

Land and Water Board

**Employee Policies
and Procedures Manual**

January, 2015

Table of Contents

Land and Water Board Employee Policies and Procedures Manual Overview	iii
Definitions	iv
Section 1: Administration	1.1
Policy 1.01: Records Management	1.1
Policy 1.02: Computers and Electronic Information	1.3
Policy 1.03: Equipment Leases.....	1.5
Policy 1.04: Telecommunications/Office Equipment.....	1.6
Policy 1.05: Mail Handling.....	1.7
Section 2: Financial Administration	2.1
Policy 2.01: Annual Budget/Fiscal Year.....	2.1
Policy 2.02: Financial Reporting	2.2
Policy 2.03: Signing and Payment Authority	2.3
Policy 2.04: Internal Controls.....	2.6
Policy 2.05: Bank Reconciliations.....	2.8
Policy 2.06: Contract Authorities	2.9
Policy 2.07: Asset Management and Insurance	2.13
Policy 2.08: Credit Card Usage	2.15
Policy 2.09: Petty Cash	2.16
Policy 2.10: Loans and Donations	2.17
Policy 2.11: Annual Audit.....	2.18
Section 3: Human Resources Administration	3.1
Policy 3.01: Code of Conduct	3.1
Policy 3.02: Confidentiality	3.2
Policy 3.03: Conflict of Interest.....	3.4
Policy 3.04: Harassment Free Workplace	3.5
Policy 3.05: Job Descriptions.....	3.8
Policy 3.06: Hiring	3.9
Policy 3.07: Offer of Employment.....	3.10
Policy 3.08: Personnel Files.....	3.11
Policy 3.09: Hours of Work	3.13
Policy 3.10: Adjusted Hours of Work	3.14
Policy 3.11: Overtime.....	3.16
Policy 3.12: Probation	3.18
Policy 3.13: Orientation	3.19
Policy 3.14: Outside Employment	3.21
Policy 3.15: Performance Evaluation	3.22
Policy 3.16: Professional Development	3.23
Policy 3.17: Corrective Action	3.24
Policy 3.18: Staff Appeals.....	3.30
Policy 3.19: Staff Meetings	3.31
Policy 3.20: Membership in Organizations/Military Service/Political Office.....	3.32
Policy 3.21: Resignation of Position.....	3.33

Policy 3.22: Abandonment of Position..... 3.36

Policy 3.23: Termination of Employment 3.37

Section 4: Occupational Health and Safety..... 4.1

Policy 4.01: Occupational Health and Safety Policy..... 4.1

Policy 4.02: Use of Land and Water Board Vehicles including Rental Vehicles 4.5

Policy 4.03: Building/Vehicle Security..... 4.9

Policy 4.04: Workplace Safety..... 4.10

Policy 4.05: Fire/Emergency Evacuation Plan 4.12

Policy 4.06: Working Alone 4.13

Section 5: Compensation 5.1

Policy 5.01: Employee/Dependent Definitions 5.1

Policy 5.02: Employee Documentation 5.3

Policy 5.03: Employee/Contractor Indemnity..... 5.5

Policy 5.04: Payroll Administration 5.6

Policy 5.05: Pay Levels 5.7

Policy 5.06: Performance Increments 5.8

Policy 5.07: Independent Contractors 5.9

Policy 5.08: Timesheets 5.10

Policy 5.09: Acting Pay 5.11

Policy 5.10: Travel Expenses 5.12

Policy 5.11: Group Insurances and Benefits 5.14

Policy 5.12: Retirement Plan 5.15

Policy 5.13: Relocation Expenses 5.16

Policy 5.14: Employee and Family Assistance Program 5.17

Policy 5.15: Employee Allowances 5.18

Section 6: Leave 6.1

Policy 6.01: Leave Procedures 6.1

Policy 6.02: Annual Leave 6.2

Policy 6.03: Designated Paid Holidays 6.4

Policy 6.04: Sick Leave..... 6.5

Policy 6.05: Special/Wellness Leave 6.7

Policy 6.06: Leave Without Pay..... 6.8

Policy 6.07: Compassionate Leave 6.9

Policy 6.08: Bereavement Leave 6.10

Policy 6.09: Seasonal Leave 6.11

Policy 6.10: Court Leave..... 6.12

Policy 6.11: Maternity Leave..... 6.13

Policy 6.12: Parental/Adoption Leave..... 6.15

Policy 6.13: Education Leave..... 6.16

Policy 6.14: Civic Leave 6.18

Land and Water Board Employee Policies and Procedures Manual Overview

The Land and Water Board is a Regulatory Authority established under the Mackenzie Valley Resource Management Act to provide for an integrated and coordinated system of land management in the Mackenzie Valley of the Northwest Territories.

The objective of the Board is to provide for conservation, development and utilization of the land and water resources in the designated area in a manner that will provide the optimum benefit for present and future residents of the settlement area and the Mackenzie Valley and for all Canadians.

The Act authorizes the Board to regulate the use of land and water by issuing, amending, renewing and suspending Land Use Permits and Water Licences throughout the designated area.

The purpose of the Employee Policies and Procedures Manual is to ensure that the rules of employment are clear and communicated to all Board staff.

This manual is to be read and retained by all employees. It is to be strictly adhered to at all times, and referred to in case of dispute. Unresolved conflict over the interpretation of policies will be brought to the attention of the Board Members. For the purpose of this manual, “Board” means the Land and Water Board.

The Board reserves the right to vary, revoke or amend any terms of the manual as is required by the needs of the business.

These policies shall not conflict with legislation or regulations in effect.

This policy manual constitutes a term of all Land and Water Board employment contracts.

Definitions

Board – is the Land and Water Board including the organization as a whole, Board Members and Board employees.

Board Member/Director – is an individual appointed to the Land and Water Board by the responsible Minister.

Chair – is the individual appointed to be the Chairperson of the Land and Water Board by the responsible Minister.

Designated Authority – is the authority as authorized by the Board to perform specific functions of the Board (i.e. the Finance Committee of the Board to review annual budgets).

Designated Employee – is the Board employee designated to oversee and/or complete a specific activity or task.

Executive Director – is the individual contracted by the Board of Directors in the position of Executive Director.

- The Executive Director is responsible for overseeing all identified activities in this manual, but may delegate completion of the activity to an appropriate Board employee.

Section 1: Administration

Policy 1.01: Records Management

Policy

The Land and Water Board will ensure that records are maintained in a secure and confidential manner as required.

Procedures

1. The Board is legally and ethically responsible for all Board related records including employee, financial, operational and contractor information.
2. A file management system will be established and regularly maintained.
3. All employee, financial, and administrative records are confidential and must be securely stored.
 - 3.1. The remainder will be accessible to the public during normal office hours and will be indexed in the Public Registry.
4. Official Communications must be kept as part of the public record.
 - 4.1. Official communications include correspondence signed by the Chair, Executive Director and/or electronic communications considered to be part of the Public Registry.
5. The original copies of records will be retained in a secure manner in the Board Administrative Office.
 - 5.1. Personnel Files will be maintained in a locked and secure filing cabinet under the care and control of the Executive Director.
6. The Board will retain payroll records for seven years after an Employee's last date of employment or the time period dictated by the Income Tax Act, whichever is greater.
7. The Board will retain financial records for eight years.
8. All permanent files must be marked "DO NOT DESTROY".
9. Only employees requiring the information to perform his/her duties will have access to confidential records.
10. The files will contain detailed correspondence records, including the original of every piece of correspondence sent or received by the Board.

Meeting Files

11. All materials considered by the Board in preparation for, during, and following a given meeting will be kept on file.
12. Minutes of Meetings will be part of the Public Registry.

Electronic Files

13. Electronic files maintained on individual staff computers will not be part of the Public Registry.
14. All electronic files will be backed-up on a regular basis and the back-up copy stored in a safe and secure location.

Removal or Destruction of Files

15. Only the Executive Director can authorize the removal or destruction of records in accordance with current legislation.
16. File destruction must be conducted in a manner which will render the files destroyed beyond recognition.
17. When dealing with issues related to access to information, the Executive Director must refer to the Federal Access to Information and Privacy Act for guidance.

Policy 1.02: Computers and Electronic Information

Policy

Employees are expected to respect and properly use computers, electronic and telecommunications equipment provided as part of their employment.

Procedures

1. All computer, electronic and telecommunications equipment provided by the Board for employment use, including computers, cell phones and all other equipment and devices, is the property of the Board.
2. The Board retains the right to monitor all information contained on, and electronic communication made through the use of, computer, electronic and telecommunications and other equipment and devices.
 - 2.1. This includes, but is not limited to, all Internet usage, social media usage (i.e. Facebook), telecommunications conversations and text or e-mail messages.
3. The Board reserves the right to inspect any and all files stored on a computer, computer network or other electronic device in order to ensure compliance with Board policies.
4. All existing Board policies apply to a user's conduct for all uses of computer, electronic and telecommunications equipment, especially (but not exclusively) those that deal with unacceptable behaviour, misuse of Board resources, sexual harassment, information and data security, and confidentiality. These include:
 - 4.1. Confidentiality - under no circumstances should employees disseminate confidential information over the Internet or through electronic communications.
 - 4.2. Pornography - employees are not allowed to visit sites that are considered pornographic.
 - 4.3. Sexual harassment – maintaining, displaying or transmitting sexually explicit images and materials is a violation of the Land and Water Board policy on workplace harassment.
5. Employees are not permitted to transmit, download, archive, edit or manipulate sexually explicit material while using Board resources.
6. An employee cannot use Board Internet facilities or other telecommunications equipment to knowingly break any laws and regulations of Canada or any other country, or for inappropriate purposes.
 - 6.1. Examples of inappropriate use include, but are not limited to, downloading games, jokes, audio files, animations or movie segments.

7. Employees must identify themselves and their position when they send e-mail, register accounts or when conducting other email or Internet transactions.
8. All electronic transmissions including e-mail and text messaging must include a statement that any transmitted information may be included on the public registry.
9. All computers, cell phones and electronic devices belonging to the Board must be returned when the employee leaves employment with the Board.
10. An employee who is leaving the board, and has used his/her personnel communications device and/or computer (i.e. laptop computer, cell phone, tablet or other electronic device) for Board related communications, business or other Board related matters, must delete all Board information and/or communications from his/her device prior to leaving his/her position.
11. Employees in breach of this policy may be subject to Corrective Action up to and including dismissal.

Policy 1.03: Equipment Leases

Policy

All lease and rental agreements in the name of the Land and Water Board must be pre-approved by the Executive Director and follow standard leasing and rental procedures.

Procedures

1. All leases and rentals, including vehicle rentals, must be authorized by the Executive Director in accordance with appropriate spending authorities.

Policy 1.04: Telecommunications/Office Equipment

Policy

Employees are expected to follow this policy when using telecommunications and office equipment except at the discretion of the Executive Director.

Procedures

1. Long distance calls charged to the Board must be business related.
2. Collect calls from employees and Board Members may be accepted for business related purposes.
3. Employees and Board Members, when necessary, will be provided with a Long Distance Calling Card number of the Board and all long distance calls from a third number will be billed to this credit card.
 - 3.1. No calls shall be billed to hotel rooms, etc.
4. Absolutely no personal calls shall be charged to the Board.
5. All faxes received shall be dealt with promptly.
6. Faxes must be handled in a similar way as incoming and outgoing mail except that special or time sensitive faxes will be date-stamped (see Policy 1.05 – Mail Handling).
7. Original copies of faxes will be posted on the appropriate subject files.
 - 7.1. Copies of outgoing faxes will be placed in the chronological fax files
 - 7.2. Copies of all incoming and outgoing faxes will be placed in the Central Filing System.
8. Maintenance of office machines and ordering of supplies shall be the responsibility of the Designated Employee.
9. All problems with office machines shall be reported to the Designated Employee immediately.
10. At the discretion and under the supervision of the Designated Employee, an outside party may make photocopies using Board equipment.
 - 10.1. Charge for such copies shall be determined with reference to number of copies made and costs to the Board.

Policy 1.05: Mail Handling

Policy

All incoming mail, including that delivered by hand or information received at meetings, will be received, date stamped and distributed or filed as appropriate.

Procedures

1. All incoming mail, including mail delivered by hand or information received at meetings, will be received and date stamped by the Designated Employee.
2. Any incoming mail marked "Confidential" will not be opened, but will be date-stamped on the outside of the envelope and provided to the identified recipient.
3. Chronological files of special or time sensitive outgoing mail shall be maintained.
4. Originals of incoming mail and copies of outgoing mail shall be placed in the appropriate files in the Central Filing System.

Section 2: Financial Administration

Policy 2.01: Annual Budget/Fiscal Year

Policy

The Land and Water Board will approve annual budgets prior to the start of each fiscal year. The annual budgets will be submitted to the funding agencies.

Procedures

1. The fiscal year of the Board is April 1 to March 31.
2. Preliminary budgets must be prepared with sufficient time to allow for the approval of the final budget prior to the start of each fiscal year.
3. The Executive Director will submit a draft budget to the Board and/or Designated Authority.
4. The Board will review the draft budget and approve or recommend changes to the budget.
5. Once approved, the budget will be submitted to the funding agencies.
6. The Executive Director will provide quarterly financial (variance) reports to the Chair and keep the Board informed of any significant issues that arise with respect to finances.
 - 6.1. The Chair may request that financial reports be provided more often as required.
 - 6.2. Any irregularities will be brought to the attention of the Board as soon as possible.
7. Budgets will be reviewed mid-year and adjustments to the budgets will be made as necessary by the Board reflecting changing financial conditions.
8. Budget amendments must be submitted to the Board for review and approval.

Policy 2.02: Financial Reporting

Policy

The Executive Director will ensure that quarterly financial and variance reports and annual financial statements are prepared and presented to the Board.

Procedures

1. The Executive Director will present quarterly financial and variance reports to the Board.
 - 1.1. The Executive Director will provide additional financial and variance reports if required and/or if there is a material change in the financial circumstances of the Board.
2. Detailed Financial Reports (including variance reports, and audited financial statements) will be provided to the Board annually for approval.
3. Explanations for any and all budget variances of 20% or more must be included in the Financial Statements and Reports.
4. The Board will be responsible for approving changes to the budget based on financial and/or variance reports and/or changes to the financial circumstances of the Board.
5. Financial statements must be prepared in accordance with Generally Accepted Accounting Principles.
6. The Board is responsible for understanding and approving the financial statements.
7. Approved financial statements will be provided to the funding agencies within the prescribed time frames.

Policy 2.03: Signing and Payment Authority

Policy

The Executive Director will ensure all signing and payment authorities are maintained on all financial transactions.

Procedures

1. For each type of expenditure there are two authorities:
 - 1.1. Spending authority — prior authorization to arrange for spending; and
 - 1.2. Payment authority — authorization after the fact to pay the expense claim or purchase order once the expense has been incurred.
2. The Chair is accountable for all funds expended on the direction of the Board.

Spending Authority

3. The Board delegates to the Executive Director the authority to commit or expend funds based on the approved budget and spending guidelines, and consistent with set spending limits.
4. The Board delegates the authority to exercise spending authority to the Executive Director as per the schedule set at the discretion of the Board (see Spending Authority Chart).
5. The Board delegates the authority to exercise spending authority to the Chair as per the schedule set at the discretion of the Board (see Spending Authority Chart).
6. Spending in excess of the authority of the Chair must have approval from the Board.
7. The Chair, from time to time, may set spending limits for Managers and staff other than the Executive Director.
 - 7.1. These spending limits will not exceed the spending limits of the Executive Director as set by the Board.
8. Special circumstances exist when the spending authority is also the payee (such as for travel expenses).
 - 8.1. In this case, the spending authority functions will be exercised by the authority's Supervisor.
9. Spending authority may be delegated to a backup in periods of absence.
 - 9.1. This designation must be documented
 - 9.2. In the absence of the designated backup, the spending authority must be exercised by the spending authority's Supervisor.
10. Previously authorized expenditures may be approved by another Designated Employee in the absence of the Executive Director.

