grievance to the Board has the right to be heard at the meeting in which the Board addresses the issue.
- 7) No employee shall suffer prejudice or penalty as a result of utilizing the grievance procedure or having assisted another employee in utilizing this procedure.
- 8) An employee may abandon a complaint or grievance by submitting written notification to this effect to the Director.



- 9) The decision of the Board of Directors on this issue is final. No further appeal to the Tsuu T'ina Nation Council is available.

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## **D – 33 DISCRIMINATION/HARRASMENT POLICY**

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**D33.1** The Tsuu T'ina Nation Child & Family Services Society is committed to a healthy, harassment free work environment for all employees. To this extent, the following policy has been developed to prevent discrimination and harassment of any type, including sexual harassment, of its employees and to deal quickly and effectively with any incident that might occur.

**D33.2** Discrimination is defined as unjust practice or behaviour, whether intentional or not, based on race, religious beliefs, colour, gender, physical and/or mental disability, marital status, family status, source of income, age, ancestry, place of origin or sexual orientation and which has a negative effect on any individual or group.

**D33.3** Discriminatory behaviour often leads to harassment. Harassment, as defined in this policy, occurs when an employee is subjected to unwelcome verbal or physical conduct because of race, religious beliefs, colour, place of origin, gender, mental or physical disability, ancestry, marital status, family status, source of income or sexual orientation.

**D33.4** Sexual harassment, being discrimination on the grounds of gender, is a violation of federal and provincial legislation and has been defined as unwanted sexual advances, unwanted requests for sexual favours, and other unwanted verbal or physical conduct of a sexual nature all of which constitute sexual harassment when:

- submission to such conduct is made either explicitly or implicitly a term of, or condition of, an individual's employment; or
- submission to, or rejection of, such conduct by an individual affects that individual's employment.

Sexual harassment can include such things as pinching, patting, rubbing or leering, "dirty" jokes, pictures or pornographic materials, comments, suggestions, innuendoes, requests or demands of a sexual nature. The behaviour need not be intentional in order to be considered sexual harassment.

**D33.5** In this policy, all references to harassment shall include discrimination and sexual harassment, as defined above.



**D33.6**

Procedure:

1) If you are being harassed:

If the harasser is not an employee or a Board Member of the Tsuu T'ina Nation Child & Family Services Society, follow the provincial policy depending on the circumstances.

If the harasser is an employee or Board Member of the Tsuu T'ina Nation Child & Family Services Society then:

- a) Tell the individual his/her behaviour is unwelcome and ask him/her to stop.
- b) Keep a record of incidents (dates, times, locations, possible witnesses, what happened, your response). You do not have to have a record of events in order to file a complaint, but a record can strengthen your case and can help to remember details over time.
- c) File a complaint. If, after asking the harasser to stop his/her behaviour, the harassment continues, submit an Employee Grievance Form to one of the following individuals: Director, Chairperson of the Board, or another Board Member.

2) Once a complaint is received it will be processed as follows:

- a) Since a complaint of harassment is a highly sensitive matter, the complaint will be kept strictly confidential. An investigation will be undertaken immediately and all necessary steps taken to resolve the problem.
- b) The complainant and the alleged harasser will both be interviewed, separately, along with any individuals who may be able to provide relevant information, by the Board of Directors and the Director. All information will be kept confidential.
- c) If a Board Member or the Director is either the alleged harasser or the complainant, then that person will not be part of the interview.
- d) If the investigation reveals evidence to support the complaint of harassment, the harasser will be disciplined appropriately. Discipline may include suspension without pay or dismissal, and the incident will be documented in the harasser's personnel file. No documentation will be placed in the complainant's file where the complaint was made in good faith, whether the complaint was upheld or not.
- e) If the investigation fails to find evidence to support the complaint, there will be no documentation concerning the complaint placed on the personnel file of the alleged harasser.
- f) Regardless of the outcome of the investigation of a harassment complaint made in good faith, the complainant, as well as anyone providing information will be protected from any form of retaliation by either co-workers or superiors. This



includes demotion, denial of opportunities, or any other prejudice following from having made a harassment complaint or having provided information/evidence regarding the complaint.

- g) Nothing in (d) shall limit the organization's ability to dismiss an employee who has committed an extreme offense or who continues to harass employees.
- h) An employee disciplined for harassment as per the above section (d) may place a grievance as per the TTNC&FSS Complaint Resolution Policy.

**D33.7** It is the responsibility of the Director and the Board of Directors to take immediate and appropriate action to report and/or deal with complaints of harassment whether brought to their attention or personally observed. Under no circumstances should a legitimate complaint be dismissed or downplayed or the complainant told to deal with it personally.

