

**Kitasoo/Xai'Xais First Nation
Operations Manual**

**Section 3
Government & Administration**



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3.01 Government – The Government is made up of the Chief and five (5) Councillors elected in accordance with the laws governing elections as applies to the First Nation.

3.02 Role of the Chief - The Chief is a member of the elected Band Council with special authority and responsibilities including those items listed below:

- a. Acting as a spokesperson for the Band by speaking for and expressing the opinions of the Band Council and the membership at large;
- b. Assigning portfolios to Councillors;
- c. Chairing Council Meetings;
- d. Making decisions on behalf of the Council in emergency situations;
- e. Attending Tribal Council meetings and negotiating with other governments.

The Chief is able to delegate his/her responsibilities to other Councillors but must be well informed at all times so that she/he can speak on behalf of the Band Council and the band. The Chief Job Description is attached and marked as **Appendix “3B”**

3.03 Role of the Council - As the elected representatives of the Band members, the Band Council is the Government of the First Nation responsible for making decisions regarding the interests of the Band and overseeing the local administration of community services. Councillor job description is attached and marked as **Appendix “3C”**. Some of the principal duties of Council are:

- a. Keeping themselves informed on important issues affecting the community;
- b. Reporting to Council and the community on their assigned portfolios and participating on related boards and committees;
- c. Council delegates authority to the Band General Manager to run the Band office and manage Band employees. Council also provides direction to the Band General Manager and other employees by:
 - i. Setting policy and procedures;
 - ii. Reviewing and approving work plans, budget proposals, and other reports;
 - iii. Hiring and firing employees;
 - iv. Monitoring program service delivery.
- d. Acting as an appeal board for the Band members and Band employees as per the Grievance and Appeal Process defined in this Operations Manual;
- e. Reporting and making recommendations to the community on major issues;
- f. Passing Bylaws approved by the membership;
- g. Forming committees to deal with local issues.

3.04 Portfolios - The Chief assigns portfolios to Band Council members. Councillors are expected to become familiar with and current on all issues under her/his portfolio. She/he will then report back to council on their portfolio assignments at each Council meeting.

The use of the Portfolio system is designed to promote a team approach on Council and ensure that all members of Council are actively involved in the community's affairs. It also provides for greater efficiency and information flow.

- 3.05 Bylaws** – Pursuant to the Indian Act, Band Council has the authority to enact Bylaws for the First Nation. The process for enacting Bylaws in accordance with the Indian Act is therefore adopted as the Band policy. Approved Bylaws shall be in the Band office in a Bylaws binder.
- 3.06 Role and Authority of Band Members** - It is imperative that the local government be accountable to the Band membership and that Band members have ways and means to exercise their ultimate authority. It is the policy of the Band that Band members be kept informed on all decisions made by Band Council and that decisions of lasting consequence to the community be put to a vote for the membership at a Band General Meeting.
- 3.07 Role and Authority of Committees** – The Government has the authority to form committees and delegate authority to them. The Committees are formed to promote a community based approach to Government. Individual Band members can participate in Government by becoming a member of a Committee or Board in an area of their personal interest and/or knowledge. The wide use of Committees promotes community input and allows more avenues for the average Band member to express his/her concerns and viewpoints. The Committees are as follows:
- a. Kitasoo Educational Authority (School Committee)** - The Kitasoo Educational Authority (School Committee) consists of five (5) members. Two members are appointed by Council and three members are elected by the community. All Committee members are in position for a two year term.
 - b. Health Services Committee** - The Health Services Committee consists of five (5) members. Two members are appointed by Council and three members are elected by the community. All Committee members are in position for a two year term.
 - c. Housing Committee** – The Housing Committee consists of five (5) members. Two of them are appointed members of Council while the remaining three are elected for a two year term.
 - d. Kitasoo/Xai'Xais Integrated Resource Stewardship Authority Committee** – The Kitasoo/Xai'Xais Integrated Resource Stewardship Authority Committee is a Community Advisory Committee which does not fall under the authority of Band Council. The Committee is a Community Planning Team which consists of a small focus group (5 to 10) with broad representation of the community including: Members of Band Council, Elders, Members of the Fisheries Committee and Fisheries Program, Commercial Fishermen, Subsistence Harvesters, Community Youth, and Members at Large. Three (3) Committee Members are identified as Community Advisors and responsible to provide ongoing support and advice to the Community Coordinator. Committee members serve on the committee until the integrated marine use planning process is complete or the Committee is dissolved by the Community.