11. Other new expenditures must be approved by the Chair, if the Executive Director is not available and if such expenditures are required during his/her absence.
12. Spending authorities must ensure that:
 - 12.1. All relevant policies and procedures are complied with (including Board bylaws and relevant Treasury Board directives)
 - 12.2. The price charged is according to the contract or agreement (or, if not specified, is reasonable)
 - 12.3. Any advance payments are specifically provided for in the contract or agreement (or, if not specified, are reasonable)
 - 12.4. Payments plus commitments do not exceed the relevant budgetary allocation
 - 12.5. The invoice is complete and all supporting documentation is present.

Payment Authority

13. Payment authority is delegated by the Board to the Executive Director who is responsible for requisitioning payments.
14. Payment authority must not be exercised unless a valid spending authority signature appears on supporting documentation for the transaction.
15. Payment and spending authority must not be exercised by the same individual for any transaction, even if the officer has both authorities.
16. In the case of a Board Member, payment authority will be exercised by an alternate Board Member who has been designated by the Board to fulfill this function.
17. Payment authorities must ensure that:
 - 17.1. All relevant policies and procedures are complied with (including Board bylaws, and relevant Treasury Board directives)
 - 17.2. Appropriate certification is provided by an officer with spending authority over those funds
 - 17.3. All information appearing on payment requisitions is complete and accurate
 - 17.4. A higher authority is advised in cases where a payment would be invalid
 - 17.5. Any other procedures necessary in relation to the payment are carried out.
18. The Executive Director:
 - 18.1. Must ensure that signing authority specimen signature cards are current
 - 18.2. Is responsible for ensuring signing authorities are in compliance with policies and procedures and any deviations are reported to the Board.

Spending Authority Chart

Spending Authority	Limit
Executive Director	\$0.00 – \$20,000.00
Chair	\$20,000.00 - \$30,000.00
Full Board	Over \$30,000.00

Policy 2.04: Internal Controls

Policy

The Executive Director will ensure all internal controls are maintained on all financial transactions.

Procedures

1. The Board will follow Generally Accepted Accounting Principles and implement a financial system that accurately records all financial transactions in a manner that provides the Board and management with all the relevant information needed to make informed and timely decisions.
2. A Chart of Accounts will be prepared and made available to code receipts and disbursements on the accounts.
3. The Executive Director will be responsible for maintaining and administering the financial system (including the accounting system).
4. The Executive Director will oversee the preparation of monthly financial reports which will include receipts, disbursements, receivables and payables.
5. Standard journal entries must be made by Designated Employees and reviewed quarterly by the Executive Director.
 - 5.1. The Executive Director will approve all journal entries.
6. Non-standard journal entries (exceeding \$10,000 or more) will be reviewed by the auditor annually in the presence of the Executive Director.
7. Receipt of funds must be documented or recorded by the program budgets and reconciled in variance reports.
 - 7.1. The Executive Director must be informed immediately if there are major discrepancies.
8. All funds related to Board activities will be disbursed with proper authorization of the Board and/or the Executive Director and all disbursements shall be appropriately and promptly recorded by the Designated Employee(s).
9. The Executive Director is responsible for ensuring the preparation of receipts and documents for deposits into Board authorized bank accounts.
 - 9.1. The Executive Director will approve all receipts for deposit.
 - 9.2. The Executive Director is responsible for ensuring all receipts are deposited in the appropriate account.
10. Bank deposit slips must be filed in a specific folder designated for the fiscal year.

11. Expenditure requests and/or Purchase Orders (POs) will be provided in writing and will be approved by the Executive Director or the Chair within their respective spending authority as approved by the Board.
12. All purchases of goods and services in excess of \$100.00 (one Hundred Dollars) must be authorized by a Purchase Order, prior to acquisition.
 - 12.1. No blank Purchase Orders will be authorized.
 - 12.2. The goods to be purchased must be listed on the form or attached together with an estimate of the maximum cost before being submitted for authorization.
13. Purchase Orders must be signed by the Executive Director or Chair within set spending authorities.
14. Purchase Orders above the Chair's spending authority must be approved by the Board.
15. Payment will only be made only after the written approval of the disbursement by the Executive Director or Chair within their respective spending authorization.
 - 15.1. Payment documents will be signed by two authorized signatories of the Board which may include the Chair, Board Members or Executive Director.
16. Two signatures are required on all Board payment documents including cheques.
 - 16.1. All payment documents must be accounted for monthly and must be part of the bank reconciliation process.
 - 16.2. No payment documents are to be written payable to "cash" or "bearer" and blank cheques must never be signed in advance.
 - 16.3. All "void" cheques must be defaced, recorded and retained with the cancelled checks by the Executive Director.
17. The Executive Director will be responsible to keep the blank and unused cheques in a secure place, e.g., a safe.
18. All "un-paid" and "paid" invoices must be marked clearly and filed separately
 - 18.1. Unpaid invoices are approved by the Executive Director and should be paid within 30 days from the date of receipt.
 - 18.2. These will be moved from the "un-paid" folder to the "paid" folder and must be kept as part of the financial record as per legal requirements.
19. All expenditures or disbursements, except for petty cash will be made by payment document and must be accompanied by substantiating documentation.
20. A printed report must be kept on file and attached to each bank statement.

Policy 2.05: Bank Reconciliations

Policy

Monthly reconciliations will be completed on all bank accounts on or before the fifteenth day of the following month.

Procedures

1. The Executive Director is responsible for ensuring that all bank accounts are reconciled on a monthly basis.
2. When a bank statement is received, the following items must be reconciled:
 - 2.1. All Bank Accounts (Chequing/Savings)
 - 2.2. All Funds received and deposited during the period
 - 2.3. All Disbursement made during the period, and
 - 2.4. Petty Cash Account.
3. The Executive Director will prepare and sign the bank reconciliation form once completed.
4. The Executive Director is responsible for ensuring that the Payroll Bank Account is reconciled on a monthly basis.
 - 4.1. The Executive Director will prepare and sign the payroll reconciliation form once completed.
5. All cheques outstanding for over ninety days must be investigated.
6. The Executive Director is responsible for reviewing all bank reconciliations on a monthly basis and verifying that the bank accounts have been reconciled.
7. Upon verifying that the bank accounts have been reconciled, the Executive Director will sign each bank reconciliation form attesting to the fact that the bank accounts have been reconciled.

Policy 2.06: Contract Authorities

Policy

All contracts for services will be signed by the designated spending authority and must be in adherence with the guidelines set out in this policy.

Procedures

1. A standard format will be used to ensure all required terms and conditions are included in the contract.
2. Contracts shall be reviewed and initialled by the Executive Director prior to signing by either party to the contract.
3. The Executive Director has the authority to approve contracts up to set spending authorities.
4. The Chair has the authority to approve contracts up to set spending authority.
5. Contracts in excess of the Chair's set spending authority must be approved by the Board.
6. The cost of the contract or special service must not exceed the budget for any program.
7. Invoices for service contracts must be accompanied by the approved service contract and confirmation that services have been provided.
8. For all purchases, a purchase preference shall be provided to local businesses, which shall not exceed fifteen (15%) percent over the price which a purchase could be obtained from a business other than a local business.
9. In the following circumstances, the Board may approach only one supplier to provide goods or services.
 - 9.1. There is clearly only one firm/contractor available when all factors and pertinent policies are taken into account; and/or
 - 9.2. The work is one of pressing emergency in which delay would be injurious to the public interest.
 - 9.3. This decision should be duly recorded with justification for selection of the sole source supplier.
10. In event of an emergency, the Executive Director has the authority to approve contracts and has the authority to expend whatever funds are reasonably necessary to deal with the situation.
 - 10.1. Prior to expending or committing such funds, the Executive Director will attempt to contact the Chair, advise him/her of the nature of the emergency and the amount of funds to be committed or expended and obtain direction with which to proceed.
 - 10.2. Any such expenditure or commitment must be reported to Board at the earliest opportunity.

11. Where, in the opinion of the Board, a proposal would be more appropriate than a tender, the Board may acquire personal property or services through a request for proposals.
12. Every request for proposals must express the criteria to be used in evaluating the proposal and no criteria will be used in evaluating the proposal that is not expressed in the request for proposals.
13. Where a contract is to be awarded as a result of a request for proposals, it will be awarded to the proposer who will provide the best value for the Board and according to the evaluation criteria in the request for proposals.
14. The Board reserves the right to reject any or all proposals, and to enter into negotiations with any one submitting a proposal.
15. Tenders and/or Requests for Proposals must, unless otherwise approved by the Board, be called for every contract and for any purchase in excess of \$25,000.
 - 15.1. Tenders may be called by either public or closed tender.
16. The Board reserves the right to accept or reject any or all tenders and to waive irregularities and informalities at its discretion.
 - 16.1. The Board reserves the right to accept a tender other than the lowest tender without stating the reasons.
17. By the act of submitting its bid, the Bidder waives the right to contest in any legal proceeding or action the right of the Board to award the work to whomever it chooses and may consider the following and other factors:
 - 17.1. Any past experience with the Bidder, or lack there
 - 17.2. The results of any reference check done by the Board
 - 17.3. Information relating to the financial state of the Bidder, however obtained, or
 - 17.4. Relative length of project schedule.
18. Public or closed tenders shall be advertised and open to all qualified tenders and bidders.
19. The Executive Director will report to Board prior to issuing an invitation to tender or request for proposal.
 - 19.1. The Board will instruct the Executive Director as to whom the invitational tenders or request for proposal shall be distributed, if appropriate.
20. Requests for tenders/proposals shall state that the competition will close at a specified local time, on a specified day and at a specified location.
21. Prospective bidders must include all fees and expenses including professional, labour, capital, travel and administrative costs and GST fees.
 - 21.1. Administrative fees must be clearly stated in the bid
 - 21.2. Travel must quoted according to Treasury Board Duty Travel Rates.
22. A list of prospective bidders, who receive tender/proposal competition packages, shall be maintained by the Executive Director.

23. All replies to tenders/proposals will be directed to the Executive Director on or before the competition closing time and date.
 - 23.1. The Executive Director shall ensure that as tenders/proposals are accepted, the envelopes are date stamped, initialled and kept in a locked safe or cabinet until the date and time fixed for tender opening.
24. Tenders/proposals received after the competition closing date and time shall not be accepted.
 - 24.1. The late submission shall be time stamped, recorded and returned to the bidder unopened.
 - 24.2. The time as determined by the Executive Director shall be deemed conclusive.
25. A prospective bidder who has submitted a tender/proposal may request that his tender/proposal be withdrawn.
 - 25.1. The withdrawal will be allowed if the request is made prior to the competition closing date and time.
26. The Executive Director will, at the date and time specified for opening of tenders/proposals ensure that in the presence of at least one senior officer and in the presence of those bidders who care to attend the opening, open all tenders/proposals and record the details of each bid received.
27. Tenders/proposals shall be opened in order as decided by random draw of the tender envelopes.
28. In the event that a tender/proposal is rejected, the following shall occur:
 - 28.1. The bidder shall be advised in writing as to the reason for the rejection of the tender/proposal.
 - 28.2. The report to the Board shall include the rejected bidder and the reason for rejection of the tender/proposal.
29. The Executive Director will prepare a summary of all bids received, ensure that all required documents, deposits or other data, are checked for accuracy and present this information to Board for review and award of tender/proposal.
30. Tenders/proposals may be reviewed by the appropriate Committee or by Staff who shall make recommendations to Board.
31. The Board will, at a regular or special meeting, award the contract, as early as practical, after the closing date of the tender/proposal.
32. The Executive Director may make available to qualified bidders, on written request:
 - 32.1. The names of persons tendering on contracts
 - 32.2. A general explanation (where applicable) of why the contract was not awarded.
33. Progress and/or final payments for goods or services will be made by the Board to contractors or other agencies upon approval of the work:
 - 33.1. As payment for work in progress or for placing materials on site
 - 33.2. When called for as a specific condition of contract
 - 33.3. When the contract is completed to the specifications and has been accepted by the Executive Director.

34. The fifteen (15%) percent hold back on final payment will be paid to the contractor only upon approval of the Executive Director, who must be satisfied that all specifications and terms of the contract have been met.

Policy 2.07: Asset Management and Insurance

Policy

An inventory of all property owned by the Land and Water Board, including but not limited to real estate, equipment and furniture, must be maintained by the Executive Director.

Procedures

Inventory List

1. An inventory of all property and/or equipment owned by the Board will be maintained by the Executive Director.
 - 1.1. The inventory will include, but not be limited to, buildings, vehicles, real estate, equipment, and furniture.
2. The inventory will include the estimated value of the property.
3. All assets and other property belonging to the Board are to be used solely for the completion of Board business.
4. The Executive Director is responsible for ensuring acquired items are added to the inventory list.
5. The Executive Director is responsible for deleting items from the inventory list that are sold, discarded or transferred.
6. The Executive Director will ensure the inventory list is updated at least once each fiscal year.

Insurance

7. The Executive Director will update and renew a general insurance policy with coverage for all Land and Water Board property and equipment.
 - 7.1. The general insurance policy must include damage, theft and personal liability insurance.
8. The Executive Director will update all other required asset insurances including, but not limited to:
 - 8.1. Commercial liability insurance
 - 8.2. Director's travel insurance
 - 8.3. Workers' Compensation insurance
 - 8.4. Vehicle insurance covering all Board owned and/or operated vehicles and mobile equipment.

Loan of Equipment

9. Items may be loaned to other related organizations on approval of the Executive Director.
 - 9.1. The Executive Director will maintain an inventory of items loaned to other organizations and/or on load to the Board from other organizations.

Damage or Theft of Equipment

10. In the event of damage or theft, the incident shall be reported immediately to the Executive Director and an insurance claim submitted if appropriate.
11. Depending on the nature of damage or theft to office property, and on direction of the Executive Director, such incidents will be reported immediately to the local police and a police report will be obtained.
 - 11.1. A copy of the police report will be retained in the office and a copy shall be saved for insurance purposes.

Surplus Assets

12. Furniture and equipment considered surplus to Board requirements will be disposed of by offering it to other cooperative management agencies operating in the region or other approved non-profit organizations.
13. The price for items offered, if any, will be set by the Board.
14. Items not offered or accepted by other organizations will be removed to recycling or refuse sites as appropriate.
15. All hard drives for electronic equipment must be destroyed or completely erased before the equipment can be transferred or sent for refuse or recycling.
16. All surplus items will be removed from the inventory list.

Policy 2.08: Credit Card Usage**Policy**

Authorized personnel may use the Board credit card to pay for approved expenses.

Procedures

1. Use of the Board credit card will only be authorized by the Chair or Executive Director.
2. Credit Cards must not be used for personal use.
3. The Executive Director will monitor purchases and ensure that credit limits have not been exceeded.
4. If the Executive Director does not receive the proper documentation to facilitate payment of the credit card expenditures, Board credit card privileges may immediately be suspended.
5. Credit card payments should be made for the full amount of the outstanding balance and within the time lines identified on the credit card statement to avoid additional interest and other charges.