**D33.8** Investigation:

- 1) A committee will be formed by the Director or the Board of Directors, and may be made up of the Director, Board Members, Staff, foster parents and a representative from the Tsuu T'ina Nation Administration, and a social worker not employed with the TTNC&FSS. The accused or the complainant cannot be involved in either forming the committee or sitting on the committee.
- 2) Both the accused and the complainant will be heard, and any others deemed relevant.
- 3) A decision, and recommendations, will be made by the consensus of the committee.

**D33.9** It is important to note that complainants will not give up their legal rights by having recourse to this Harassment Policy.

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## **D – 34 WORKPLACE VIOLENCE**

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**D34.1** Violence is defined as an act of aggression, verbal or physical assaults or e-mails, or threats in a workplace that may involve, but are not limited to name calling, threatening, swearing, hitting, biting, scratching, pinching, use of a weapon, sexual harassment or assault and battery.

**D34.2** Acts of workplace violence by staff or visitors shall not be tolerated.

**D34.3** Employees that perceive a situation may escalate into violence are strongly encourage to bring the dispute or situation to the immediate attention of their supervisor before the situation escalates into actual violence.

**D34.4** All such threats of, or actual violence, both direct and indirect, should be reported immediately to the Tsuu T'ina Police Services.

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**D34.5**

In order to maintain workplace safety and the integrity of its investigation, the Director may suspend or dismiss employees for workplace violence allegations, either with or without pay pending investigation.

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## **D – 35 MANDATORY RANDOM ALCOHOL/DRUG TEST POLICY**

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**D35.1**

### **PART I:**

#### **Health and Safety in the Workplace**

- 1) It is a fundamental tenet of the Tsuu T'ina Nation Child & Family Services Society that all employees and Contractors, particularly those who supervise and transport children in motor vehicles, do so in a safe manner and an environment free from the effects of alcohol, drugs or substances which impair judgment and the ability of the employees and Contractors to keep the children safe from harm.
- 2) It is a well known fact that the effects of alcohol and drugs has plagued our community and indeed may be the reason why children are in need of care. It is our responsibility to ensure the safety and well being of our children and the effects of alcohol and drugs shall not be tolerated by the TTNC&FSS.

#### **Random Mandatory Alcohol and Drug Testing Policy**

- 1) Consequently, the TTNC&FSS hereby adopts this Random Mandatory Alcohol and Drug Testing Policy in the interests of protecting children in our care and recognizing that the TTNC&FSS may be liable for any damage caused to children in our care. All employees and Contractors engaged in providing services to the children shall be subject to this Policy.
- 2) The manner in which this policy will be applied is by way of mandatory random testing. Testing shall also be conducted upon reasonable report of misconduct. It is not the intention of the TTNC&FSS to discriminate between its employees and Contractors as to the application of this Policy. Therefore each employee and Contractor can expect at least one random test per fiscal year. Accordingly, the TTNC&FSS will consider any negative test by incident report or otherwise as the yearly minimum.
- 3) This Policy is not intended as a means of infringing upon the privacy or individual rights of anyone. Rather it seeks to eliminate any and all use of alcohol, drugs and substances in the interest of protecting the children.
- 4) Any and all prescribed substances shall be exempt from scrutiny upon verification of legitimate usage providing that due care and attention is taken with respect to the safety of children in our care.



**D35.2**

**PART II: Controlled Drugs and Prescription Drugs**

- 1) The use, possession, purchase, sale, transfer or transportation of prohibited drugs, synthetic "recreational" or "designer drugs", and any other chemical or mind controlling substance, together with drug-related equipment or paraphernalia while in the service of the TTNC&FSS or in the presence of children in our care is strictly prohibited. The term drugs shall include all controlled drugs and substances pursuant to the *Controlled Drugs and Substances Act*, S.C. 1996, c. 19, as amended from time to time. For the purposes of this section, prohibited drugs means those drugs listed in the Schedules to the *Controlled Drugs and Substances Act* of Canada. It shall further include any drug or substance that can be demonstrated to affect the mental or physical ability of a employee or Contractor to perform his/her duties and keep the children safe from harm or danger.
- 2) All employees and Contractors are strictly prohibited from being in the presence of children and in particular engaging in the transport of children while under the effects, exhibiting signs, or retaining traces in their body, of the drugs or other substances referred to in paragraph 1 of Part II of this Policy statement. Breach of this requirement by employees and/or Contractors will lead to disciplinary action, which may include in appropriate cases the termination of their employment or contract for just cause without notice or payment lieu of notice.
- 3) All employees and Contractors properly prescribed prescription drugs authorized by a licensed physician that are known to be capable of affecting a employee's or Contractor's ability to safely care for children shall be responsible for reporting such use. A random drug test shall be given upon request and provide proof of legitimate prescription from the attending physician shall be required.

