

FINANCE · MANAGEMENT · LEADERSHIP



AFOA CANADA

Building a Community of Professionals

HR Policies for your Nations Government

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Presentation Agenda

1. Overview
2. Critical content for policies
3. Additional optional sections
4. Sources of support
5. Updating policies
6. Wrap Up

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1. Introduction

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Overview – HR Policies

- Employees are the biggest asset for a First Nation.
- Mismanagement can create risk and liability for the Nation.
- Nations should always refer to their legal counsel.
- HR policies support how the Nation manages and guides their employees.
- HR policies provide direction and ensure all employees are treating fair and equitable.
- HR policies outlines the rights, responsibilities of the Nation and the employees and/or contractors.

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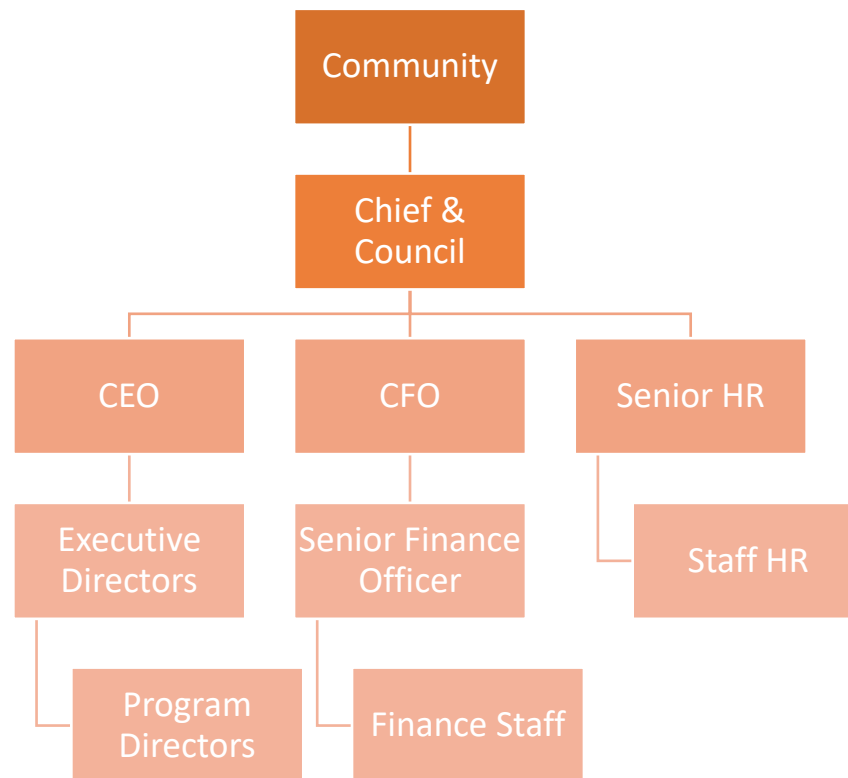
2. Critical Content

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Organizational Structure

- Outlines the reporting structure for the Nation
- Organizational Chart that would outline the below information:
- Leadership, Management, and Departments
- Lines of communication and responsibility between groups
- Policy should include section that outlines requirement to have organizational chart reviewed and updated regularly

Example of Organizational Chart



Hiring & Termination

- Section outlines the process for hiring in any position.
- Process and procedures for transferring of staff between departments.
- Outlines any preference on qualified candidates (Indigenous).
- Process for onboarding for employee and internal staff.
- Payroll and benefits team notified.
- Steps to take in the event of a termination.
- Documentation and legal protection for Nation.

Performance Management

- Section for process and procedures on completing employee evaluations.
- Outlines steps that should and are required for career progression.
- Also identifies when and how corrective or disciplinary action is required.
- Allows for the Nation to ensure that employees are supported in their role.
- Outlines training and/or workplan opportunities for employees.
- Reduces employee turnover.
- Employee turnover = expensive.

Disciplinary Action

- This section would outline the process and policy around negative performance management.
- Section should allow for clarity around responsibilities of senior supervisory staff and employee.
- Policy would include procedures for documenting corrective steps and communication that have occurred with the employee.
- Section should reference opportunity for both parties to seek legal counsel is required.

Personnel Files

- Policy around management of the employee files.
- Legal requirement to maintain employee records.
- Outlines procedures to retain documents, and destroy files after the required legislation.
- Outlines process for confidentiality of employee files containing rate of pay, employee's skill, experiences, qualification, education and training.
- File should contain employee information, contract for employment, and legal Service Canada and Canada Revenue Agency information.

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3. Additional Optional Content

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Benefits & Retirement

- Outlines the benefit and pension plans made available to employees.
- Each organization offers unique benefits, pension, and/or RRSP.
- Specifies information on eligibility, utilization, fees.
- Some employees can have difficulty savings.
- Pension plans allow for deduction directly from payroll.
- Employers can match up to varied amounts
 - Sometimes tied to employee tenure

Code of Conduct

- Provides guidance on the expectations and guidelines for acceptable behavior for employees.
- Supports behaviors in the workplace and outside of the workplace as work-related events.
- Typical items to consider:
 - Review and adhere to all policies, procedures and standard practices
 - Maintain a professional workplace behavior
 - Represent the “brand” of the organization
 - Confidentiality
 - Treatment of workplace assets
 - “Do your job”

Employee Leave Allotments

- Policy around leave and vacation purposes.
- What leave is appropriate and acceptable.
- Paid V.S. unpaid leave.
- Vacation entitlement and accruals.
- Procedures on how to utilize allowable leave allotments.
- Many organization allow for additional leave allotments for staff including:
 - Cultural Leave, Bereavement, Education, Parental, Jury Duty, Election
 - Family Responsibility, Stress and Health, Moving, Annual Celebrations

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4. Sources of support

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Support

- AFOA Canada
- AFOA Provincial Chapters
- First Nation Financial Management Board
- Legal Firms
- Consulting Firms
- HR Professional Consultants
- Encourage your HR team to research needs of the Nation
- Most relevant information comes from within

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5. Updating policies

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Update

- Updates should be a minimum of every 3 years
- Ideally, review every year
- Constantly changing regulations & laws

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6. Wrap Up

CONCLUDING REMARKS

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Summary

- HR policies protect should protect the rights of the employee and the employer
- Organizational charts are important for clear lines of communication, and decision making
- Performance reviews allow you to support your employees and reduce turnover which is costly
- Document everything – legal protection
- Employee files are required to be maintained and securely stored per regulatory guidelines
- Make the policies unique to your Nation, cultural protocol
- Incorporate language
- Utilize your staff when designing and creating policies – relevance
- Update policies regularly



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Anwunikit

Niawen

Meegwetch

Mahsi

Ekosi

‘Doy-gg

Mussi Cho

Thank you



Thank you!

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