Policy 2.09: Petty Cash

Policy

Petty Cash may be used for small incidental expenditures.

Procedures

1. The Executive Director will determine the maximum amount of the purchase when using petty cash.
2. The Executive Director will determine the maximum amount to be held in petty cash.
3. Expenses do not require Board approval but receipts will be required.
4. Petty cash will be replaced when available cash falls below an amount as determined by the Executive Director.
5. All cheques for reimbursement of petty cash must be made payable to the custodian of the petty cash fund and a petty cash code will be created in the accounting system.
6. The petty cash funds shall be kept in a secured place.

Policy 2.10: Loans and Donations**Policy**

The Board will not authorize loans or donations to any individual or organization.

Procedures

1. Requests for loans or donations will be denied.
2. Purchase of flowers or expressions of bereavement for the funeral of business associates of the Board may be authorized at the discretion of the Executive Director.

Policy 2.11: Annual Audit

Policy

The Board is responsible for ensuring that an audit is conducted on an annual basis by a qualified audit firm.

Procedures

1. The Board will contract an auditor who shall be a member of a recognized professional accounting association (Certified Accountant (CA), Certified General Accountant (CGA) or Certified Management Accountant (CMA)) authorized to conduct audits.
2. The audit will include all transactions involving the Board.
3. The audit will include a general review of the adequacy of the accounting procedures and systems of control employed to preserve and protect the assets of the Board.
4. The auditor shall be required to submit the Auditors Report and Audited Financial Statements no later than July 15th of any year in which the fiscal year ends on March 31.
 - 4.1. The Auditor will provide the Board with a Management Letter stating the results and any recommendations.
5. The Board will consult with the auditors and receive and respond to the auditor's report.
6. An original copy of every Audit Report, Audited Financial Statements, Management Letter and Board Response will be kept on file at all times as part of the financial records of the Board.
7. The audited financial statement will be published in the Annual report.

Section 3: Human Resources Administration

Policy 3.01: Code of Conduct

Policy

Employees are expected to conduct themselves in a professional manner in the workplace. Employees represent the Land and Water Board and their conduct must be consistent with the ideals, policies and procedures of the Board.

Procedures

Employees are expected to individually model the following ethical behaviours:

1. Work to serve in the best interest of the Land and Water Board and in compliance with all applicable legislation, by-laws and policies and procedures.
2. Attempt to attend regularly scheduled work hours and give adequate notice when not able to attend work.
3. Not use the Board's resources or programs for their own personal advantage, or for the advantage of family and friends.
4. Not discuss the confidential business of the Land and Water Board except as stated in the policy on Confidentiality.
5. Accept and support decisions of the Board as long as remaining an Employee of the Board.
6. Not use alcohol or non-prescription drugs during working hours.
 - 6.1. Employees who are proven to have used alcohol or non-prescription drugs during working hours will be subject to Corrective Action up to and including dismissal.
 - 6.2. Employees whose performance is affected by the use of alcohol or drugs outside of the workplace will be subject to Corrective Action up to and including dismissal.
 - 6.3. Employees who are experiencing issues with the use of alcohol or non-prescription drugs will be given the opportunity to enter an in-patient alcohol and drug treatment program either through the use of annual leave, time-in-lieu and/or leave without pay.
7. Failure to adhere to these standards may result in Corrective Action up to and including dismissal.

Policy 3.02: Confidentiality

Policy

Employees will acquire confidential information that relates to the conduct and operations of the Land and Water Board. The information is the exclusive intellectual property of the Board and employees must maintain the confidentiality of the information.

Procedures

1. Confidential information includes, but is not limited to, verbal and written communications, computer programs and messages, photographs, financial and accounting records, human resources information and any other documentation or information.
2. Employees are required to sign an Oath of Confidentiality before assuming their duties.
3. Confidential information must not be disclosed to persons who are not employees of the Board, and/or employees of the Board who are not privy to such information.
4. Employees may not, except as authorized or required by their duties, reveal any confidential information concerning the Board which may come to their knowledge as a result of their position.
5. Employees must keep confidential all information entrusted to them and not use or attempt to use any such information in any manner to their advantage or to the advantage of their family or other business or personal relationships.
6. Before disclosing any confidential or potentially confidential information, an employee must obtain the written approval of the Executive Director.

Oath of Confidentiality

I understand and agree that I have an ethical and legal duty to maintain strict confidentiality of all information obtained in my role as an employee of the Land and Water Board.

I agree to safeguard all confidential information provided to me in my role.

I understand and agree that Land and Water Board information and documents must be held secure and not disclosed without the express written consent of the Executive Director or Chair of the Land and Water Board.

I agree to hold in strict confidence the discussion of all matters unless specifically instructed otherwise by the Executive Director or Chair of the Land and Water Board.

I agree not to publish or make public any information unless specifically instructed otherwise by the Executive Director or Chair of the Land and Water Board.

Name of Employee: _____

Signature of Employee: _____ Date: _____

Name of Executive Director: _____

Signature of Executive Director: _____ Date: _____

Policy 3.03: Conflict of Interest

Employees are committed to ethical and lawful conduct, including proper use of authority and to avoiding situations of real or perceived conflict of interest.

Procedures

1. A conflict of interest occurs in any situation in which an employee is in a position to use his/her official capacity for his/her personal benefit and/or the benefit of his/her immediate family and/or close associates.
2. Employees must avoid situations where a conflict may develop or where others may perceive a conflict of interest.
3. Employees must not gain or benefit personally from the use of, or access to, Land and Water Board property, resources, services, and positions.
4. Employees must not gain or benefit personally from any Board decisions and/or from the regulatory review process.
 - 4.1. Employees must declare any such potential conflict such as shares in a company that is a proponent before the Board.
 - 4.2. Employees may be recused from participating in any involvement in the regulatory process under such circumstances.
5. Authorization must be given by the Board before an employee can receive a gift, service, or benefit from an external party valued at more than an estimated value of \$50.

Policy 3.04: Harassment Free Workplace

Policy

Employees, Board Members, Clients, Stakeholders and Members of the Public are entitled to a harassment free environment and are expected to abide by the conditions set out in this policy.

1. **Harassment** includes, but is not limited to, verbal or physical conduct that is offensive or shows hostility toward an individual because of that person's race, skin colour, ancestry, nationality, religion, age, gender, national origin, sex, marital status, family status, sexual orientation, political beliefs or association or disability.
 - 1.1. Harassment can also occur if conduct is directed toward a person's relatives, friends or associates.
2. **Harassing conduct** includes, but is not limited to, abuse, slurs, negative stereotyping, threatening, intimidating, or hostile acts including jokes or pranks that are hostile or demeaning, and written, graphic or electronic material that is offensive or shows hostility toward an individual or group.
3. **Sexual harassment** includes, but is not limited to, behaviour, actions or remarks of a sexual nature that are unwarranted and unsolicited such as sexual advances and/or verbal or physical conduct of a sexual nature, visual forms of a sexual or offensive nature (e.g., signs and posters, material downloaded from the Internet, and sexually explicit e-mail communications).

Procedures

1. All employees are responsible for respecting the rights of others and contributing to a work environment that is free from harassment.
2. Harassment may include, but is not limited to, any and all situations described above.
3. Harassment complaints may be made by:
 - 3.1. A client, stakeholder or member of the public against an employee or Board Member
 - 3.2. A Board Member against a client, stakeholder, member of the public, another Board Member or an employee
 - 3.3. An employee against a client, stakeholder, member of the public, Board Member or another employee.
4. All harassment complaints are treated seriously and confidentially and must be investigated by the Executive Director or Chair as appropriate.
5. All harassment complaints against a client, stakeholder, member of the public or Board Member must be reported to the Chair for investigation.
 - 5.1. Where the complaint is against the Chair, the Board as a whole will investigate the complaint.
 - 5.2. Where required, the Executive Director has the authority to require the Client, Stakeholder, Member of the Public or Board Member to remove themselves from the Land and Water Board premises and refrain from further contact until the complaint can be resolved.

6. All harassment complaints against employees must be investigated by the Executive Director except where the complaint is against the Executive Director.
 - 6.1. If the complaint is against the Executive Director, the matter must be referred to the Chair for investigation.
7. The complainant should keep a record of all related information surrounding the alleged harassment including:
 - 7.1. Names of people involved
 - 7.2. Locations, circumstances and nature of the behaviour
 - 7.3. Times and dates of the incidents
 - 7.4. Names of witnesses, if any
 - 7.5. Dates and names of individuals or supervisors that were advised of the harassment, and
 - 7.6. Dates of submission of harassment complaints and the names of persons who received the complaint.
8. Complaints must be made in writing and placed in an envelope marked “Strictly Confidential” and filed with the Executive Director or Chair as appropriate.
9. The Executive Director or Chair will begin an investigation into the complaint as soon as possible.
 - 9.1. The investigation will include speaking in confidence to the complainant(s), the accused person(s), and any witnesses.
10. The Executive Director or Chair will take required actions to maintain a safe and productive work place while the investigation occurs.
11. If the complaint is against a Client, Stakeholder, Member of the Public or Board Member, they may be required to refrain from further contact until the complaint can be resolved.
12. If the complaint is against an employee, the Executive Director or Chair may decide that the accused person be placed on leave with pay for up to 30 days while the investigation takes place.
13. Within ten working days, the Executive Director or Chair will write a report which includes:
 - 13.1. Detailed information concerning the complaint and the alleged incident(s)
 - 13.2. A conclusion as to whether harassment took place
 - 13.3. How the complaint should be resolved
 - 13.4. How similar problems can be prevented in the future.
14. If a complaint is substantiated against an employee, the Executive Director or Chair will take the appropriate Corrective Action up to and including suspension or dismissal.
15. If a complaint is from an employee and is found to be inconclusive, the Executive or Chair will advise the parties of the results and take appropriate action to mitigate future issues (such as minimizing contact between the employees).
16. If a complaint is from an employee and is not substantiated, the Executive Director or Chair may conduct an investigation to determine if the complaint was made in a malicious manner.

17. The Executive Director or Chair may reprimand, demote, suspend or terminate the employment of the complainant if it is determined that the complainant filed the complaint in a malicious manner.
18. All appropriate letters and documentation will be placed on the Personnel File of the accused person if the complaint is substantiated, or on the Personnel File of the complainant if the accusation is found to be false and malicious.

Policy 3.05: Job Descriptions

Policy

Employees are entitled to a job description that contains a written statement of duties and qualifications.

Procedures

1. Each position will have a written job description.
2. The Executive Director is responsible for ensuring that job descriptions are reviewed and, if necessary, updated on a regular basis, or before a position goes to competition.
3. Employees will have the opportunity for input into the job description, however, the Executive Director must approve any changes to a job description.
4. The Executive Director and employee will sign the approved job description.
 - 4.1. The incumbent will sign that he/she had read and understand the job description.
 - 4.2. The Executive Director will sign to approve the contents of the job description.
5. The incumbent will be provided with a copy of the job description and one copy will be placed in the position file.

Policy 3.06: Hiring

Policy

The Board is committed to a fair and open recruitment and selection process for hiring or promoting employees.

Procedures

1. The Executive Director is responsible for the recruitment process, except for the recruitment of the Executive Director, which is the responsibility of the Board.
2. The Executive Director is responsible for ensuring that both the job description and organizational chart are current and accurate prior to starting the recruitment and selection process.
3. The Executive Director, or his/her delegate, will Chair the selection committee and will appoint other staff members to be on the Selection Committee.
4. Once the competition has closed, the Selection Committee will meet to screen the applications.
5. Once all interviews have been completed, the candidates will be ranked in order according to their interview results.
6. The Executive Director, or his/her delegate, will contact at least two former or current supervisors of the candidate (with the candidate's permission) to complete reference checks.
7. If required, criminal records checks will be completed for each successful candidate.
8. Based on the information provided from the references and/or criminal records check, the Selection Committee may decide to:
 - 8.1. Proceed with an offer
 - 8.2. Postpone a decision until reference checks have been completed on other candidates
 - 8.3. Disqualify the candidate based on poor reference checks or issues identified through the criminal records check and have references completed on the next candidate.
9. The Executive Director will proceed with the job offer including negotiating the salary and benefits (if required) and signing the letter of offer.
10. Once an offer has been accepted, all other candidates selected for an interview will be informed that a candidate has been selected.
11. All interview records will be maintained with the Confidential Records of the Land and Water Board.

Policy 3.07: Offer of Employment

Policy

All employees will be provided with a written Letter of Offer prior to commencement of employment.

Procedures

1. The Executive Director is responsible for making all offers of employment including verbal and written offers.
2. Verbal offers of employment create a binding contractual relationship and must be confirmed in writing by a Letter of Offer.
3. Letters of Offer may be conditional based upon the following circumstances:
 - 3.1. Where licensing is required
 - 3.2. Where criminal records checks are being completed, and/or
 - 3.3. On receipt of certification or proof of qualification.
4. The Letter of Offer must contain the name of the person being hired, the title of the position, the salary and benefits/allowances for the position, hours of work and the probationary period.
5. One copy of the signed Letter of Offer will be provided to the employee and one will be placed on the employee's Personnel File.

Policy 3.08: Personnel Files

Policy

Employee records are maintained in separate Personnel Files for all Board employees. All information contained in the Personnel File is maintained in strict confidence and will only be released to authorized individuals under appropriate circumstances as described in this policy.

Procedures

1. A Personnel File will be established for each employee.
2. The Personnel File will be maintained in a secured area with access limited to the Executive Director, the employee's direct supervisor and the employee designated to maintain the Personnel File.
 - 2.1. Duplicate Personnel Files cannot be kept.
3. Information concerning an employee must be contained on the Personnel File in order to be considered part of the employee's official record of employment.
 - 3.1. Information that is not contained on the Personnel File cannot be used for any reason.
4. The Personnel File will contain required personal information, performance-related information, pay and benefits information, corrective action information and leave records.
5. Employees cannot place information directly on their Personnel Files.
6. Employees are entitled to review their Personnel File by making an appointment with the Executive Director:
 - 6.1. Employees must be accompanied by the Executive Director while reviewing their Personnel File
 - 6.2. Employees are entitled to make copies of information, but are not entitled to remove or alter any documents or information.
7. Employees must be made aware of any corrective action documents placed on their file.
 - 7.1. The Executive Director must provide the employee with a copy of the document at the time of filing.
 - 7.2. Documents must be clearly marked *cc to Personnel File* or a statement must be included in the body to indicate a copy of the document will be placed on the employee's Personnel File.

8. In cases where the Board receives a request in any form from a third party for information concerning an employee, the Executive Director will:
 - 8.1. Check the identity of the third party
 - 8.2. Require the third party to produce evidence of the employee's consent (except in cases where disclosure is required by law - for example, a search warrant).

Policy 3.09: Hours of Work

Policy

Employees are expected to attend work during their regular hours of work.

Procedures

1. Employees will be advised of their regular hours of work in their Letter of Offer.
2. Unless absent with authorized leave (i.e. vacation leave, sick leave, etc.), employees are expected to attend work during their regularly scheduled hours of work.
3. Employees must contact their Supervisor if they are not able to report to work at the regularly scheduled time.
4. Employees must submit a request for leave authorization from the Executive Director for any absence, scheduled or unscheduled, as soon as reasonably possible.
5. Appropriate deductions will be made to the employee's pay in cases where he/she is absent without leave and/or late.
6. If the leave is taken and not authorized, the employee may be subject to corrective action and the employee's pay may be reduced to reflect the unauthorized time away from work.