In practice, elections are held for the elected Committee positions only when more than the

prescribed numbers are seeking positions in a particular committee. While some committees have some delegated authority, they mostly only have the authority to make recommendations to Council. With the exception of the Integrated Resource Stewardship Authority Committee, the overall authority is maintained by Band Council and Committees are accountable to the duly elected Government of the First Nation while the Integrated Resource Stewardship Authority Committee is accountable directly to the First Nation membership.

3.08 Policy Development – Policies and procedures of the First Nation are used as guidelines for employees, members, management personnel and Council to provide for clear interpretation and processes for the day-to-day administration and operation of the First Nation. Band Council is the only authority who can introduce and amend the First Nation policies and procedures. As our organization is constantly evolving and new challenges are identified, our policies and procedures must also continue to evolve and change with the time. Any amendments to our policies and procedures will be reflected and incorporated in this Operations Manual as they happen and are approved by Council. Council, Employees, Band Members and Committees all play a role in policy development as mentioned below:

- a. Band Council provides a framework to conduct regular reviews of the overall effectiveness of the current policies and procedures, and based on their findings and assessment, will determine the necessity to either amend the current policies or introduce new ones. Council retains sole authority and responsibility to introduce and/or amend the First Nation policies and procedures.
- b. Employees, Band Members and Committees all play an important role in the development of policies and procedures since they are generally responsible for implementing them. Although the process for soliciting input shall be at the discretion of Band Council, we encourage participation in making suggestions and constructive comments about our policies and procedures.

3.09 Maintenance of the Operations Manual - While implementation of policy and procedures is a Band Council responsibility, the actual maintenance of the Operations Manual is the responsibility of the Band General Manager and his/her staff. They must document in the Schedule of Change section of the manual any decisions of Council pertaining to the introduction of a new policy or the amendment of an existing one. The responsibility of the Band General Manager is to ensure that the Operations Manual is kept up to date and the information contained therein is accurate and reliable. Since development of policy and maintenance of this manual go hand in hand, the procedures for both are outlined as follows;

- a. Employees, Band Members and individual Councillor may bring suggestions for policy and procedures change to the attention of the Band Council for their review and assessment.
- b. Band Council will review the recommendation of the policy and procedure amendment being presented and either approve it or reject it.
- c. In the case Council decide to approve the proposed amendment, Council must draft the proper wording of the new of amendment of the policy or procedure as it would appear in the Operations Manual and vote on a motion to accept the new or amendment of the policy. Council's decision and vote must be reflected in the Band Council meeting minutes.

- d. Once approved, Council submits the approved policy amendment to the Band General Manager to include in the master copy of the Operations Manual and to notify members and/or staff of the amendment.

3.10 Administration - The administration of the First Nation is made up of the Band General Manager, the Finance Officer, the Office Manager and the Human Resource Officer. In the event of:

- a. The absence or vacancy of the position of Band General Manager, the acting Band Manager, who is appointed by the Band General Manager acts as the Band General Manager during the period of absence or vacancy;
- b. The absence or vacancy of the Finance Officer, the Band General Manager acts as the Finance Officer during the period of absence or vacancy;
- c. The absence of the Office Manager, the Band General Manager serves as the Office Manager during the period of absence or vacancy;
- d. The absence of the Human Resource Officer, the Office Manager may serve some functions of the Human Resource Officer during the period of absence or vacancy.