**D35.3**

**PART III: Use of Alcoholic Beverages**

- 1) Unless otherwise specifically authorized, the TTNC&FSS strictly prohibits the consumption, purchase, or sale of intoxicating beverages at the Society's premises. All consumption of such beverages is strictly prohibited while caring for children and in particular while transporting children. TTNC&FSS further prohibits its employees and Contractors from being on the premises or engaging in TTNC&FSS business while under the effects, exhibiting signs or retaining traces in their body of alcohol. Breach of this paragraph by employees and Contractors will result in disciplinary action which may in appropriate circumstances include the termination of employment or contract for just cause without notice or severance in lieu of notice.
- 2) Employees and Contractors who have continuous care may apply for respite and must ensure that children are being looked after appropriately should their absence be required for social events, etc.



- 3) If employee's and Contractor's duties require the right and ability to operate a motor vehicle, the TTNC&FSS reserves the right to immediately terminate the employment or contract for just cause without notice or pay in lieu of notice to any employee or Contractor convicted of impaired driving or driving while their blood alcohol exceeds the legally prescribed limit notwithstanding that the conviction may arise out of conduct occurring during the employee's or Contractor's time off work.

**D35.4****PART IV: Searches and Tests**

- 1) In order to administer and enforce this substance abuse Policy effectively, the TTNC&FSS reserves the right at any time, at its sole discretion, to cause reasonable investigations and searches to be conducted on any employee or Contractor and their personal effects, and to have urinalysis or blood analysis test performed on employees or Contractors from time to time during such times as they are engaged in TTNC&FSS work or at Society's premises.
- 2) Such searches and tests shall be conducted at random with no prior notice, including, but not limited to, pre-employment physical examinations and Department of Transport required physical examinations, in conjunction with the investigation and review of any accident or near accident.
- 3) The TTNC&FSS further reserves the right to conduct such searches and tests upon return from layoff, leave of absence, furlough, illness, injury or other absence in addition to any occasion where there is reasonable cause that the employee or Contractor is in breach of this Policy statement. The TTNC&FSS also reserves the right to conduct such searches and tests without notice to the employee or Contractor.
- 4) The TTNC&FSS shall pay the initial cost of testing. In the event a report is confirmed by test results the employee or Contractor shall reimburse all costs to the TTNC&FSS on their next cheque.

**D35.5****PART V: Treatment Programs**

- 1) Treatment for substance abuse dependency is encouraged by the TTNC&FSS. The TTNC&FSS will assist those who develop such problems in acquiring professional help necessary for their return to good health and productivity. Employees and Contractors will receive such professional help so long as that assistance is requested prior to any violation of this Policy. The reason for this condition precedent for treatment for employees and Contractors is that to do otherwise would in effect expose children to unacceptable safety hazards. Employees and Contractors who have a substance abuse dependency problem should understand that their failure to seek out treatment and assistance under this part of the Policy will be regarded by the TTNC&FSS as a decision by that employee or Contractor to knowingly expose children to the adverse



consequences of that substance abuse problem. Due to the safety hazards involved in such conduct, the TTNC&FSS will not tolerate such conduct.

- 2) Employees and Contractors are at liberty to arrange for drug and alcohol abuse assistance by consulting their supervisors without implications regarding their contract.
- 3) Employees or Contractors who request treatment prior to the initiation of any search, urinalysis test, blood test or other investigation may be referred to the appropriate professional or agency for treatment. All records maintained as a result of such treatment shall be held in the strictest of confidence and will not be maintained in the employee's or Contractor's regular personnel file.
- 4) Follow-up reports from the treating professional or agency will be made available to the TTNC&FSS and must indicate that rehabilitation is progressing satisfactory. Any employee or Contractor who fails to respond successfully to treatment will be subject to appropriate discipline, which may include in an appropriate circumstances termination of employment or contract for just cause, without notice or pay in lieu of notice.
- 5) Any employee or Contractor receiving treatment pursuant to the terms of this Policy statement shall be placed on sick leave if required, and such employee or Contractor will be entitled to all sick leave benefits, subject to the terms and conditions of the sick leave benefits plan.

#### **D35.6**

#### **PART VI: Implications of Positive Testing**

- 1) Employees and Contractors who exhibit signs of alcohol or drug abuse shall be required to report for drug testing within 12 hours and may be suspended without pay for such period of time as is appropriate in all the circumstances. Employees and Contractors exhibiting signs of alcohol or drug abuse will be subject to contract termination for just cause.
- 2) Employees and Contractors who fail to submit to random drug and alcohol testing including urinalysis and blood testing or other investigation may be suspended immediately without pay until such time as the employee or Contractor completes a treatment program for substance abuse or submits to such testing and achieves satisfactory results.
- 3) Employees and Contractors who submit to drug and alcohol random testing including urinalysis and blood testing or other investigation made pursuant to this policy statement who test positive to levels of drugs or substances which would inhibit their ability to carry out their duties, shall be immediately suspended without pay until a reasonable explanation provided to the Board regarding the test results.