Policy 3.10: Adjusted Hours of Work

Policy

The Board may agree to adjust an employee's standard hours of work if operational requirements permit and there is no additional cost to the Board.

Procedures

1. Employees may make a request to establish adjusted hours of work, work flexible hours or compress their work week to fewer than five days.
2. If an employee is required to be at work during certain times or peak periods of the day due to operational requirements, the Executive Director will establish the core hours which must be covered.
3. Adjusted hours of work are expected to reduce the use of casual leave as employees are required, where practicable, to schedule personal appointments outside of approved work hours.
4. Generally, a standards day of earned leave credits is 7.5 hours, unless otherwise identified in the letter of offer, regardless of the adjusted hours of work.
5. An employee may request his/her own work schedule if the nature of the employee's work and/or personal circumstances are better suited to a schedule outside the standard hours of work.
 - 5.1. Approval of such requests is at the discretion of the Executive Director and based on operational and organizational requirements.
 - 5.2. Approval of such requests may be revoked at any time with sufficient notice to the employee.
6. An employee may request to work Flex time which is a change to an employee's regularly scheduled work hours.
 - 6.1. Approval of such requests is at the discretion of the Executive Director and based on operational and organizational requirements.
 - 6.2. Approval of such requests may be revoked at any time with sufficient notice to the employee.
 - 6.3. Employees who are required to work outside their flex time hours will be paid at the applicable overtime rate.

7. An employee on a compressed work week works extra hours each day and in doing so increases days off.
 - 7.1. Approval of such requests is at the discretion of the Executive Director and based on operational and organizational requirements.
 - 7.2. Approval of such requests may be revoked at any time with sufficient notice to the employee.
 - 7.3. On a designated paid holiday the employee receives statutory holiday pay for 7.5 hours.
 - 7.4. Leave will be charged based on the actual hours of work for each day (i.e. if an employee is scheduled to work 9 hours on a compressed work day, he/she will require to take 9 hours of annual, sick or other forms of leave).

8. An employee requesting adjusted hours of work must provide a written request outlining the proposed hours of work and explaining how operational and organizational requirements will be maintained at equivalent or improved levels.

9. The Executive Director and Supervisor will review the proposed adjusted hours of work and, if it is acceptable and complies with operational and organizational requirements, approve it in writing.

10. The Supervisor will maintain records on approved adjusted hours of work.
 - 10.1. These records show the name and title of each employee and the approved adjusted hours of work, including the start and end dates of the adjusted work schedule.
 - 10.2. Attendance records must be maintained and hours of work submitted.

Policy 3.11: Overtime

Policy

In order to effectively deliver programs and services, the Board may require employees to work outside of the regular hours of work.

Procedures

1. Employees may be required to work more than their daily or weekly standard hours or on a holiday or day of rest in order to meet operational requirements.
2. An employee, other than the Executive Director, who is required and approved to work overtime on his or her scheduled workday is entitled to compensation at time and one-half (1 1/2) for the first 7.5 consecutive hours of overtime worked and at double (2) time for all overtime hours worked in excess of 7.5 consecutive hours of overtime in any contiguous period.
3. An employee, other than the Executive Director, who is required to work on a first day of rest is entitled to compensation at time and one-half (1 1/2) for the first 7.5 hours worked and double (2) time thereafter.
 - 3.1. An employee who is required to work on a second or subsequent day of rest is entitled to compensation at double (2) time.
4. The Executive Director will make every reasonable effort to assign overtime work equitably and to give employees reasonable advance notice, subject to operational requirements.
5. An employee may, for cause, refuse to work overtime.
6. Authorization for overtime worked must be given either verbally or in writing by the Executive Director before the overtime takes place.
 - 6.1. In exceptional circumstances, approval may be given after the overtime is worked at the Executive Director's discretion.
7. The Executive Director is responsible for recording the actual hours of work on the overtime form.
 - 7.1. The form must include the verification for overtime by the Executive Director.
8. Overtime will be compensated in time in lieu unless the Executive Director specifically authorizes overtime pay.
 - 8.1. As a general rule, an employee should accumulate no more than fifteen (15) days of lieu time.
 - 8.2. Overtime of more than 15 days will be paid out unless approved by the Executive Director.
9. Employees may request time off for lieu time by submitting the appropriate leave form.

10. Overtime will be paid when the employee is on normal duty travel or when the employee is required to take specific training deemed by the Land and Water Board to be an absolute requirement for his/her job.

Policy 3.12: Probation

Policy

All new employees and employees being promoted to a new position will be subject to a probationary period as outlined in this policy unless exempted by the Executive Director.

Procedures

1. The probationary period is an opportunity for the Board to determine if the employee is qualified and suitable for the position.
2. Employees will be advised of the length of their probationary period in their Letter of Offer.
 - 2.1. The probationary period is twelve (12) months for all new employees and six (6) months for all employees being promoted to a new position.
3. The Executive Director is responsible for advising employees on probation of the standard of performance that is expected and the rules of the work place.
4. The Executive Director is responsible for monitoring the performance of an employee on probation.
5. Employees who are on probation will not be considered on other Board positions without the consent of the Executive Director.
6. A Performance Evaluation will be conducted for all employees at the completion of their probationary period.
7. Probationary periods may be extended for employees whose performance does not meet specified standards but who may perform at a satisfactory level with further training, development and/or experience.
8. An employee on probation who is not suitable for the position will be rejected during the probationary period and his/her employment with the Board will be terminated or, he/she may be assigned to a position more suited to his/her abilities at the rate of pay of the new position.
9. Employees can only be rejected on probation if the employee has been advised of problems of performance and/or suitability and reasonable attempts have been made to assist the employee to correct these problems.
10. Employees are not entitled to an increment if their probationary period has been extended until such time as they are no longer on probation.

Policy 3.13: Orientation

Policy

All new employees will be provided with an orientation to assist the employee to transition to the work environment and reduce the stress commonly associated with starting a job with a new employer.

Procedures

1. The Executive Director is responsible for introducing the employee to the work group and work place.
2. The Executive Director will discuss basic policies, procedures and pertinent work place rules on the first day of work.
3. The Executive Director will arrange for a documentation session to take place as soon as possible after the employee has started work.
 - 3.1. The documentation session will include a review of, and sign up for, any benefits, allowances, insurances and deductions required of the employee.
4. The Executive Director will review the mandate, roles and responsibilities of the Land and Water Board with the new employee.
5. The new employee will be advised of, and expected to become familiar with, the Administrative Policies and Procedures of the Board.

Orientation Checklist

Item	Complete
1. Conduct a worksite tour including:	
✓ Employee's workspace	
✓ Office supplies	
✓ Introduction to co-workers	
✓ Introduction to Executive Director and Board Chairperson	
✓ Washroom facilities	
✓ Coffee area	
✓ Office equipment (demonstrate operation and provide passwords)	
2. Provide office keys and have employee sign for keys if appropriate	
3. Arrange for computer and passwords	
4. Arrange for Internet and e-mail access	
5. Arrange for telephone and telephone number	
6. Arrange for and review:	
✓ pay information	
✓ sign up for benefits	
✓ review payroll procedures	
✓ sign Direct Deposit Form	
7. Review mandate and operation of the Land and Water Board	
8. Provide and review the job description	
9. Provide and review the Performance Appraisal Form	
10. Provide information and contact addresses for key contacts, clients, etc.	
11. Provide access to Board Administrative Policies and Procedures	

Policy 3.14: Outside Employment

Policy

Employees of the Land and Water Board require approval from the Executive Director before accepting or maintaining other employment and/or operating a business.

Procedures

1. Employees must obtain the written approval of the Executive Director before engaging in any business or employment outside of their regular duties.
2. Employees may not carry on any business, or accept or maintain other employment, where there may be an actual or perceived conflict of interest between the business and/or outside employment and the duties they are required to perform with the Board.
3. If the Executive Director believes there is an actual or perceived conflict of interest, he/she may deny the employee's request.
4. Employees may not carry on any business, or accept or maintain other employment, where there may be an impact on the employee's ability to perform his/her duties.
5. Approval for the employee to carry on any business, or accept or maintain other employment, is solely at the discretion of the Executive Director and may be denied for any reason as deemed appropriate by the Executive Director.
6. If the request is denied, the Executive Director will notify the employee in writing stating the reasons for denying the request.
7. If the request is approved, a copy of the approval will be provided to the employee and one copy will be placed on the employee's Personnel File.

Policy 3.15: Performance Evaluation

Policy

A performance evaluation process will be conducted for each employee prior to the completion of his/her probationary period and at least once per year thereafter.

Procedures

1. Performance Evaluations will be completed on each employee at least once each fiscal year.
2. The employee's performance will be measured against their duties as outlined in the job description for the position.
3. The Executive Director must complete the prescribed performance evaluation process.
 - 3.1. The Performance Evaluation will guide training and development throughout the year.
4. In cases of unsatisfactory performance, the employee will be informed of the areas that are unsatisfactory and measures will be developed to assist the employee to improve.
 - 4.1. A further evaluation will be completed within six months of the unsatisfactory performance appraisal or more frequently if necessary.
5. Continued unsatisfactory performance will be identified and may lead to corrective action.
6. The Executive Director and employee will discuss training and development needs for both current and future positions.
7. The employee will have an opportunity to comment on the evaluation including any areas where he/she disagrees with the evaluation.
8. A copy of the evaluation will be placed on the employee's Personnel File and a copy will be provided to the employee for his/her records.

Policy 3.16: Professional Development

Policy

The Land and Water Board encourages employees to further their professional and technical knowledge and skills through appropriate education, training and development.

Procedures

1. The Land and Water Board will consider paying the costs of training/courses that are considered essential or beneficial to an employee's development.
2. At the discretion of the Executive Director, training costs may include:
 - 2.1. Cost of course or training and/or materials
 - 2.2. Cost of transportation
 - 2.3. Full or partial salary and/or benefits during the training.
3. Approval for training/courses is at the discretion of the Executive Director and must be supported by the employee's supervisor.
4. Requests for training/education must be made in advance.
 - 4.1. Requests for reimbursement after the training/courses has taken place may not be supported.
5. In order for employees to receive funding for training/courses they must successfully complete the training/course.
6. Employees who wish to participate in training/courses must apply in writing to Executive Director prior to taking a training/course.
 - 6.1. The application must state:
 - 6.1.1. Location and duration of training/course
 - 6.1.2. How the training/course will benefit the employee and the Board
 - 6.1.3. Training/course costs including tuition, books and travel expenses
 - 6.1.4. How operational requirements will be met in the employee's absence.
7. The Executive Director will assess the merits of the proposed training and will approve or deny the training/course in writing and identify any costs to be paid by the Board.

Policy 3.17: Corrective Action

Policy

Corrective action may be implemented in cases where an employee has demonstrated poor performance, misconduct, inappropriate behaviour or for any other appropriate situation. Corrective action will normally be progressive and the preferred outcome will be to assist the employee to correct the problem or behaviour. It is the employee's responsibility to correct the performance or behaviour.

Procedures

1. Each employee must be informed of the rules that apply to the workplace and to his/her position.
2. Corrective action may be taken for reasons such as, but not limited to, poor performance, misconduct including insubordination, failure to adhere to Board policies, or for problems such as being consistently late for work.
3. Corrective action is to be used as a means of identifying and correcting a problem.
 - 3.1. It is in the best interest of both the Board and the employee that the problem be corrected at the earliest possible stage of the process.
 - 3.2. Further corrective action should only be taken if the employee does not correct the problem.
4. A corrective action must be discussed in a private and confidential meeting between Executive Director, the Supervisor and the employee.
 - 4.1. At the meeting, the employee must be provided with an opportunity to explain the circumstances surrounding the problem or misconduct.
5. Letters of corrective action must be placed on the employee's Personnel File.
6. Unless the misconduct is extremely serious and warrants either an immediate suspension or dismissal (such as cases of theft, fraud or serious breach of policy), corrective actions will be progressive and will normally follow the steps outlined in this policy.
 - 6.1. The Executive Director may determine that the situation warrants moving to a higher level of Corrective Action and is not required to follow all steps, including Step 1, in all cases.
 - 6.2. In cases of immediate dismissal, please refer to Policy 3.23 – Termination of Employment.
7. **Step 1 – Verbal Warning for the first occurrence**
 - 7.1. The Executive Director will administer verbal warnings.
 - 7.2. The employee will be advised of the problem and what steps need to be taken to correct the problem.
 - 7.3. The employee will be advised that if the problem continues, further actions may be taken up to and including dismissal.
 - 7.4. The Executive Director will make note of the verbal warning.
 - 7.5. If the problem is corrected in a reasonable amount of time, no further actions are required.
 - 7.6. If the problem is not corrected, the Executive Director will implement further Corrective Action.

8. **Step 2 – Written Warning at the second and/or subsequent occurrence(s)**
 - 8.1. The Executive Director will administer written warnings.
 - 8.2. Written warnings must include specific incidences, times and dates of occurrence.
 - 8.3. Employees will be advised that this is a further corrective action to the verbal action previously administered.
 - 8.4. Employees will be advised that if the problem continues further actions may be taken up to and including dismissal.
 - 8.5. One copy of the written warning will be placed on the employee's Personnel File and one copy will be given to the employee.
 - 8.6. If the problem is corrected in a reasonable amount of time no further actions are required.
 - 8.7. If the problem is not corrected, the Executive Director will implement further Corrective Action.

9. **Step 3 – Suspension or demotion at the third and/or subsequent occurrence(s)**
 - 9.1. The Executive Director will administer suspensions or demotions.
 - 9.2. The Executive Director will advise the Chair of the suspension or demotion in camera and on a confidential basis at the earliest possible time.
 - 9.3. Suspensions or demotions can only be administered when there is appropriate documentation in place concerning the employee's specific problem.
 - 9.4. The purpose of the suspension or demotion is to advise the employee of the serious nature of the issue in an attempt to help him/her understand the need to correct the issue.
 - 9.5. The Executive Director may demote an employee either temporarily or permanently if the employee is guilty of misconduct or incompetence.
 - 9.6. Demotion may be used as a last resort prior to dismissal when an employee is deemed incompetent.
 - 9.7. One copy of the suspension/demotion letter will be placed on the employee's Personnel File and one copy will be given to the employee.
 - 9.8. If the problem is corrected in a reasonable amount of time no further actions are required.
 - 9.9. If the problem is not corrected, the Executive Director will implement Step 4 of the Corrective Action Process.

10. **Step 4 - Dismissal**
 - 10.1. Dismissal is administered by the Executive Director who must consult with legal counsel who specializes in employment law.
 - 10.2. The Executive Director will advise the Chair of the dismissal in camera and on a confidential basis prior to the dismissal.
 - 10.3. Dismissals can only be administered when there is appropriate documentation in place concerning the employee's specific issue.
 - 10.4. Documentation must include specific incidences, times and dates of occurrence and the attempts on the part of the Board to help the employee address the issue.
 - 10.5. One copy of the letter of dismissal will be delivered to the employee and one copy placed on the employee's Personnel File.