The Band General Manager is the Chief Administrative Officer in charge of the day-to-day administration and operation of the First Nation, and is the Executive Secretary to the Government. The Finance Officer is the Senior Financial Officer responsible of the overall finances for the First Nation. The Human Resource Officer oversees the management of personnel throughout the organization and provides human resource services. The Office Manager is the Senior Assistant to the Band General Manager and in charge of office services.

3.11 Administration & Community Services Department Personnel – The Administration and Community Services Department Organizational Chart is attached as **Appendix “3A”** and is made up of four (4) sections:

- a. **Administration/Financial Section** consists of Administration Clerks, Financial Clerks, Receptionist, Community Hall Caretaker, and Community Buildings Custodian/Janitor. All employees working in this section report and are supervised by the Office Manager. Due to some specific accounting functions, the Financial Clerks also take directions from the Finance Officer.
- b. **Post Office section** consists of a Postal Clerk and a casual Postal Delivery Worker. Both of these positions report and are supervised by the Office Manager.
- c. **Social Development Program** consists of a Social Development Coordinator and Homemakers. Although the Social Development Program is structured within the Administration & Community Services Department, it is an autonomous program and therefore the Social Development Coordinator reports directly to the Band General Manager.
- d. **Emergency Response section** is a community service that is currently under planning with no employees for the time being.

3.12 Administration & Community Services Job Descriptions – The job descriptions for the Administration & Community Service personnel are as follows;

Administration

- a. **Band General Manager** with job description attached as **Appendix “3D”**
- b. **Finance Officer** with job description attached as **Appendix “3E”**
- c. **Human Resource Officer** with Job Description attached as **Appendix “3F”**
- d. **Office Manager** with job description attached as **Appendix “3G”**

Administration & Community Services Personnel

- e. **Administration Clerk** with job description attached as **Appendix “3H”**
- f. **Financial Clerk** with job description attached as **Appendix “3I”**
- g. **Community Hall Caretaker** with job description attached as **Appendix “3J”**
- h. **Community Buildings Custodian/Janitor** with job description attached as **Appendix “3K”**
- i. **Post Office Clerk** with job description attached as **Appendix “3L”**

The job description for each employee of the Administration & Community Services Department is determined and written at the time each such person is hired. Job descriptions are referenced and incorporated in the Operations Manual. The above job descriptions may be subject to change from time to time as determined by the Band General Manager in consultation with the Government.

3.13 Hiring & Firing – The following are the hiring and firing rules as they relate to the Administration & Community Services Employees:

- a. **Band General Manager** – The Band General Manager is hired and fired by the Government with no right of appeal;
- b. **Finance Officer** – The Finance Officer is hired by the Government on the recommendation of the Band General Manager, and fired by the Band General Manager in consultation with the Government with the right to appeal to the Government;
- c. **Human Resource Officer** – The Human Resource Officer is hired by the Government on the recommendation of the Band General Manager, and fired by the Band General Manager with the right to appeal to the Government;
- d. **Office Manager** – The Office Manager is hired by the Government on the recommendation of the Band General Manager, and fired by the Band General Manager with the right to appeal to the Government;
- e. **Administration & Community Services Department Employees** working under the supervision of the Office Manager are hired by the Band General Manager on the recommendation of the Office Manager and the Finance Officer when in the case of financial section employees, and fired by the Band General Manager with the right to appeal to the Government.