- 4) Employees and Contractors who submit to random drug and alcohol testing as set out in article D35.6 (3) and who test positively to levels of substances as prohibited by this Policy, shall be subject to termination of employment or contract for just cause without notice or pay in lieu of notice.
- 5) Employees and Contractors who submit to random drug and alcohol testing including urinalysis and blood testing or other investigation made pursuant to this Policy statement who test positive to controlled drugs and substances shall be responsible for the costs of the testing. Employees and Contractors whose employment or contracts have been terminated for just cause under this Policy shall not be offered employment with the TTNC&FSS until proof of addiction treatment has been made and the Board has approved a new contract.
- 6) Employees and Contractors who submit to random drug and alcohol testing including urinalysis and blood testing or other investigation made pursuant to this Policy statement who repeatedly test positive for controlled drugs and substances, notwithstanding having received treatment for their condition under this Policy, shall be subject to employment or contract termination for just cause without notice or pay in lieu of notice, and shall not be offered employment or a contract position with the TTNC&FSS in any capacity for a period not less than two (2) years and shall thereafter not be offered any further employment or contracts until such time as the employee or Contractor completes a treatment program and satisfactory results are recorded on random testing.

#### **D35.7      Part VII: Consent to Mandatory Alcohol and Drug Testing**

- 1) All employees and Contractors must sign a consent form at time of hire and/or commencement of contracted services.
- 2) Random Mandatory Alcohol and Drug Testing Policy will be incorporated into all contracts, including employee contracts and letters of offer for employment.

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## **D – 36      DISCIPLINE POLICY**

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**D36.1**      The Discipline Policy is primarily restorative, rather than punitive in nature, aiming at restoring and maintaining a harmonious, positive, effective, and ethical office environment.

**D36.2**      An employee may be subject to disciplinary action for practices contrary to the employee's employment contract and/or job description, the TTNC&FSS's written policies, procedures, or for behaviour contrary to proper employment practices and ethical standards.

**D36.3**      The Director and the Board of Directors where appropriate, will adhere to the following staff discipline procedures, when disciplining a staff member:



- 1) The Director or Board of Directors (if the employee is the Director) shall arrange a meeting with the employee and outline the issues of concern and the required changes. Any explanations the employee has will be heard and duly considered by the Director or Board of Directors (if the employee is the Director).
- 2) If the behaviour in question persists, a second meeting will be arranged, whereupon the Director or Board of Directors (if the employee is the Director) will present the employee with a written letter outlining the issues of concern (with concrete examples) and an explicit request for change and reform. The Director will investigate possible causes of the behaviour and utilize the Corrective Counselling Policy, if appropriate.
- 3) If the behaviour continues to persist, the Director will forward a letter of warning to the employee outlining that the employee will face disciplinary action, if the behaviour addressed in (2) is not remedied.
- 4) Prior to any disciplinary action being taken, the employee shall be advised by the Director of the reasons for such action and will be provided notice of disciplinary action five working days prior to such action being taken.
- 5) The Director can resort to two courses of disciplinary action:
  - a) suspension without pay (max. (2) consecutive weeks); or
  - b) termination (see Termination Policy)

**D36.4** An employee who feels that he/she has been improperly disciplined may file a grievance to the Board of Directors as per the Grievance Policy.

**D36.5** After a period of twenty-four (24) months without any further disciplinary actions, an employee may request that his/her employment record be purged of any record of previous disciplinary actions.

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## **D – 37 CORRECTIVE COUNSELLING POLICY**

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**D37.1** It is recognized that employees generally are conscientious responsible individuals who wish to play a positive role in the organization and community. These employees are motivated by self-respect and a desire to do a good job. Occasionally, employees might behave or perform in an unsatisfactory manner, which is inconsistent with their role as an employee of the TTNC&FSS. The purpose of this policy is to provide corrective counselling as a means to assist in correcting an employee's behaviour before it becomes a liability to the employee and the organization as a whole.



**D37.2** Before applying this policy, the organization should ensure that:

- 1) the employee had a good understanding of their role descriptions, performance expectations and has received guidance of behaviour expectations;
- 2) the employee has been properly trained; and
- 3) there are no obstacles preventing the employee from doing the job.

**D37.3** Should the corrective counselling be deemed a potentially effective approach to remedying an employee's unsatisfactory behaviour or performance, the Director and the employee shall contract together around a counselling plan.

**D37.4** During the corrective counselling, there is a shared responsibility between the employee and the Director and between the Director and the Board of Directors, to co-operate in resolving identified performance and/or behavioural concerns.

**D37.5** It is recognized that a healthy mind, body, and spirit are important for all employees. Therefore, employee assistance is available to help an employee curtail any adverse situation that may negatively affect job performance and/or health.

**D37.6** Employees suffering from personal problems are urged to seek assistance through this policy (D37.5). Requests for assistance under this policy will be determined in consultation with the Director.

**D37.7** Where an employee voluntary sought assistance, all reasonable steps shall be taken to assist the employee and the employee's employment shall not be jeopardized should the employee take advantage of this policy.