Corrective Action Record

Employee Name: _____

Position: _____

Action Taken	Date/Time of Interview	Place of Interview	Reason for Interview	Employee's Response	Suggested Steps to Correct Problem	Explanation if Further Action if Necessary
Verbal Action						
Written Action						
Suspension						
Demotion						
Dismissal						

Sample Corrective Action Letter

Date

Employee Name
Title

Dear Employee Name:

Subject of Action

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

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

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

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

Signature Block of Executive Director

cc: Personnel File

Sample Notice of Suspension

Date

Employee Name
Title

Dear Employee:

Subject of Action

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

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

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

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

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

Signature Block of Executive Director

cc: Personnel File

Sample Letter of Demotion

Date

Employee Name
Title

Dear Employee:

Subject of Demotion

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

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

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

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

Signature Block of Executive Director

cc: Personnel File

Policy 3.18: Staff Appeals

Policy

Employees have the right to register a complaint or appeal an action which they feel is unwarranted and/or inappropriate.

Procedures

1. Employee complaints and requests for appeals will be handled in a timely and professional manner.
2. The complainant should first work directly with his/her Supervisor and other employee(s) to seek resolution of the complaint.
3. If the matter cannot be resolved, the matter can be referred in writing to the Executive Director for resolution.
4. The Executive Director must respond in writing to the complaint within 10 working days.
5. If after review by the Executive Director, the matter remains unresolved to the employee's satisfaction, the employee may appeal in writing to the Chair.
6. If the matter is between the employee and the Executive Director, the employee may appeal in writing directly to the Chair.
7. The Board will review the matter and respond in writing within 10 business days with a resolution.
8. The decision of the Board will be final in regards to any employee complaint or request for appeal.

Policy 3.19: Staff Meetings

Policy

Staff meetings will be held on a regular and/or as needed basis.

Procedures

1. Staff meetings will be held on a regular and/or as needed basis.
 - 1.1. Agenda items for staff meetings may be circulated prior to the meeting.
 - 1.2. Staff may be asked for input on suggested agenda items for staff meetings.
2. Staff members should be prepared to report briefly on their current activities and discuss concerns.
 - 2.1. If unavailable, staff members will communicate to the respective supervisor who will report on the employee's activities as appropriate.

Policy 3.20: Membership in Organizations/Military Service/Political Office

Policy

Staff of the Board are free to be members of any club or political organization representing interests locally, regionally, territorially, or federally as long as it does not interfere with their work and/or create a conflict of interest situation.

Procedures

1. If a staff member wishes to run or become elected to the executive of a club or registered political organization, they must notify the Executive Director or Board Members of their position and terms of office.
2. Employees who serve in the Canadian Armed Forces Reserve or Northern Ranger units will be encouraged to continue that service.
 - 2.1. Every effort will be made to accommodate the requirements of military service, including special leave for ceremonial occasions, exercises, or “aid to the civil power” situations where operational and organizational requirements permit.
 - 2.2. The Board will abide by the provisions of Reservist Leave under the NWT Employment Standards Act.
3. Employees who are running as candidates for political office are required to disclose their candidacy to the Board and take appropriate steps to prevent a conflict of interest.
4. For election to Federal or Territorial government office, an employee is required to take an unpaid leave of absence during the election campaign that begins with the announcement of candidacy and ends with the election.
5. Employees who act as Campaign Managers and Official Agents must disclose their office to the Executive Director.
6. The Executive Director will consult with the Board.
 - 6.1. The Board has the authority to require an unpaid leave of absence during the campaign period for the election.
7. Candidacy for any other office must be disclosed and the Board has the authority to require an unpaid leave of absence during the election campaign.
8. Employees elected to a Federal or Territorial government office must resign from their employment with the Board.
9. Employees elected to other offices must disclose their office.
 - 9.1. The Board has the authority determine if the employee must resign.
10. Employees elected to Municipal or First Nations office may choose to remain with the Board provided there is no conflict of interest.

Policy 3.21: Resignation of Position

Policy

Employees who plan to terminate their employment with the Board are expected to provide at least three weeks of written notice of termination.

Procedures

1. An employee who plans to terminate his/her employment with the Board is expected to provide at least three weeks of written notice of his/her resignation to the Executive Director.
2. Senior management employees are required to provide notice as defined in their employment contracts.
3. The Executive Director will accept in writing the letter of resignation or verbal notice of resignation.
 - 3.1. The Executive Director may wait a period of 24 hours before accepting the resignation.
 - 3.2. A copy of the letter of resignation and a copy of the letter of acceptance of resignation will be placed on the employee's Personnel File.
4. The employee may be asked to complete an Exit Interview form.
5. The employee will be asked to return all Board property including laptop computers, electronic devices, keys, etc.
6. The employee will be asked to provide a forwarding address for final payment and for T4 purposes.
7. The Designated Employee will check leave records, make the necessary arrangements for completing a Record of Employment and prepare the final pay.

Land and Water Board Exit Interview Form

Name (Optional): _____

Position (Optional): _____

Date: _____

Interviewed By: _____

Purpose

The Purpose of the Exit Interview is to identify the reasons for the employee leaving the organization, areas where the employee feels the organization is performing well, and areas for organizational improvement.

Confidentiality

The information contained in this Exit Interview is strictly confidential. The results will be consolidated with other Exit Interviews to identify ways to improve the effectiveness of the organization and recruit and retain employees.

Questions

What is the main reason for leaving your position?

What were the most important factors in your deciding to leave the position?

- New Job
- Salary
- Benefits
- Time off
- Workload
- Something else

Were you satisfied with your salary and/or benefits?

- Yes
- No

Is there anything the new employer offers that this organizations doesn't provide (if applicable)?

What did you like best about your job?

What did you like least about your job?

What would you change about your job or the organization?

How did you feel about the supervision you received?

Do you have any recommendations for the organization for the future?

Would you recommend the organization to prospective employees?

Do you have any other comments?

Policy 3.22: Abandonment of Position

Policy

An employee who is absent from work without approved leave for a period of five consecutive working days may be considered to have abandoned his/her position.

Procedures

1. The Executive Director must make reasonable efforts to contact an employee who is absent from duty without leave in order to determine the reason for the absence and whether or not the employee intends to return to work.
2. If the Executive Director is able to contact the employee, the employee will be advised of a specific date for return to work:
 - 2.1. The employee may be subject to corrective action for being absent without leave.
 - 2.2. The Executive Director may determine that the period of absence without leave will be taken as leave without pay.
3. If the Executive Director is unable to contact the employee, or the employee does not return to work on or before the specified date, the employee may be considered to have abandoned his/her position and may be subject to corrective action up to and including dismissal.
4. The Executive Director must contact legal counsel for advice prior to dismissal of the employee.
5. The Executive Director must advise the Board of the legal opinion of legal counsel.
6. The Executive Director will advise the employee in writing that he/she has been declared to have abandoned his/her position and is no longer an employee of the Board.
7. A copy of the letter will be placed on the employee's Personnel File.

Policy 3.23: Termination of Employment

Policy

Employees are entitled to notice of termination if their employment has been terminated by the Board unless the termination has been deemed to have been for just cause.

Notice of Termination is defined as the amount of notice that is required to be provided to employees whose employment has been terminated as per Clause 4. All employees must be properly notified of termination of employment.

Procedures

1. The Executive Director must contact legal counsel for advice prior to dismissal of the employee.
2. The Executive Director must advise the Board of the legal opinion of legal counsel.
3. The Executive Director must implement the approved termination of employment in the manner prescribed by the independent legal counsel.
4. Employees are entitled to notice of termination unless the employee:
 - 4.1. has voluntarily resigned
 - 4.2. is deemed to have abandoned his/her position
 - 4.3. is terminated for cause
 - 4.4. completes his/her term of employment.
5. Notice of Termination must be provided as required.
6. The Board may elect to pay eligible employees termination pay in lieu of Notice of Termination.
 - 6.1. The amount of termination pay will be equal to the amount of wages that would have been paid to the employee if he/she had worked his/her usual hours of work during the period of notice of termination.
7. The Designated Employee will make the necessary arrangements for completing a Record of Employment and preparing the final pay.

Termination With Cause

8. Except in cases meriting immediate dismissal (i.e. use of drugs or alcohol on the job or in the workplace, theft, fraud, etc.) the Corrective Action process must be applied before an employee is dismissed for cause.
 - 8.1. The Executive Director must follow the procedures for obtaining a legal opinion from an independent legal counsel who specializes in employment law.
 - 8.2. An employee who is dismissed with cause is not eligible for severance pay or pay in lieu of Notice of Termination.
 - 8.3. An employee who is dismissed with cause must be properly notified as per the written legal opinion of an independent legal counsel who specializes in employment law.

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

Section 4: Occupational Health and Safety

Policy 4.01: Occupational Health and Safety Policy

Policy

The Board is committed to providing its employees with a safe and healthy work environment.

Procedures

1. Where the *NWT Safety Act* establishes safety regulations governing the Land and Water Board, the *NWT General Safety Regulations* are in addition to those already established.
2. There is no job or service that employees perform so urgent that it cannot be done safely.
3. It is the responsibility of management to provide safe working conditions to ensure that hazards are eliminated or minimized.
4. It is the responsibility of each supervisor to ensure adequate training for all workers under his/her jurisdiction and to ensure that safe work practices are followed.
5. It is the responsibility of each worker to follow all safe work procedures.
6. The Board will maintain an accident prevention program conforming to best practices.
 - 6.1. To be successful, such a program must start with proper attitudes toward injury and illness prevention on the part of both supervisors and employees.
 - 6.2. It also requires cooperation in all safety and health matters, not only between supervisor and employee, but also between each employee and his/her co-workers.
 - 6.3. Only through such a cooperative effort can an accident prevention program be established, preserved and successful.
7. The accident prevention program will involve:
 - 7.1. Conducting a program of safety and health inspections to find and eliminate unsafe working conditions and practises, control health hazards and comply fully with the safety and health standards for every job.
 - 7.2. Training employees in good safety and health practices.
 - 7.3. Providing necessary personal protective equipment where required with instruction for its use and care.
 - 7.4. Developing and enforcing safety and health rules and requiring that employees cooperate with these rules as a condition of employment.
 - 7.5. Investigating every accident promptly and thoroughly to find out the cause and to correct the problem so that it won't happen again.

8. A Job Hazard Analysis Form shall be used to document relevant information, analysis, and recommendations before workers travel for site visits or field trips.
 - 8.1. The form shall be as prescribed by the Board.
 - 8.2. The Board will provide opportunities for first aid training services and equipment required by the NWT General Safety Regulations if available.
9. First Aid Kits suitable to the conditions of the work being conducted will be available at all worksites.
 - 9.1. First Aid Kits will include instructions for use.
10. Employees must comply with all legislated and organizational safety and operational policies while on site visits including wearing all prescribed Personnel Protective Equipment.
11. All work site accidents or incidents must be reported immediately by the employee to their supervisor.
12. In the event of an accident the supervisor will:
 - 12.1. Complete and submit an “Employer’s Report of Accident” to the Workers’ Safety and Compensation Commission (WSCC) within 72 hours of the accident
 - 12.2. WSCC Claim: Employer’s Report of Injury -
<http://www.wsc.ca/Employers/Forms/Documents/Employer%27s%20Report%20of%20Injury/Employer%27s%20Report%20of%20Incident%20CS002%201004.pdf>
 - 12.3. Report within 24 hours any workplace deaths or serious accidents to the Chief Safety Officer.
13. When completing the Employer’s Report of Accident, the supervisor will complete the sections stating the “first aid” provided and the “physician” seen.
 - 13.1. It is required by law to document the first aid provided at the workplace.
14. The injured employee must complete the Employee’s Report of Accident form within the required timelines.
 - 14.1. WSCC Claim: Worker’s Report of Injury -
<http://www.wsc.ca/Workers/Forms/Documents/EN/Worker%27s%20Report%20of%20Incident%20CS001%201004.pdf>
15. The supervisor will ensure that the Executive Director receives notification of the accident, incident or injury so that he/she can initiate an Accident Investigation if necessary, and so that the accident, incident or injury can be reviewed at the next Health and Safety Committee meeting.
16. Either immediately, or within the next 24 hours, the employee shall see a physician, as WSCC requires medical documentation to substantiate any claim.

17. The Board will establish an Occupational Health and Safety (OH&S) Committee to provide an opportunity for supervisors and employees to identify and resolve health and safety concerns in a cooperative manner.
18. The OH&S Committee will consist of the Executive Director, Designated Employee and two staff representatives.
19. The H&S Committee will:
 - 19.1. Investigate and evaluate unsafe acts and conditions in order to ensure a workplace free of hazards.
 - 19.2. Conduct and review regular hazard assessments and safety inspections to make recommendations for change, as needed.
 - 19.3. Review WSCC Accident/Injury First Aid reports to prevent accidents from recurring.
 - 19.4. Offer education programs/materials to ensure that all staff are aware of their rights, restrictions, responsibilities, and duties under the NWT Safety Act and the General Safety Regulations.
 - 19.5. Establish ad hoc committees, as needed, to review and develop recommendations related to any specific health and safety issues, and to report back to the Health and Safety Committee for action.
 - 19.6. Conduct an annual review of all Health and Safety policies for appropriateness and relevance
 - 19.7. Make recommendations for amendments.

Land and Water Board Job Hazard Analysis Worksheet		
Position Title/Name:		
Title of Operation:		
Location of Operation:		
Potential Hazards	Procedure to be Followed	Safety Precautions (if procedure does not fully control risks)

Policy 4.02: Use of Land and Water Board Vehicles including Rental Vehicles

Policy

All vehicle drivers must possess a valid, current and appropriate driver's license, operate the vehicle/equipment in a safe manner and abide by all conditions outlined in this policy.

Procedures

1. All Board owned and rental vehicles will be properly insured before being used.
 - 1.1. The Executive Director is responsible for ensuring insurances are obtained or updated for all owned vehicles.
 - 1.2. Employees are responsible for ensuring proper insurances are obtained for all rental vehicles.
2. All drivers must have a valid driver's license certificate appropriate to the class or type of vehicle or mobile equipment.
3. Drivers must report any suspension of their driver's licenses immediately to the Executive Director.
4. Any Board employee found driving a vehicle without the required, valid and current driver's license, or driving while a driver's license has been suspended, will be subject to Corrective Action.
5. All Board owned vehicles are available and insured to be driven by licensed and authorized Board staff and other authorized persons for Board business only.
6. When not being used for Board business, vehicles must be parked legally and safely.
7. In certain circumstance, the Executive Director may authorize the use of Board vehicles outside of the normal hours of work, but only for Board related business.
8. Drivers must observe safe driving practices at all times when driving Board owned or rental vehicles, including, but not limited to:
 - 8.1. Use of seat belts
 - 8.2. Obeying speed limits and traffic laws
 - 8.3. Conducting pre-operation checks to ensure the vehicle is in good working order
 - 8.4. Taking extra pre-cautions when reversing the vehicle and
 - 8.5. Respecting distracted driving legislation.
9. Drivers must report and are responsible for addressing, any tickets or violations received while operating the vehicle, including, but not limited to, speeding, parking or other traffic violations.

Accident and Operating Equipment Reporting

10. Any employee or other authorized individual involved in an accident while operating a Board owned or rental vehicle must report the accident to the Executive Director as soon as possible.
 - 10.1. The Driver must contact the RCMP concerning any serious accidents, accidents where there are injuries, and/or where there may be a dispute as a result of the accident.
11. A Motor Vehicle Accident Report Form must be completed by the driver on the day of the accident and submitted to the Executive Director.
 - 11.1. If possible, pictures should be taken to accompany the report.
12. The Executive Director or designate will ensure the insurance company is notified, in writing of the accident along with a copy of the Motor Vehicle Accident Report.