3.14 Government Meetings – The following applies with respect to Government Meetings:

- a. **Standing Meetings** – The Government meets at least once per month and such further and other meetings as the Government considers appropriate. The Government will do its best efforts to set a monthly meeting on the first Wednesday of the month for fixed future dates;
- b. **Standing Agenda** – The standing agenda for Government meetings is as contained in **Appendix “3M”**;
- c. **Standing Chairperson and Secretary** – The Standing Chairperson for Government is the Chief,

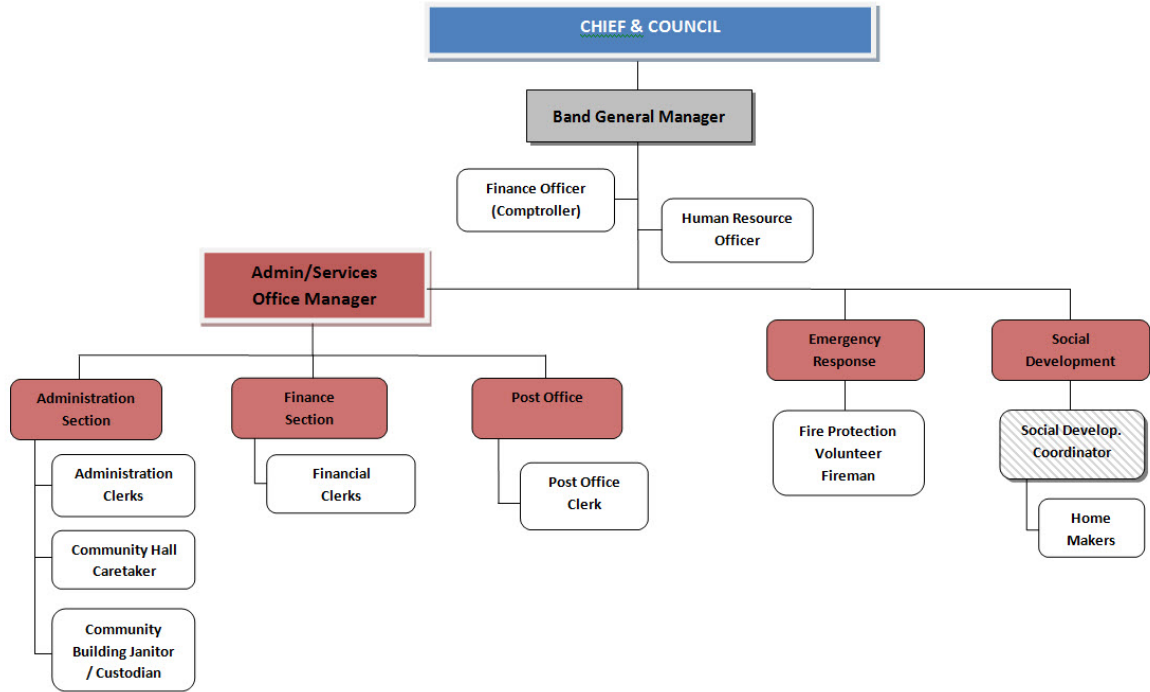
and in the absence of the Chief, the Chairperson is selected by the Government members in attendance at such meeting. The Band General Manager is required to be in attendance at each Government meeting, unless otherwise directed or during in camera session. A Secretary is appointed by the Chairperson at each meeting to take minutes.

- d. **Minutes** – The Government keeps the minutes in a standard format similar to the sample minutes as contained in **Appendix “3N”**
- e. **Quorum** – The Government meeting has a quorum to hold a meeting and pass motions being a simple majority of the members of the Government.

3.15 Information Flow – Administration is required to work cooperatively to facilitate the orderly and efficient flow of information throughout the organization including the following:

- a. Minutes of Meetings for the Government and all Committees;
- b. Financial Information Reports and Financial Statements broken down by Department/Program and organization wide;
- c. Service Delivery Status Report by Department/Program.

3.16 Compliance – Administration enforces compliance with the provisions contained in the Operations Manual, and in the event of breach of the Operations Manual by organization personnel, and no steps were taken to enforce such compliance, such default is not regarded as a waiver of other similar breaches of the Operations Manual.