**D37.8** Where absence from work is required under this policy in D37.5, the absence shall be recorded as sick leave.

**D37.9** All issues surrounding corrective counselling for an employee shall be kept strictly confidential.

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## **D – 38 TERMINATION OF EMPLOYMENT**

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**D38.1** With the exception of Probationary Employees, all employees contemplating resigning from their position must provide two weeks written notice to the Director stating the reason for the resignation and the expected last day of employment.



**D38.2** Failure to provide proper notice as per (D38.1) shall make that employee ineligible to reapply for employment with the TTNC&FSS for 12 months.

**D38.3** An employee absent without authorization for five consecutive working days shall be deemed to have resigned from his/her position.

**D38.4** An employee hired on a temporary basis ceases to be an employee at the end of the specified term of his/her employment unless there has been a properly authorized extension or where the employee has been appointed to another temporary or Full-Time position.

**D38.5** An employee who fails to receive a satisfactory performance evaluation at the end of his/her probationary period may be dismissed as per (D12.2).

**D38.6** Involuntary termination of an employee is a serious matter, which can only be undertaken following careful review and exploration of other avenues. Termination of permanent employees shall only be considered when it is clear that the continued employment is not feasible for any of the following reasons:

- 1) The TTNC&FSS has determined, through its Corrective Counselling Policy, that it cannot expect an employee's behaviour, conduct, or performance (including repeated absence from work, tardiness, and neglect of assigned duties) to reach a standard acceptable to the TTNC&FSS within a reasonable time frame.
- 2) The TTNC&FSS has determined that the conduct of the employee has been so serious or errant the TTNC&FSS cannot reasonably be expected to entrust its affairs to the employee.
- 3) The duties of the employee are no longer required by reason of lack of fund changes in programs, or other economic circumstances.

**D38.7** Under this policy, no employee shall be terminated without being given the benefit of one verbal and one written warning as outlined in the Discipline Policy.

**D38.8** Employees may protest a notice of termination as per the Grievance Policy procedures.

**D38.9** An employee whose employment has been terminated as per (D38.6 1) or 2) shall not be entitled to re-apply for employment with the TTNC&FSS for 12 months from the date of termination.



## **D – 39 CONTRACTORS OR FEE-FOR-SERVICE PROVIDERS POLICY**

**D39.1** Initial contract agreements shall include:

- 1) provision of a reliable vehicle;
- 2) vehicle insurance with a minimum of one (1) million dollar liability;
- 3) CYIM check;
- 4) CPIC;
- 5) Oath of Confidentiality signed by Contractor;
- 6) driver's abstract;
- 7) medical;
- 8) resume; and
- 9) applicable certificates.

**D39.2** Contractor's are responsible at all times for the safety and well-being of the child(ren) in their care. Contractor's must walk child(ren) to the door, meet face to face with guardians, parents, or caregivers to ensure the child(ren) is in a safe environment. If the guardian, parent or caregiver appears to be under the influence of any substance, the child(ren) are to remain in the care of the Contractor and TTNC&FSS office should be contacted immediately. Identify this call as an emergency.

**D39.3** Drivers are to phone foster parents, natural parents or respite caregivers to confirm pick-up and drop-off times before leaving for your drive. When accepting a contract to perform work, Contractor's shall ensure that they have received transportation information from Caseworker. A back up plan will be available.

**D39.4** Contractor's are to transport the child(ren) directly to the location requested by the Caseworker and shall ensure that the vehicle has adequate fuel before picking up any child(ren).

**D39.5** If Contractors are delayed and may be late for the pick-up and drop-off of a child(ren) they must contact the parent/foster parent to advise them. If the Contractor is unable to complete the transport of the child(ren), they shall contact the Caseworker or Supervisor immediately.



**D39.6** No other persons are allowed in the vehicle when transporting child(ren) unless indicated on contract. All child(ren) can only be transported if the child(ren) is/are appropriately restrained by a Canadian Motor Vehicle Safety Standards (CMVSS) approved child safety seat or seat belt. All children under the age of 6 years old must be secured in a CMVSS approved and correctly installed child safety seat. No children under 12 years old will be allowed in the front seat.

**D39.7** Number of children is limited to number of available seat belts and Staff Ratios.

**D39.8** Staff Ratios are as follows:

- 1) Infants 1:3
- 2) 1 year olds 1:4
- 3) 2 year olds 1:6
- 4) 3 year olds 1:8
- 5) 4 – 11 year olds 1:10

**D39.9** Contractors will claim transportation (hourly fees) only when children are present otherwise only mileage shall be claimed (minimum hourly rate – 1 hour). Contractor's and Youth Worker's transportation rates shall be set out in their contracts.

**D39.10** The maximum claim is 4 hours/day for 2 days a week, unless children's programming exceeds daily allowed claim.