MOTOR VEHICLE ACCIDENT REPORT

Description of Vehicle

Type: _____ Make and Year: _____

Serial No.: _____ License No.: _____

Estimated Damage _____

Driver Information

Driver's Name: _____ Department: _____

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

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

Time and Place of Accident

Date: _____ Time: _____

Location: _____

Witnesses: _____

Second Driver and Vehicle Information

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

Address: _____ Address: _____

Driver's License No: _____ Serial No: _____

Insurance Agent: _____ Insurance Co.: _____

Estimated Damage: _____ Policy No.: _____

Description of Accident

Driver's Signature: _____

Supervisor's Signature: _____

Date: _____

Policy 4.03: Building/Vehicle Security

Policy

The Executive Director is responsible for ensuring the security of buildings, facilities, vehicles and mobile equipment.

Procedures

1. The Executive Director is responsible for ensuring that all buildings and facilities are secured when not in use.
2. The Executive Director is responsible for ensuring that all vehicles and mobile equipment are locked and parked legally and safely.
3. Authorized personnel will be assigned keys as appropriate.
4. All additional keys for Board buildings, facilities, vehicles and equipment will be kept in an organized, secure location.
5. Keys must not be taken from the cabinet without the approval of the Executive Director.
6. Employees must report lost keys to the Executive Director.

Policy 4.04: Workplace Safety

Policy

The Board and its employees will take all reasonable steps to ensure safe and healthy workplaces and working conditions.

Procedures

1. The Executive Director must take reasonable measures and precautions to make sure that working conditions are safe for employees and visitors.
2. The Executive Director is responsible for ensuring a safe workplace for employees by:
 - 2.1. Monitoring workplace conditions
 - 2.2. Limiting entry to authorized personnel only for non-public areas
 - 2.3. Correcting safety hazards.
3. To ensure that employees are performing their duties in a safe manner the Executive Director will take the following actions:
 - 3.1. Ensure buildings and equipment meet required safety codes
 - 3.2. Provide protective clothing and proper safety devices as required
 - 3.3. Monitor employee's performance for safety purposes
 - 3.4. Provide training on safety procedures
 - 3.5. Correct problems as required.
4. Employees are responsible for not engaging in behaviour that is hazardous to the health and safety of themselves or others.
 - 4.1. Any employee who engages in activities that creates a health or safety hazard will be subject to Corrective Action up to and including dismissal.
5. Employees have the right to refuse work where it poses a health or safety hazard to themselves or others
 - 5.1. If employees perceive that their work is hazardous to their health and safety they can refuse to work.
 - 5.2. Employees must immediately make health and safety concerns known to their supervisor.
 - 5.3. The Executive Director will not implement Corrective Action for any employee who refuses to work in unsafe conditions.
6. When an employee perceives there to be a health or safety hazard in the workplace, the employee will:
 - 6.1. Immediately inform other employees of unsafe working conditions and/or the potential danger.
 - 6.2. Immediately report the circumstances of the unsafe working conditions to their supervisor.
7. If the Executive Director receives notice that an employee refuses to work, the Executive Director will investigate the reported unsafe working conditions and take action as required.

8. The Executive Director will not allow impaired employees or visitors, or persons who pose a safety risk to themselves or others, to remain at the workplace.
 - 8.1. The Executive Director must take reasonable steps to make sure the impaired employee or visitor has safe passage to an appropriate destination.

9. If an employee reports to work showing signs of impairment, the employee's supervisor will document all information about the perceived impairment including:
 - 9.1. The date, time and location
 - 9.2. The behaviour and mannerisms of the employee in question
 - 9.3. The name of any witnesses
 - 9.4. An explanation of how the employee presents a safety risk.

10. The employee's supervisor will prevent the employee from entering or remaining at the work site and explain the following to the employee.
 - 10.1. The employee's condition prevents him/her from performing the duties in a safe and proper manner.
 - 10.2. The employee cannot return to the work site until the employee is fit to carry out duties in a safe and proper manner.

11. The Executive Director will decide on Corrective Action based on the Corrective Action Policy.

Policy 4.05: Fire/Emergency Evacuation Plan

Policy

All employees and visitors will follow the Fire/Emergency Evaluation Plan in the event of a fire or other emergency situation. The Fire/Emergency Evacuation Plan of the landlord, if available, will take precedence.

Procedures

1. The Building/Facility Evacuation Diagram showing all fire exits will be posted in highly visible locations in each room/area of the building or facility.
2. A Fire/Emergency Warden will be identified for each Board workplace.
3. The Fire/Emergency Warden will be in charge in the event of a fire or other emergency.
4. When a fire or emergency occurs, the fire alarm will be sounded or activated by the employee discovering the fire/emergency.
5. All employees and visitors will evacuate the facility according to the Building/Facility Emergency Evacuation Plan.
 - 5.1. Employees and visitors must proceed to the nearest emergency exit unless it is blocked by the fire/emergency situation.
 - 5.2. If the emergency exit is blocked by the fire/emergency situation, they must proceed to the nearest available emergency exit.
6. All emergency exits must not be blocked or hindered and must have emergency release bars to allow for easy exit.
7. All employees and visitors must report to the designated Muster Station immediately after evacuating the building/facility.
8. The Fire Warden will be responsible for taking a head count of all employees and known visitors at the Muster Stations.
9. The Fire Warden will report any suspected missing individuals to the emergency responders (i.e. Fire Fighters or Ambulance Personnel).

Policy 4.06: Working Alone

Policy

The Board is committed to providing as safe a work environment as is reasonably possible for any employees who are required to work alone.

Procedures

1. Working alone means to work at a worksite as the only worker of the Board at that worksite and/or in circumstances where assistance is not readily available to the worker in the event of injury, ill health or emergency.
2. While management is responsible to provide a safe work environment, employees are also expected to make every effort to assess hazards and to take steps to avoid unnecessary risks while working alone including ensuring the building is locked and secure.
3. Employees working alone, either inside or outside a Board office, must make regular contact with a designated contact person, such as a supervisor during regular work hours or a personal contact during non-regular work hours.

Section 5: Compensation

Policy 5.01: Employee/Dependent Definitions

Policy

The Board will use the following definitions for the terms employees and dependents unless otherwise specified by the Insurance and/or Benefits provider.

Procedures

1. Employee is an employee of the Land and Water Board.
2. Full-time employee is an employee who works an equivalent of 7.5 hours a day or 37.5 hours per week unless otherwise identified in his/her letter of offer.
3. Part-time employee is an employee who works less than 7.5 hours a day or 37.5 hours per week.
4. Permanent employee is an employee who is hired with no specific end date to his/her employment.
5. Term employee is an employee that is hired for a specific period of time, generally more than four months, and that has a specific end date.
6. Casual employee is an employee hired for a period of four months or less.
7. Employee with dependents is an employee who has at least one dependent as defined below residing with the employee at the employee's residence.
8. Employee without dependents means an employee who does not have a dependent residing with the employee at the employee's residence.
9. Immediate family for employees, means father, mother (or alternatively stepfather, stepmother, or foster parent), brother, sister, spouse, common-law partner resident with the employee, child (including child of the common-law partner), foster-child, stepchild or ward of the employee, father-in-law, mother-in-law and relative permanently residing in the employee's household or with whom the employee permanently resides.
10. Spouse is a person of the same or opposite sex to an employee is legally married, or with whom the employee has lived continually in a common-law relationship for more than 12 months and publicly represent as his/her spouse.

11. Former Spouse means the person formally considered to be the employee's spouse as defined in Clause 10.
 - 11.1. Benefits can be extended for a former spouse where the employee is required by court order to provide some or all of the benefits available. Note that you can only insure one person as your spouse for all benefits at any given time.
12. Dependent children are the employee's or employee's spouse's unmarried natural, adopted, or step children, or any other unmarried children for whom the employee or the employee's spouse has been appointed legal guardian.
13. Generally, a dependent child is eligible for coverage if the child is:
 - 13.1. Under age 21 and not working more than 30 hours a week, unless a full-time student,
 - 13.2. Under age 25 and registered as a student at a college, university, trade school or similar educational facility and attending on a full-time basis, or
 - 13.3. Permanently incapacitated either prior to age 21 or while an eligible student (must be suffering from a permanent mental or physical infirmity and incapable of supporting himself/herself financially due to a medically diagnosed physical or psychiatric condition).
14. Generally, if a dependent child is suffering from a medically diagnosed permanent mental or physical infirmity, or is a student, for continued coverage beyond age 21, the employee must submit a written application within 31 days of the child reaching age 21 and supply proof of their infirmity, or status as a student.
15. Generally, the employee's spouse's child is an eligible dependent if the child is also the employee's natural or adopted child and the employee's spouse is residing with the employee, insured under the employee's plan and has custody of the child.
16. A child is not considered a full-time student if the child is being paid while attending a training or re-training program at an educational institution, excluding scholarships.
 - 16.1. If the employee has dependent children who are students over age 21, the employee must submit proof of student status annually (by completing the student declaration form).
17. A dependent parent must be under age 70 and residing with and financially dependent on the employee.

Policy 5.02: Employee Documentation

Policy

Documentation of all new Board employees will be conducted on or before the employee's first day of work.

Procedures

1. The Executive Director is responsible for informing new employees of their benefits and entitlements.
2. Employees will be informed which benefits are compulsory and which are optional.
3. Deductions will automatically be taken from the employee's pay.
4. The Executive Director may require the employee to bring the following certificates and information to the documentation session:
 - 4.1. Certificates of Birth or equivalent, Adoption, Marriage and/or Divorce Certificates if required for benefits purposes.
 - 4.2. Copies of degrees, certificates and diplomas, if appropriate.
5. During the documentation session, employees will be provided with information concerning their salary, increments, benefits, insurances, allowances and deductions.
6. Employees will be advised of the rates, premiums, and/or amounts for the following and will be asked to complete the necessary forms for source deductions:
 - 6.1. TD1.
 - 6.2. Employee and employer contributions to Board benefits.
 - 6.3. Medical Benefits.
 - 6.4. Leave Entitlement.
7. Employees may be asked to complete additional forms and applications as required.
8. Employees will sign the Employee Declaration Form.

Employee Declaration for Staff Benefits and Northern Benefit

_____ do solemnly swear that I (do, do not) reside with a dependent, as described below:

A person who resides with the employee at the employee's headquarters residence and is a spouse or dependent as describes in Policy 5.01: Employee/Dependent Definitions.

Dated this day of _____, 20

Name (please print)

Signature

Employees with Dependents Only

_____ do solemnly swear that I (do, do not) have a dependent who is eligible to receive, and does receive a Northern Allowance as described in the *Treasury Board Isolated Posts and Government Housing Directive* or as described in the Land and Water Board *Northern Benefits Package*. I understand that the *Northern Benefits Package* limits the allowance per household to the maximum of the amount payable for an employee with dependents.

Dated this day of _____, 20

Name (please print)

Signature

Employee Declaration - Fuel and Utility Charges

_____ do solemnly swear that I pay all costs for my fuel and utilities for my dwelling directly to the supplier of those goods and services.

Dated this day of _____, 20

Name (please print)

Signature

Policy 5.03: Employee/Contractor Indemnity

Policy

The Board may indemnify employees, contractors or agents working on behalf of the Board from any liability when they are found to be at fault for a specific event such as misjudgement or decision.

Procedures

1. The Board may indemnify, to the full extent under applicable law, any past, current or future staff, employee or agent (working on behalf of the Board) against any costs, expenses and liabilities, including legal costs, actually and necessarily incurred or imposed upon them in connection with, or resulting from their involvement with the activities of the Board.
2. The Board will ensure adequate insurance coverage on behalf of any such person serving at the request of or on behalf of the Board as Executive Director, Officer/Manager, staff, employee, agent or volunteer (working on behalf of the Board), against any liabilities asserted against him/her and incurred by him/her in any such capacity or arising out of his/her status as such.
3. Such reimbursement or indemnity will not relate to any expense incurred or settlement made in connection with any matter arising out of any individual's own negligence or misconduct as determined either by a court of law or determined by the Board under advice of legal counsel.

Policy 5.04: Payroll Administration

Policy

Employees will be paid on a bi-weekly basis based on their current rate of pay.

Procedures

1. Employees will be paid on a bi-weekly basis based on their rate of pay.
2. The Board will take all required and appropriate deductions including Federal Income Tax, NWT Payroll Tax, Canada Pension Plan and Employment Insurance and remit to the appropriate authorized agencies.
3. The Executive Director will ensure the tracking of hours of work including:
 - 3.1. Any authorized absences such as vacation or sick leaves.
 - 3.2. Unauthorized leave or leave without pay will not be included in the total hours of work for the pay period.
4. The Executive Director will arrange for completion of pay based on the number of hours worked and the appropriate rate of pay.
5. The Executive Director will arrange for pay to be electronically deposited into the employee's account or will arrange for preparation of pay cheques.
6. The Executive Director will provide employees with salary information each pay day.
7. The Executive Director will review Payroll Verification Reports.
8. Supervisors will verify and return the Payroll Verification Reports, identifying any discrepancies or errors.
9. Employees will be advised of discrepancies and/or errors and arrangements will be made to adjust payments as required.

Policy 5.05: Pay Levels

Policy

The Board will approve the pay levels for each position of the Board.

Procedures

1. The Executive Director's compensation will be negotiated with the Board.
2. All other employees will be paid on a bi-weekly basis based on the approved rate of pay.
3. The salary for an employee will be commensurate with the salary for the classification of the employee's position as determined by the Treasury Board.
4. Employees whose pay level is adjusted and who are currently at a pay level higher than the adjusted pay level will continue to receive pay at the current pay level.
 - 4.1. If the employee moves to a new position, they will be paid at the pay level of that position regardless of whether the new pay level is at a lower level than the employee's current pay level.
5. The Board will take all required and appropriate deductions including Federal Income Tax, NWT Payroll Tax, Canada Pension Plan and Employment Insurance and remit them to the appropriate authorized agencies.
6. The salary level for each position is listed in the Land and Water Board Organizational Chart.

Policy 5.06: Performance Increments

Policy

An employee holding a position that has a minimum and a maximum rate of pay may be granted annual increases in pay based on performance until he/she reaches the maximum for the position.

Procedures

1. Annual increments are granted to employees in recognition of service and satisfactory performance.
 - 1.1. An employee may be granted one pay increment per year based on the employee's performance until the maximum is reached.
2. A pay increment is directly related to performance and may not be processed unless a satisfactory performance appraisal is completed.
3. The increment date is based on the anniversary date of the employee's appointment and will be granted on the first day of the month in which the employee was hired.
4. Increment dates will be postponed by all leaves of absence of greater than six months.
5. An employee's increment may be withheld by the Executive Director based on poor performance.
 - 5.1. Employees must be notified in writing by the Executive Director if the increment is to be withheld.
 - 5.2. There must be sufficient documentation on the Employee's Personnel File to warrant withholding the increment.
6. If the increment is to be withheld, the employee will be informed of the date of the next review which will be no later than twelve (12) months from the date the increment is denied.
7. If the employee has recently accepted a promotion to a position at a higher level, the increment date will be granted on the first day of the month in which the employee was promoted.

Policy 5.07: Independent Contractors

Policy

The Executive Director, Chair or Board may hire Independent Contractors on an as and when needed basis and within set spending authorizations and as per the procedures established in Policy 2.06 Contract Authorities.