Position: Chief of the First Nation

1. **General Duties:** The Chief of the First Nation is responsible for the overall operations of the First Nation, and has the following duties:
 - a. Political Head of the First Nation;
 - b. Chief Executive of the First Nation.
2. **Specific Duties:** Notwithstanding the above general duties, the Chief performs the following specific duties;

As Political Head of the First Nation

- a. Official spokesperson for the First Nation for internal and external matters;
- b. Official representative of the First Nation for all external matters and agencies, and without limiting the generality of the foregoing including Canada and all of its Departments (Indian and Northern Affairs Canada, etc.), the Province in which the First Nation holds lands, Cities and Municipalities which may have dealings with the First Nation, Corporations, other First Nations, Tribal Council and other organizations which may have official dealings with the First Nation;
- c. Establishes the specific portfolios and appoints a portfolio chairperson for each portfolio from among the Councillors;
- d. Oversees the portfolio system to insure that each portfolio chairperson performs their designated portfolio functions;
- e. Ex Officio member of each portfolio and associated Committees;
- f. Insures all portfolio Chairpersons provide reports to the Chief on request and periodic reports to the Council;
- g. Calls Council meetings and General Band Meetings at times and for purposes set out in the Operations Manual;
- h. Chairs or delegates the Chair of all Council and General Band Meetings;
- i. Assumes the duties and obligations of the position of Chief as defined under the Indian Act;
- j. Is a positive role model to the First Nation community;
- k. Insures Council carry out the following general responsibilities:
 - Compliance with all the laws, codes and policies of the First Nation;
 - Program planning and budgeting for the provision of services and the management of the assets of the First Nation;
 - Implementation of the best financial management procedures and practices, and accountability requirements;

- Administers programs according to program requirements and budgets;
- Takes corrective action to avoid deficits;
- Maintains and respects the separation of the political from the administrative aspects of the First Nation to the extent possible;
- Follows the provisions contained in the Operations Manual;
- Adheres to a Code of Ethics and a Code of Conduct;
- Takes all reasonable actions for and in the best interests of the First Nation with the objective of “Good Government”.

As the Chief Executive Officer of the First Nation

- l.** Acts like a CEO for the Administration;
- m.** Is the immediate supervisor to the Band General Manager and instructs the Band General Manager as required;
- n.** Employer contact person for the Band General Manager;
- o.** Acts as the liaison between Administration and Council;
- p.** Complies with the laws, policies and procedures established by the First Nation;
- q.** Requires the First Nation organization to comply with the Operations Manual;
- r.** Encourages and fosters a team spirit within the organization in general.

Position: Councillor of the First Nation

- 1. General Duties:** A Councillor of the First Nation is responsible for the program planning, budgeting, implementation, financial controls and service delivery monitoring and enhancement within the specific area (s) of the portfolio assigned to such Councillor, and generally covering all other program areas as a member of Council, and has the following general duties:
 - a. Assumes all the duties and obligations of the position of Councillor as defined under the Indian Act, Canada;
 - b. Assumes the duties and obligations of the portfolio assigned to the Councillor by the Chief.
- 2. Specific Duties:** Notwithstanding the above general duties, the Councillor performs the following specific duties;

As to the duties as a Councillor

- a. Participates with Council to carry out the following responsibilities:
 - Compliance with all the laws, codes and policies of the First Nation;
 - Program planning, budgeting, implementation, monitoring and enhancement relating to the provision of services and the management of the assets of the First Nation;
 - Implementation of the best financial management procedures and practices, and accountability requirements;
 - Administers the programs according to program requirements and budgets;
 - Takes corrective action to avoid deficits;
 - Maintains and respects the separation of the political from the administrative aspects of the First Nation to the extent possible;
 - Follows the provisions contained in the Operations Manual;
 - Adheres to a Code of Ethics and a Code of Conduct;
 - Takes all reasonable action for and in the best interests of the First Nation with the objective of “Good Government”.
- b. Follows the laws, policies and procedures established by the First Nation as may exist from time to time;
- c. Carries out the reasonable instructions of the Chief relating to the business of the First Nation;
- d. Is a positive role model for the First Nation community;
- e. Encourages and fosters a team spirit within the Band office and organizations generally.