**D39.11** Purchase Orders will not be available to Contractor's unless the trip exceeds 300 kilometres. There will be a one-time \$50.00 limit for purchase order to be deducted from the following claim.

**D39.12** Transport drivers will be required to submit a Duty Report. Such report shall include the child's name, location of pick-up, location of drop-off and any observable or questionable incidents. There will be one report per child.

**D39.13** Youth workers will be required to submit a Comprehensive Report. Such report shall include child's name, emotional functioning, social functioning and any observable or questionable incidents. Youth workers are to follow goals as outlined in the Referral and Evaluation Contract which will be provided and approved by the Director. Any reports submitted must reflect the progress of child toward each goal.

**D39.14** All Reports are to be submitted with invoices. Finance will not proceed with processing invoices until all required documentation is received.



**D39.15** Advances may be made after careful review of the contract by the Director and are at the sole discretion of the Director. Early releases are at the sole discretion of the Director and only in extreme emergencies to be determined by the Director and only up to a maximum of four (4) times per fiscal year.

**D39.16** Contractors shall conduct themselves in a professional manner when transporting TTNC&FSS children. No inappropriate music shall be played in the vehicle. There shall be no smoking while children are in the vehicle.

**D39.17** Disclosure of any and all information about the child(ren) the Contractor is working with shall only be provided to Caseworkers, Supervisors and the Director of TTNC&FSS. The Oath of Confidentiality must be observed to protect the rights of the child(ren) in the Contractor's care. Privacy must be maintained and care must be taken to ensure that others cannot read the Reports in the Contractor's possession. The Tsuu T'ina Nation is a close-knit community and the privacy of its citizens must be protected. Breach of confidentiality may lead to termination of the contract.

**D39.18** A TTNC&FSS Caseworker and a Supervisor is on-call 24 hours per day. Contractors shall inform them of any observations, events, disclosures including:

- 1) if the child discloses any abuse: physical, emotional, sexual; Contractor's are not to question the child(ren) further but shall contact TTNC&FSS office without delay and ask to speak with the Caseworker or Supervisor;
- 2) if the child(ren) speaks of harming himself or others; the Contractor shall advise the child(ren) that they are obligated to contact the Caseworker or Supervisor to report the incident; the Contractor shall then do so without delay; and
- 3) if the child(ren) requires emergency care for any reason, consent must be obtained by contacting the Caseworker and/or foster parent.



## EVALUATION POLICY

## SECTION

### E

#### **E - 1 PURPOSE**

**E1.1** The purpose of this Evaluation Policy is to ensure that a consistent approach is followed for managing performance issues for all employees and Board Members and to ensure standards and program accountability for the Tsuu T'ina Nation Child & Family Services Society.

Should the Tsuu T'ina Nation Child and Family Services Society wish to conduct an evaluation it is within their power to do so.

The following areas will be evaluated on a regular basis as stipulated under each category:

- 1) Employee Evaluation
- 2) Board Governance/Policy Evaluation
- 3) Annual File Review Audit – First Nations Liaison Unit
- 4) Compliance Review - INAC
- 5) Financial Audit

#### **E - 2 EMPLOYEE EVALUATION**

**E2.1** All employees will be evaluated on their work performance at the end of their three (3) month probationary period and upon a satisfactory evaluation; annually thereafter.

**E2.2** If an employee does not have a satisfactory evaluation at the end of the three (3) month probationary period, the Director may extend the probation period for a further three (3) months and another evaluation will be done at the expiration of the three (3) month extension. If a further three (3) month extension is not granted, the employee may be terminated.



- E2.3** The probationary evaluation will determine the ability and eligibility of the employee to continue in the position in which he/she was hired.
- E2.4** The annual evaluation will determine the employee's performance and adherence to policies/procedures and will also assist the Director in formulating a training plan for each employee.
- E2.5** The employee will be evaluated on the contents of their detailed job description and work ethics.
- E2.6** The employee will be party to the contents of the evaluation and will read, date, and sign the evaluation before it is placed on his/her employee file.

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## **E – 3      BOARD GOVERNANCE/POLICY EVALUATION**

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- E3.1** The Board of Directors and the Board Governance as a whole will be evaluated on an annual basis.
- E3.2** Each Board Member will be evaluated once a year utilizing set criteria set by the Board collaboratively and passed by consensus of all Board Members at a duly convened Board meeting. Areas to consider are: understanding of roles/responsibilities, trusting and effective relationships between Board Members and Director/Staff, funders, stakeholders, and the wider community, Executive position duties as outlined in the TTNC&FSS Policy, and attendance/punctuality at Board meetings.
- E3.3** The Board Governance as a whole will evaluated once a year, utilizing criteria set by the Board collaboratively and passed by consensus of all Board Members at a duly convened Board meeting. Areas to consider are: effectiveness of Board meetings, accomplishment of set goals and objectives, adherence to vision, mission, and set Bylaws, development/revision/evaluation of policies/procedures, developing/adequate use of financial resources, effectiveness of support to the TTNC&FSS as a whole and representation of the interests of the Tsuu T'ina Nation community.