Procedures

1. Independent contractors are not employees of the Board.
2. Independent contractors will not be entitled to Board benefits, insurances, allowances, relocation expenses or other costs except as negotiated through the contract.
3. Independent contractors will be expected to provide proof of appropriate and up-to-date insurances including NWT Workers' Compensation coverage, vehicle, operators, general commercial and liability insurance, and will be responsible for all required remittances including for income and goods and services taxes.
4. Independent contractors are responsible for providing their own office space, equipment and materials unless specifically described in the contract and only under circumstances of value to the Board.

Policy 5.08: Timesheets

Policy

The Board requires all employees to submit accurate timesheets in order to process payment of salaries and to maintain accurate benefits and entitlements.

Procedures

1. The following procedures are mandatory requirements to be adhered to by all Board staff.
 - 1.1. If timesheets are not completed according to these procedures, employees may not receive appropriate pay and may be subject to corrective action.
2. All staff must submit timesheets to the Executive Director at the prescribed time.
3. For unplanned absences on a timesheet day, timesheets must be completed immediately on an employee's return to work.
 - 3.1. If possible, an employee is encouraged to complete the timesheet remotely.
4. Staff are to record tasks worked on each day.
5. Staff must be aware of, and correctly use, the appropriate coding for each type of leave.

Policy 5.09: Acting Pay**Policy**

Employees will be provided with Acting Pay when they perform the duties of a position at a higher rate of pay on an acting basis.

Procedures

1. The Executive Director has authority to approve acting appointments and acting pay including the rate of acting pay.
2. Employees are provided with acting pay from the day they are approved for the acting appointment.

Policy 5.10: Travel Expenses

Policy

Travel expenses will be paid according to current Treasury Board rates for all employees conducting Board business.

Procedures

1. All employees must seek proper authorization in writing prior to taking or booking any business travel.

Meals

2. Claims may include the daily meal allowances as established by the Treasury Board or actual and reasonable meal expenses based on receipts.
 - 2.1. When actual expenses are claimed for a given meal (based on receipts), meal allowances are applicable to other meals purchased that day (and no receipts are required).
 - 2.2. Actual meal expenses shall not include alcohol, costs associated with guests or co-workers, or the additional cost of room service, which is to be identified by the claimant.
 - 2.3. Employees must submit the actual bill for their own meal.

Incidentals

3. Incidental allowances will be paid as established by the Treasury Board.

Taxis and Parking

4. On overnight business trips away from the vicinity of the headquarters area, actual expenses may be claimed for taxis and parking, based on the honour system (without receipts).
 - 4.1. Receipts may be submitted if preferred.

Accommodations

5. Where possible, accommodations should be obtained at the government rate or the best available rate.
 - 5.1. Selection of accommodations should be based on cost-effectiveness or because exceptional circumstances warrant selection of a specific property.

Calls Home

6. For travel in Canada and continental USA, home communication is included in the incidental expense allowance.

Rental/Private Vehicles

7. A vehicle may be rented when this represents a more cost effective means of transportation within a city when away from the home office.
8. Use of Private Vehicle for travel is permitted.
 - 8.1. Reimbursement for the use of a private vehicle is limited to the cost of a full fare economy class airfare.
 - 8.2. Operators of private vehicles must be fully insured and have an appropriate license.
 - 8.3. Operators must use Treasury Board rates, to a maximum of the cost of a full fare economy class airfare, when submitting claims for the use of a private vehicle.

Booking and Cancellation of Travel and Accommodations

9. Designated Employees have the authority for making travel and accommodation arrangements.
10. Air travel will be at the most economical rates within reasonable considerations (i.e. where the lowest cost airfare results in significantly longer travel time).

Payment of Advances and Expenses

11. Employees traveling and requiring an advance payment of expenses, must submit their request in writing to the Executive Director at least 7 days prior to travel or no travel advance will be provided.
12. Expense Claims for travel must be submitted to the Executive Director within ten (10) working days of completion of the trip.
13. Expense claims must all be authorized for payment by the appropriate payment authority.
14. Employees who have an outstanding expense claim for travel that exceeds ten (10) working days from the completion of a trip will not be issued further travel advances until the outstanding claim has been submitted and approved.
15. Expense claims will be payable by cash or cheque within fourteen (14) working days of submission of the appropriate form to the Board office.
 - 15.1. Exceptions to this must be authorized by the Chair in writing.

Policy 5.11: Group Insurances and Benefits

Policy

The Land and Water Board will provide Group Insurances and Benefits to eligible employees.

Procedures

1. The Designated Employee will explain the Group Insurance and Benefits Plan to all new employees and respond to inquiries from employees concerning the plan.
2. The Designated Employee will check the individual employee deduction amounts on payroll and will track payment amounts.
3. Monthly statements will be filed with the Carrier.
4. The Designated Employee will submit Employee Enrollment forms for any new employees to the Carrier.
 - 4.1. A photocopy of the Enrollment Form will be placed on the Employees Personnel File.
5. Eligible employees are eligible for Group Insurance and Benefits effective their date of hire.
6. The Designated Employee will enter and confirm appropriate deductions and payments as they relate to the payroll system.
7. All issues concerning insurance benefits, including eligibility periods, entitlement to insurance and other benefits, determination of premium amounts and all other issues are determined by the plan providers.

Policy 5.12: Retirement Plan**Policy**

The Board will provide a Retirement Plan and/or a Contribution to qualified employees.

Procedures

1. Permanent, full-time employees will be provided with a Retirement Plan.
2. All contributions by the Board shall be computed on a pro rata basis for the term of employment from the date of anniversary for the employee.
3. The Board reserves the right to change the retirement or pension plan from time to time.
4. All issues concerning the retirement plan, including eligibility periods, entitlement to benefits, and all other issues are determined by the plan providers.

Policy 5.13: Relocation Expenses

Policy

The Land and Water Board will provide or reimburse the cost of removal in and removal out for employees relocating from another community.

Procedures

1. Reasonable costs for removal in will be negotiated to a maximum amount of \$10,000.
 - 1.1. The Board has the discretion to increase the amount.
2. Reasonable costs for removal out will be equivalent to the costs for removal to the employee's point of hire to a maximum of \$10,000, based on the years of service as described in the Removal Out Chart.
 - 2.1. The Board has the discretion to increase the amount.
3. The Board will require receipts for reimbursement of eligible expenses.
4. The Board reserves the right to refuse benefits in cases of Termination for Cause.

Land and Water Board Removal Out Cost Chart

Years of Service	Percentage	Maximum Allowable (Unless Otherwise Approved by the Board)
Less than 2 years of service	0%	\$0
> 2 years but < 3 years	50%	\$5,000
> 3 years but < 4 years	60%	\$6,000
> 4 years but < 5 years	70%	\$7,000
> 5 years but < 6 years	80%	\$8,000
> 6 years but < 6 years	90%	\$9,000
> 7 years	100%	\$10,000

Policy 5.14: Employee and Family Assistance Program**Policy**

The Land and Water Board will provide a confidential Employee and Family Assistance Program.

Procedures

1. All employees and their families have access to a program to help them deal with personal problems that affect their job performance and well-being.
2. Any long-term treatment required by an employee must be done through referral by a physician.
3. The Employee and Family Assistance Program will be provided by a qualified Independent Contractor and is strictly confidential.

Policy 5.15: Employee Allowances

Policy

The Board will provide employees with allowances as defined in this policy.

Procedures

1. Eligible employees are entitled to receive an Isolated Post Allowance based on the Treasury Board Isolated Posts and Government Housing Directive.
 - 1.1. Employees will be required to complete a form confirming dependants' status and confirmation of payment of fuel.
 - 1.2. The Isolated Post Allowance will be pro-rated for the full year and paid in increments with the bi-weekly pay.
2. Eligible employees are entitled to receive a Vacation Travel Allowance of \$3,500 per year.
 - 2.1. The Vacation Travel Allowance will be pro-rated for the full year and paid in increments with the bi-weekly pay.

Section 6: Leave

Policy 6.01: Leave Procedures

Policy

Employees are required to complete an Application for Leave for all leave or time off other than the following:

- Casual leave of less than two hours to attend an appointment during working hours
- Time off for special occasions approved by the Executive Director
- Time off for voting in a federal, territorial or municipal election (up to three hours may be allowed).

Procedures

1. An employee must apply for leave (except as identified above) using an Application for Leave Form.
 - 1.1. Leave requests must be submitted in writing to the supervisor for approval prior to the period of leave except as described in Clause 2.
 - 1.2. Leave requests in excess of five (5) consecutive days must be submitted for approval at least one month in advance of the leave and include a detailed work plan of how workloads will be managed while the employee will be away.
 - 1.3. Leave requests in excess of one month must be submitted for approval at least three months in advance of the leave and include a detailed work plan of how workloads will be managed while the employee will be away.
 - 1.4. The Executive Director has the discretion to approve leave with less notice if provided with a reasonable explanation.
2. Where leave is required prior to completing the Application for Leave (i.e. Sick Leave), the employee must complete an Application for Leave as soon as he/she returns to work.
3. The employee's supervisor will review the application and verify the entitlement and leave credits with the Designated Employee.
 - 3.1. The employee's supervisor will forward the application to the Executive Director with a recommendation for approval or denial of the leave, where applicable.
4. The Executive Director will reply to the employee's request for leave as soon as possible after the request has been received.
5. Employees are not permitted to take gainful employment during any absence from work unless prior written permission from the Executive Director is provided in accordance with Section 3.14 of this manual.

Policy 6.02: Annual Leave

Policy

Employees earn annual leave credits on an annual basis and every reasonable effort will be made to accommodate an employee's request for annual leave without jeopardizing operational requirements.

Procedures

1. Non-casual employees who receive at least ten (10) days of pay in a calendar month are entitled to earn annual leave at the following rates.
 - 1.1. Year 1 and Year 2 - 1.25 working days per month (15 days/year)
 - 1.2. Year 3 and Year 4 - 1.67 working days per month (20 days/year)
 - 1.3. Year 5 and over - 2.08 working days per month (25 days/year)
2. Management positions may have different annual leave provisions as identified in their employment contract.
3. Casual employees whose terms are less than four months will be paid out for annual leave as specified in the NWT Employment Standards Act.
4. Casual employees begin to earn annual leave credits from the date that their term has been approved to exceed four (4) months.
5. Employees can apply for annual leave with pay each year for the purpose of taking annual leave where the following applies:
 - 5.1. The employee has earned the annual leave and/or will earn the annual leave credits within the fiscal year.
 - 5.2. The time is mutually agreeable to the employee and the employee's supervisor and/or Executive Director.
6. Annual leave is approved subject to operational and organizational requirements.
7. Annual leave credits may be advanced up to the amount of annual leave credits that will be earned in that fiscal year.
 - 7.1. Annual leave credits will not be advanced in the employee's first six months of employment.
8. Annual leave that is advanced, but not earned, will be deducted from the employee's final pay upon the employee's termination.
9. Employees may carry over up to one year's annual leave credits to the subsequent fiscal year.
 - 9.1. Annual leave credits in excess of one year's annual leave will be paid out in cash at the end of the fiscal year except where authorized by the Executive Director.
10. The Board will make every reasonable effort to:
 - 10.1. Grant annual leave during the fiscal year in which it is earned.
 - 10.2. Grant annual leave at a time specified by the employee.

- 10.3. Not recall an employee to duty after the employee has planned for or proceeded on authorized annual leave.
11. An employee must apply for annual leave using an Application for Leave Form.
 - 11.1. Leave requests in excess of five (5) consecutive days must be submitted for approval at least one month in advance of the leave and include a detailed work plan of how workloads will be managed while the employee will be away.
 - 11.2. Leave requests in excess of one month must be submitted for approval at least three months in advance of the leave and include a detailed work plan of how workloads will be managed while the employee will be away.
 - 11.3. The Executive Director has the discretion to approve leave with less notice if provided with a reasonable explanation.
12. The employee's supervisor will review the application and verify the entitlement and leave credits with the employee responsible for leave records.
13. The Executive Director will reply to the employee's request for annual leave as soon as possible after the request has been received, and no later than two weeks after the request has been received.
14. The Executive Director will approve, change, reduce or deny the request based on the recommendation of the supervisor and on operational requirements.
 - 14.1. If the request is approved, the employee will be notified and the Application Leave Form placed on the Employee's Personnel File.
15. In cases where the Executive Director plans to change, reduce or deny the request for annual leave, the employee must be advised in writing within the two (2) week period except in cases where operational requirements do not allow for such notice.
16. The Designated Employee will record the annual leave and the Leave Form will be filed on the employee's Personnel File.

Policy 6.03: Designated Paid Holidays

Policy

Employees are entitled to Designated Paid Holidays except as stipulated in this policy.

Procedures

1. All employees will be paid for the following designated paid holidays:
 - 1.1. New Year's Day
 - 1.2. Good Friday
 - 1.3. Easter Monday
 - 1.4. Victoria Day
 - 1.5. National Aboriginal Day
 - 1.6. Canada Day
 - 1.7. Civic Holiday
 - 1.8. Labour Day
 - 1.9. Thanksgiving Day
 - 1.10. Remembrance Day
 - 1.11. Christmas Day
 - 1.12. Boxing Day
 - 1.13. Any local holiday proclaimed by a by-law for employees residing in that community.
2. If the Designated Paid Holiday falls on the employee's day of rest, he/she will be entitled to a day off with pay on the previous and/or following workdays.
3. If the employee is required to work on the designated paid holiday, he/she is entitled to overtime pay at the rate designated in the Overtime Policy.
4. An employee is entitled to Designated Paid Holidays while on approved annual leave, bereavement leave, sick leave, or court leave not exceeding 10 days.
5. An employee is not entitled to be paid Designated Holiday pay while on:
 - 5.1. Maternity Leave,
 - 5.2. Parental/Adoption Leave,
 - 5.3. Compassionate Leave, or
 - 5.4. Court leave exceeding 10 days.
6. An employee is not entitled to Designated Holiday pay if:
 - 6.1. The employee was required to work that day but did not report to work.
 - 6.2. The employee, without the consent of the employer, did not report for work on his/her last regular working day preceding or following the Designated Holiday.

Policy 6.04: Sick Leave

Policy

Employees are entitled to earned Sick Leave With Pay and/or Sick Leave Without Pay.

Procedures

1. Employees are entitled to earn sick leave with pay at a rate of one and one-quarter (1.25) days per month for each month that they receive at least ten (10) days of pay.
2. To be eligible for sick leave with pay the employee must:
 - 2.1. Be incapable of working because of an illness or injury.
 - 2.2. Have been employed by the Board for at least 30 days.
3. An employee who cannot report to work because of an illness or injury must contact his/her supervisor or the Executive Director at the start of the workday and/or at the earliest possible time if during the workday.
 - 3.1. The employee must request and receive approval for sick leave.
 - 3.2. The employee must indicate the estimated length of sick time.
4. If the duration, or expected duration, of the sick leave exceeds three consecutive days, the employee may be required to provide evidence acceptable to the Board confirming that he/she is incapable of working because of illness or injury.
 - 4.1. The Executive Director may waive this requirement.
5. Employees who do not call in within the first hour of the workday may be considered to be Absent Without Leave depending on the circumstances.
 - 5.1. Employees who are considered to be Absent Without Leave may not be paid for that time and may be subject to further Corrective Action.
6. An employee must submit an Application for Sick Leave Form as soon as possible upon returning to work.
7. The employee's supervisor will review the application and verify the entitlement and leave credits with the Designated Employee.
 - 7.1. If the employee does not have the required sick leave credits, the leave may be considered Sick Leave Without Pay and the employee will not be paid for that time.
 - 7.2. Sick leave credits up to the amount that will be earned in the fiscal year may be advanced to the employee at the discretion of the Executive Director.
8. The Designated Employee will record the sick leave and the Leave Form will be filed on the employee's Personnel File.