As to duties as Portfolio Holder

- f. Works cooperatively with the Committee associated with the portfolio held by the Councillor to carry out the duties of the Committee as contained in the Terms of Reference of such Committee;

- g.** Makes recommendations to Band Council with respect to the improvement of policies and procedures relating to their respective portfolio;
- h.** Uses the Committee and the First Nation personnel to develop the terms of contracts to be awarded under the program associated to such portfolio with such contracts approved by motion of Council and signed by the Chief;
- i.** Monitors along with the Committee, the Band General Manager and Department/Program Manager/Coordinator existing programs and services for efficiencies, effectiveness, budget variance and overall compliance with funding agreement;
- j.** Assists in revising existing programs or developing new programs to meet the needs of the membership;
- k.** Official political representative for the First Nation in the specific portfolio area for public relations purposes unless the Chief advises otherwise;
- l.** Acts as the liaison between Council and Administration and Committee.

Position: Band General Manager**Immediate Supervisor:** The Chief of the First Nation**SUMMARY OF DUTIES:**

The Band General Manager is the senior non-political executive officer of the First Nation and under the direction of the Band Council; the Band General Manager is responsible for the day-to-day operations of the First Nation in all aspects of planning, management control, and delivery of programs. He/she will provide direction to all employees and ensure approved Policies & Procedures are adhered to.

RESPONSIBILITIES INCLUDE:**1. PLANNING**

- Coordinating strategic planning and goal setting for the Government.
- Creatively seek new ways of reorganizing programs to more efficiently and effectively meet goals and objectives approved by Council.
- Directing the preparation and update of the community plan.
- Directing the preparation and update of the Band's physical development plan.
- Reviewing program plans.
- Overseeing the preparation of the annual Band budget and presenting the draft budget to Council for approval.

2. MANAGE AND COORDINATE INTERGOVERNMENTAL AGREEMENTS & CONTRACTED SERVICES

- Responsible for the management of all intergovernmental agreements and contracted services.
- Negotiates, controls, and provides progress reports on various agreements and contracts including agreements with Federal, Provincial, and Municipal governments.
- Manage and control all infrastructure projects.
- Write the terms of reference for capital projects.
- Provide direction to the Housing Worker in managing the Housing and Renovations program.
- Ensuring the completion of all necessary forms and documents for Housing as required by; D.I.A., C.M.H.C., Health & Welfare Canada, and the New Home Warranty Program of B.C.
- Ensuring that the inventory of capital assets is updated annually.

3. OVERSEEING STAFF ACTIVITIES THROUGH; THE DEVELOPMENT AND MAINTENANCE OF POLICIES AND PROCEDURES, MONITORING THE BUDGET, AND DIRECT SUPERVISION OF WORK.

- Periodically review and recommend amendments to the policies and procedures manual(s).
- Verify that actual practices conform to approved policies and procedures, and to job descriptions.
- Review and recommend annual budgets.
- Review reports of actual/budgeted expenditures to identify variances and take corrective action as necessary.
- Monitoring quality of work and service delivery of all Programs and Departments.

4. MANAGING STAFF

- Assessing and addressing the need for training and upgrading of employees.
- Provide direct on the job training to staff in specific areas; i.e. Housing.
- Motivating employees to carry out the goals and objectives of the community and organization.
- Organizing projects by pulling together required resources (materials, supplies, and people).
- Overseeing the hiring of new employees.
- Conducting annual performance evaluation reviews for Administration, Managers and Program Coordinators.
- Provide the Finance Officer, the Human Resource Officer, Managers and Program Coordinators with instructions on a day-to-day basis as required to assist such persons to more effectively carry out their respective jobs.
- Work with the Finance Officer, Managers and Coordinators to develop and maintain control systems such as purchase order system, cheque writing, banking, budgeting, variance analysis, general accounting system, program delivery assessment, standard reporting, personnel management, record keeping and documentation management.