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## **E – 4      ANNUAL FILE REVIEW AUDIT**

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- E4.1** The First Nations Liaison Unit – Calgary South will conduct an annual File Review Audit to ensure that the standards for delivery of service as per the CYFE Act are being followed and to encourage improvement by providing a detailed work plan and recommendations to the TTNC&FSS.



This Annual File Review is not a pass or fail process and the TTNC&FSS is supported by the First Nations Liaison Unit to work on areas of concern or weakness. Assistance is provided, wherever possible.

**E4.2** This process will be initiated and completed by a FNLU representative and advance notice will be given in writing prior to the review taking place.

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## **E - 5      COMPLIANCE REVIEW - INAC**

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**E5.1** Indian and Northern Affairs Canada will conduct a Compliance Review of the TTNC&FSS's adherence to funding arrangement and authorized expenditures as per the CFA, once every three years.

**E5.2** This process will be initiated and completed by an INAC representative and all required information will be requested in advance in writing prior to the review taking place.

**E5.3** The INAC representative will advise the Board of Directors in writing and at a regular Joint Management Committee Meeting before the review takes place.

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## **E - 6      FINANCIAL AUDIT**

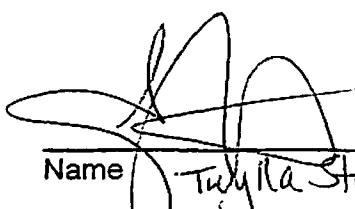
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**E6.1** There will be an audit of all of the expenditures for the year of the TTNC&FSS in accordance with the current funding arrangement. This financial audit will be completed by the Auditor chosen by the Tsuu T'ina Nation.

**E6.2** Copies of the Audited Financial Statements for the year will be provided to the TTNC&FSS Director for dispersal to INAC, the Province (ACS), and to include in the TTNCFS Annual Report at the Annual General Meeting

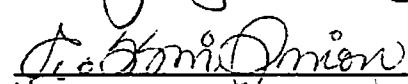


The Above Policies and Procedures Manual has been reviewed and approved in principle by Board Members.



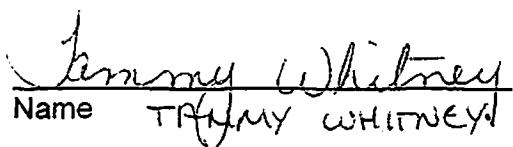
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Date



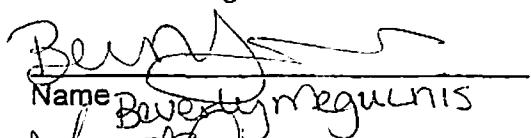
Name E. Kim Simon

Date



Name Whitney  
Name Tiffany WHITNEY

Date



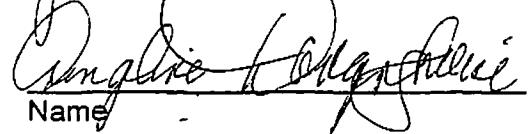
Name Beverly Meguinnis

Date



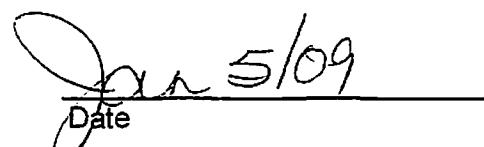
Name Vickie

Date



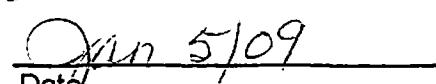
Name Angela Hollingshead

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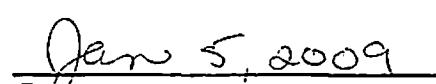
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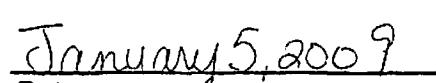
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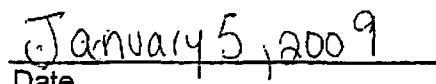
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January 5, 2009

Date



## APPENDICES

## SECTION

F



## **APPENDIX 1: OATH OF CONFIDENTIALITY - EMPLOYEE**

### **TSUU T'INA NATION CHILD AND FAMILY SERVICES SOCIETY OATH OF CONFIDENTIALITY**

I, (employee's name), will execute according to the Tsuu T'ina Nation Child and Family Services Society Bylaws and Policies and Procedures, and to the best of my ability, the duties required of me as an Employee in the public service of the Tsuu T'ina 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 position as an Employee of the Tsuu T'ina Nation Child and Family Services Society even after my employment has been terminated or expired.

SWORN before me at the \_\_\_\_\_ )  
of \_\_\_\_\_ )  
in the Province of Alberta, this \_\_\_\_\_ )  
day of \_\_\_\_\_, 20\_\_\_\_\_. )

\_\_\_\_\_

A Commissioner for Oaths/Notary Public  
for the Province of Alberta.