9. Accumulated sick leave credits will not be paid out at the termination of employment.

Travel Time for Medical Leave

10. The Executive Director will approve up to three (3) days of Medical Travel Time between the employee's place of residence and his/her point of departure and his/her return.
 - 10.1. Medical Travel Time is not earned.
 - 10.2. Medical Travel Time is for the actual travel time involved.
 - 10.3. Medical Travel Time is not granted for escort duty.
 - 10.4. A copy of the medical referral is required before Medical Travel Time is approved.
11. Employees will apply for Medical Travel Time using an Application for Leave Form.
 - 11.1. A copy of the medical referral must be attached.
12. The Executive Director will approve the request for Medical Travel Time of up to three days for the travel from the place of residence to the point of departure and return.
13. The Leave Form will be placed on the employee's Leave File.

Policy 6.05: Special/Wellness Leave

Policy

The Board will provide Employees with Special/Wellness Leave under defined circumstances.

Procedures

1. Special/Wellness Leave is earned at a rate of .67 days per month in each month that an employee works a minimum of 10 days, to a maximum of 8 days per year.
 - 1.1. Special/Wellness Leave credits are not accumulated beyond the maximum of 8 days. Once used, Special/Wellness Leave Credits can be re-accumulated to the maximum of 8 days.
2. Special/Wellness Leave credits are not paid out upon resignation or termination.
3. Approval of Special/Wellness Leave is at the discretion of the Executive Director in consideration of operational and organizational requirements.
4. Special/Wellness Leave to the maximum earned may be used for such reasons as Bereavement Leave, Compassionate Leave, Casual Leave, Child Care, Birth or Adoption of a Child and or Cultural/Wellness Leave.
 - 4.1. Cultural/Wellness Leave must be directly related to a cultural and/or outdoor wellness activity that is located in the northern territories (Northwest Territories, Yukon and/or Nunavut).
 - 4.2. Other reasons for Special/Cultural Leave may be approved at the discretion of the Executive Director.
5. Special/Wellness Leave may not be used for sick leave.
6. Special/Wellness Leave credits will be reduced as they are taken.
7. The employee must submit an Application for Leave Form which indicates the reason for the leave to the Executive Director for approval.
8. At the discretion of the Executive Director, Special/Wellness Leave may be granted to an employee who is experiencing difficulties with the use of drugs and/or alcohol, and who has been referred to and has agreed to participate in a recognized addictions treatment program.
9. The Designated Employee will record the Special/Wellness Leave and the Leave Form will be filed on the employee's Personnel File.

Policy 6.06: Leave Without Pay

Policy

The Board may provide Leave Without Pay at the discretion of the Executive Director.

Procedures

1. Leave Without Pay may be approved at the discretion of the Executive Director for extraordinary circumstances or where the employee does not have the required leave credits.
2. Employees requesting Leave Without Pay must submit an Application for Leave Form stating the reason for the request and the duration of the requested Leave Without Pay.
3. Approval of the request is strictly at the discretion of the Executive Director.
4. The employee is not entitled to allowances or benefits while on Leave Without Pay for any period of Leave Without Pay over 15 working days.
5. Approved requests for Leave Without Pay will be placed on the employee's Personnel File.
6. The Executive Director will provide a written explanation in cases where Leave Without Pay is not approved.
7. The Designated Employee will record the Leave Without Pay and the Leave Form will be filed on the employee's Personnel File.

Policy 6.07: Compassionate Leave

Policy

The Board provides Compassionate Leave to allow an employee to care for a family member.

Procedures

1. An employee is entitled to Compassionate Leave Without Pay in accordance with the NWT Employment Standards Act to provide care or support to an immediate family member of the employee.
 - 1.1. An employee may also use Special/Wellness Leave if he/she has Special/Wellness Leave Credits available.
2. To be eligible for Compassionate Leave the employee must submit an Application for Leave Form advising the Executive Director of the expected duration of the leave.
3. The employee's immediate family member must be suffering from a serious medical condition or a medical condition where they are unable to care for themselves.
4. The employee may be required to provide a medical certificate confirming the medical condition if requested by the Executive Director.
5. Approval of Compassionate Leave is at the discretion of the Executive Director in consideration of operational and organizational requirements.
6. The Designated Employee will record the Compassionate Leave and the Leave Form will be filed on the employee's Personnel File.

Policy 6.08: Bereavement Leave

Policy

The Board provides Bereavement Leave to allow an employee to attend an immediate family member's funeral or memorial service.

Procedures

1. An employee is entitled to Bereavement Leave Without Pay to attend the funeral of, or a memorial service for, an immediate family member.
 - 1.1. An employee may also use Special/Wellness Leave if he/she has Special/Wellness Leave Credits available.
2. Bereavement Leave may be provided to employees to attend the funeral of, or a memorial service for, a non-immediate or non-family member with the approval of the Executive Director.
3. The period of Bereavement Leave to which an employee is entitled is:
 - 3.1. Three days, if the funeral or memorial service will take place in the community in which the employee resides, or
 - 3.2. Seven days, if the funeral or memorial service will take place outside the community in which the employee resides.
4. The Bereavement Leave may be split if the burial takes place at a date later than the date of the memorial and/or funeral service.
5. The employee must apply for Bereavement Leave using an Application for Leave Form.
6. The Designated Employee will record the Bereavement Leave and the Leave Form will be filed on the employee's Personnel File.

Policy 6.09: Seasonal Leave**Policy**

The Board provides employees with paid time off with pay during the Seasonal Holiday Period.

Procedures

1. Employees will be provided with four (4) days of time off with pay during the Seasonal Holiday Period as set by the Board.
2. Unless otherwise approved by the Executive Director, this leave must be taken between December 15 and January 15 at times approved by the employee's supervisor.
3. The Executive Director will advise employees of the Seasonal Leave Days at least 30 days prior to the Seasonal Holiday Period.
4. Seasonal Leave that is not taken is not carried over except as approved by the Executive Director.

Policy 6.10: Court Leave

Policy

The Board provides Court Leave as stated in the following policy.

Procedures

1. An employee is entitled to Court Leave to:
 - 1.1. Answer a summons for selection to serve on a jury
 - 1.2. Serve on a jury, or
 - 1.3. Answer a summons to attend as a witness in a legal proceeding.
2. Court Leave may be granted with or without pay depending upon the circumstances.
 - 2.1. Where the employee will receive an honorarium equal to or greater than the daily rate of pay, Court Leave will be granted without pay.
 - 2.2. Where the employee is entitled to an honorarium which is less than the daily rate of pay, Court Leave will be granted with pay and the employee must relinquish the entitlement to any honorarium.
 - 2.3. Where an honorarium is not received, Leave is granted with full pay.
3. The period of Court Leave will be the period required to perform the duties referred to above.
4. The employee will apply for Court Leave using an Application for Leave Form.
5. The Designated Employee will record the Court Leave and the Leave Form will be filed on the employee's Personnel File.

Policy 6.11: Maternity Leave

Policy

The Board provides maternity leave to eligible employees.

Procedures

1. Eligible employees are entitled to a total of 17 consecutive weeks of maternity leave without pay.
2. To be eligible for maternity leave allowance, the employee must apply for, and be eligible for Employment Insurance.
3. The leave may begin as early as 17 weeks before the due date and end up to 17 weeks after the date of birth.
4. To be eligible for maternity leave, the employee must:
 - 4.1. Submit a written request for pregnancy leave at least four weeks before the day on which she intends to commence the leave; and
 - 4.2. Provide a medical certificate confirming that she is pregnant and estimating the date of delivery.
5. The Board will provide Maternity Leave Allowance commensurate to the Employment Insurance supplementary program for maternity and maternity leave provided to Government of Canada
6. If the employee is entitled to, and agrees to, Maternity Leave Allowance, the employee must agree to return to work on a specific date for a period of at least six continuous months.
7. If the employee takes 17 weeks of maternity leave along with 37 weeks of parental leave, the employee must return to work on the date of expiry of the parental leave for a period of twelve months.
8. If the employee does not fulfill the commitment outlined in Clause 5 or Clause 6 as appropriate, the amount received as maternity leave allowance will be recovered on a pro-rated basis.
 - 8.1. Full-time employees must return to work for the equivalent of six months full time.
 - 8.2. Part-time employees must return to work for the equivalent of six months of their part-time hours prior to the maternity leave.
9. The employee will complete an Application for Leave Form, attach a certificate from her doctor and submit it to the Executive Director for approval.
 - 9.1. The certificate must include the expected date of birth and state how long she can work before starting her leave.
10. The employee will advise the Designated Employee that she will be on Maternity Leave in order to make arrangements for Maternity Leave Allowance.
11. The employee will sign the Maternity Leave Allowance Form.

12. The Executive Director will approve the leave application for up to 17 weeks.
13. The leave application will be placed on the Employee's Personnel File.
14. The employee can apply to HRSDC for EI benefits.
15. No employee will be laid off, transferred or relocated while on, or within six months of her return from, pregnancy leave without the consent of the employee and the Employer.

Policy 6.12: Parental/Adoption Leave

Policy

The Board provides Parental or Adoption Leave to an employee who has, or will have, in his/her care and custody, his/her newborn child or who adopts a child.

Procedures

1. Parental leave without pay of up to 37 weeks is available to male and female employees who remain at home to care for:
 - 1.1. A newborn child of the employee
 - 1.2. A child recently adopted by the employee, or
A child with whom the employee has commenced adoption proceedings.
2. To be eligible for parental or adoption leave allowance, the employee must apply for, and be eligible for Employment Insurance.
3. An employee who takes maternity leave may also take parental leave, in which case, the parental leave must be taken immediately following the maternity leave.
 - 3.1. The total amount of maternity and parental leave combined cannot exceed 52 weeks.
4. Parental leave may be shared by an employee-couple.
 - 4.1. Parental leave utilized by an employee-couple, in conjunction with maternity leave, shall not exceed a total of fifty-two (52) weeks for both employees combined.
5. The Board will provide Parental Leave Allowance commensurate to the Employment Insurance supplementary program for parental leave provided to Government of Canada Employees.
6. The time for which an employee is entitled to Parental Leave does not increase if the employee is adopting more than one child or is the natural parent of more than one newborn child (i.e., twins, triplets, etc.).
7. An employee who intends to request Parental Leave must notify the Executive Director in writing at least four weeks prior to the expected date of the commencement of Parental Leave.
8. In the case of an adoption, the employee must notify the Executive Director as soon as the application for adoption has been approved by the adoption agency or legal guardianship and custody papers have been drawn.
9. If the employee wants to receive the Parental Leave Allowance, the Executive Director and the employee will sign a Parental Leave Agreement.
 - 9.1. The employee must agree to return to work on a specific date for a period of at least six months.
 - 9.2. If the employee does not fulfil his/her commitment, his/her allowance will be recovered on a pro-rated basis proportionate to the period of time the employee returned to work.

Policy 6.13: Education Leave

Policy

The Board is committed to enhancing the education and professional development of its employees. The Board may grant Education Leave Without Pay to employees if it is in the best interests of both the Board and the employee.

Procedures

1. Education Leave Without Pay may be granted by the Board based on the career goals of the employee and the requirements of the Board.
2. Education Leave is at the discretion of the Executive Director and must be approved by the Board.
3. If approved, Education Leave will be granted for a maximum of two years.
4. Employees will be expected to return to work for the Board for a minimum of a period equal to their Education Leave.
5. Tuition costs for approved education courses will be reimbursed once the employee provides proof of successful completion of the course.
 - 5.1. Successful completion means a passing mark for the course or confirmation that the employee attended the course, if the course is not graded.
6. If approved, the Board may support the request for Educational Leave by providing the employee with or without pay during the period of leave.
 - 6.1. The Board may further support the request for education leave by paying for other items such as costs of books, living expenses, etc.
 - 6.2. Support will be provided in the form of a forgivable, interest free loan.
 - 6.3. The loan will be forgiven if the employee returns to employment with the Board and works for a pre-agreed period of time equal to the number of months of educational leave.
 - 6.4. Employee education costs will be amortized for a period equal to a pre-agreed period after the employee returns to the workforce.
 - 6.5. If the employee resigns from, or is terminated by, the Board, the unamortized education amount will be withheld from the last pay and/or a payback schedule will be set in place.
7. Any employee on Education Leave will be guaranteed his/her current job, or another job at an equal level, upon return from education leave
8. Employees requesting Education Leave must submit an Application for Leave Form accompanied by:
 - 8.1. A rationale for the leave and how the training or education will be of benefit to the Board and the employee
 - 8.2. A description of the program to be taken
 - 8.3. The type of leave and assistance requested.

9. Applications for Education Leave using the Application for Leave Form will be submitted to the Board for consideration.
10. Approved applicants will be provided with leave and any other approved support, conditional upon the employee's acceptance into the program.
11. Employees who are provided with supported leave will sign an agreement to return to work and repay any supports according to the terms as outlined above.
12. The Executive Director will advise the employee in writing if their application is not approved and will include reasons why the application was denied.
13. The Designated Employee will record the Education Leave and the Leave Form will be filed on the employee's Personnel File.

Policy 6.14: Civic Leave

Policy

The Board provides employees with time off with pay to serve as members of community councils, public boards and committees as described in these Guidelines.

Procedures

1. Civic Leave is limited to five (5) days per fiscal year per employee.
 - 1.1. Employees do not earn civic leave credits.
2. Civic Leave will be granted only where operational requirements permit the employee's absence.
3. Civic Leave may be approved under the following circumstances:
 - 3.1. An employee requests leave to attend official functions or meetings of public service organizations such as:
 - 3.1.1. Aboriginal government councils, community councils and community justice committees (these organizations are encouraged to continue conducting meetings on weekends or after normal working hours)
 - 3.1.2. Regional bodies
 - 3.1.3. Local education authorities and school bodies
 - 3.1.4. Housing and health authorities
 - 3.1.5. Income support appeal committees
 - 3.1.6. Other approved bodies.
 - 3.2. An employee has been appointed to a public service board such as the following and requests leave to attend hearings or official meetings:
 - 3.2.1. Housing Corporation
 - 3.2.2. Public Utilities Board.
 - 3.3. An employee is an executive member or board member of an Aboriginal organization and requests leave to attend official meetings.
4. Travel time required to participate in a function approved for Civic Leave is included in the Civic Leave entitlement.
5. Civic Leave may be granted with or without pay depending upon the following circumstances:
 - 5.1. Where the employee will receive an honorarium equal to or greater than the daily rate of pay, Civic Leave will be granted without pay.
 - 5.2. Where the employee is entitled to an honorarium which is less than the daily rate of pay, Civic Leave will be granted with pay, but the employee must relinquish entitlement to any honorarium.
 - 5.3. Where an honorarium is not received, leave will be granted with full pay.
 - 5.4. For appointments which may be considered an extension of the employee's duties, the employee will be deemed to be "on-duty" when attending hearings.

6. An employee must submit an Application for Leave Form.
7. The Executive Director will approve or deny the request.
8. The Designated Employee will make arrangements for adjusting the employee's pay and/or receiving the honorarium.
9. The Designated Employee will record the Civic Leave and the Leave Form will be filed on the employee's Personnel File.
10. The Employee must avoid and/or excuse him/herself from any procedures, decisions or actions which may be perceived to be a conflict of interest between his/her position and his/her involvement in civic leave matters.