My Appointment Expires: \_\_\_\_\_



## **APPENDIX 2: OATH OF CONFIDENTIALITY – BOARD OF DIRECTOR**

### **TSUU T'INA NATION CHILD AND FAMILY SERVICES OATH OF CONFIDENTIALITY**

I, (Board Member Name), will execute according to the Tsuu T'ina Nation Child and Family Services Society By-Laws and Policies and Procedures and to the best of my ability the duties required of me as a Board of Director in the public service of the Tsuu T'ina 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 position as a Board of Director of the Tsuu T'ina Nation Child and Family Services Society even after my term as Director has expired.

SWORN before me at the \_\_\_\_\_ )  
of \_\_\_\_\_ )  
in the Province of Alberta, this \_\_\_\_\_ )  
day of \_\_\_\_\_, 20 \_\_\_\_\_. )

\_\_\_\_\_  
A Commissioner for Oaths/Notary Public  
for the Province of Alberta.

My Appointment Expires: \_\_\_\_\_



## **APPENDIX 3: CONSENT FOR MANDATORY RANDOM DRUG/ALCOHOL TESTING**

### **CONSENT FOR MANDATORY RANDOM DRUG/ALCOHOL TESTING**

Upon accepting an employment or contract position with Tsuu T'ina Nation Child and Family Services Society, I recognize that in the interest of safety for all concerned, I will be required to participate in mandatory random testing for drug and/or alcohol use. I,

\_\_\_\_\_, have been fully informed of the reason for this urine test for drug and/or alcohol (I understand what I am being tested for), the procedure involved, and do hereby freely give my consent. In addition, I understand that the results of this test will be forwarded to my employer and will become part of my record. If this test is positive, and for this reason I am suspended until completion of an investigation, I understand that I will be given the opportunity to explain the results of this test. Should the results of testing positive result in permanent dismissal I will be liable for the costs of the testing and hereby authorize a payroll deduction from my final pay. I hereby authorize these test results to be released to Tsuu T'ina Nation Child and Family Services Society.

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Witness

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Signature



## APPENDIX 4: CONFLICT OF INTEREST

### **Tsuu T'ina Nation Child & Family Services Society (TTNC&FSS) Conflict of Interest Policy:**

Any TTNC&FSS Board Member in a conflict of interest position with an item of business of the Board must exempt themselves from the discussion and voting on the matter.

#### **Guidelines:**

TTNC&FSS Board Members are in a conflict of interest situation when their actions or decision are substantially influenced by a personal or economic interest.

#### **Procedures:**

TTNC&FSS Board Members in a conflict of interest shall:

- abstain from voting on any questions relation to the matter; and
- leave the room in which the meeting is being held until the discussion and voting on the matter are concluded.

Following the declaration of a conflict of interest by a Board Member, all debate and actions shall cease until the member has left the room. The minutes of the meeting shall contain: the Board Members name, the Board Members declaration, and a statement that the member has left the room prior to the debate and vote.

#### **Conflict of Interest Statement:**

I have received and read the TTNC&FSS Conflict of Interest Policy. I understand that the intent of the Policy is to disclose real or perceived conflicts of interest, to excuse myself from decisions and discussions related to real or perceived conflicts of interest, to act impartially and avoid the appearance of impropriety, and to protect the confidential nature of the TTNC&FSS. Thus, I will excuse myself from any portion of the TTNC&FSS meeting during discussion or decisions in which I have a real or perceived conflict of interest.

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Print Name

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Signature

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TTNC&FSS Position

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Date



## APPENDIX 5: EMPLOYEE GRIEVANCE FORM

### Step No. 1:

Date of Event Prompting Complaint:	Location:	
Employee:	Immediate Supervisor:	
Nature of Complaint:		
Director's Reply:		
	Signature (Director)	Date:
Employee Response: (check one)	Signature (Employee)	Date:
<input type="checkbox"/> I am satisfied with the Reply at Step 1		
<input type="checkbox"/> I will proceed with Step 2		

### Step No. 2:

Attendance (if Board meeting is convened):		
Reply:		
	Signature (Board Chairperson)	Date:
	Signature (Employee)	Date:



## APPENDIX 6: POLICY ACKNOWLEDGEMENT FORM

### POLICY ACKNOWLEDGEMENT

I, \_\_\_\_\_, acknowledge that I have received the Tsuu T'ina Nation Child and Family Services Society Policy ("Policy") and have read and understand it.

I further understand that this Policy has aspects that deal directly with employee and the Tsuu T'ina Nation Child & Family Services Society ("TTNC&FSS") relationship. This Policy may change in whole or in part from time to time at the discretion of the TTNC&FSS.

Signature:

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Date:

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TTNC&FSS Director:

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Date:

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