5. PROVIDE DIRECTION TO THE FISHERIES CO•MANAGEMENT PROJECT

- Ensure that the project plan is implemented as drawn up by the consultant.

6. INITIATING NEW PROJECTS

- Assessing community needs.
- Negotiating with outside funding agencies to secure resources to meet needs.
- Developing a project plan.
- Directing staff to implement projects.

7. REPORTING

- Review monthly financial reports provided by the Finance Officer including budget information.
- Reporting changing resource requirements to Council to obtain direction and authority to vary approved budgets.
- Presenting Financial reports, Variance analysis to budget reports and Service Delivery Status reports at monthly Band Council meetings.
- Reviewing special reports for submission to council.
- Review reports for outside agencies including Canadian Employment and Immigration Commission, and Indian Affairs.
- Attending and participating in Council meetings, except in camera meetings.

8. ENSURING SECURITY OF BAND ASSETS

- Ensuring that physical assets are protected by adequate security and insurance.
- Ensuring that assets paid for by the Band are protected from loss or damage.

9. OTHER RELATED DUTIES

- Participating in seminars, workshops, and training programs to upgrade skills and knowledge relevant to the position.
- Ensure the Operations Manual is maintained and kept up to date.

- Maintain a filing system of meetings minutes for all committees and Government.
- Provide input in developing and maintaining policies and procedures to create and maintain an efficient administration.
- Insure the Operations Manual is used as an effective management tool throughout the organization.
- Encourage and foster a team spirit within the organization in general.
- Adhere to the Code of Conduct as contained in the Operations Manual.

QUALIFICATIONS:

The qualifications of the Band General Manager are determined in the absolute discretion of the Government depending upon the needs of the First Nation at the time.

EDUCATION & TRAINING

- Grade 12 or equivalent.
- Formal training in; accounting, business administration, public administration and/or project management an asset.

EXPERIENCE

- Should have several years experience in working for a local government in a supervisory position (preferably aboriginal government).
- Demonstrated ability to promote teamwork.
- Previous experience in program management for government programs and knowledge of administrative policy is an asset.

Position: Finance Officer (Comptroller)**Immediate Supervisor:** Band General Manager**SUMMARY OF DUTIES:**

In addition to the duties and responsibilities as are specified in the Operations Manual, the Finance Officer is the senior Financial Officer and internal Auditor for the Government. The Finance Officer is responsible for maintaining the financial accounting and control system for all Departments /Programs and Band enterprises. He/she will ensure that computerized ledgers and journals are maintained and that financial reports are produced.

RESPONSIBILITIES INCLUDE:**1. BANKING**

- Prepare bank deposits.
- Keep a daily record of bank account balances.
- Balance the bank statements to the general ledger every month (usually by the 15th of the following month).

2. ACCOUNTS PAYABLE

- Maintain the accounts payable sub-ledger.
- Write purchase orders upon request from program or review purchase orders written by Program /Department Managers.
- Review vouchers for accuracy and appropriate authorization by Program/Department Managers.
- Match voucher to purchase order and reference both documents.
- Prepare cheques for signatures.
- Record cash disbursement in accounting system.
- File vouchers and purchase order.

3. ACCOUNTS RECEIVABLE

- Prepare invoices and statements as required.
- Maintain cash receipts journal.
- Prepare aged accounts receivable listing.

4. EMPLOYEE BENEFITS

- Administer Band employees' benefits package by signing new employees up, providing reports and reporting to the Many Nations Benefit Corporation.

5. PROPOSAL WRITING

- Initiate/coordinate proposals for funding from outside agencies.

6. FINANCIAL REPORTING & FINANCIAL MANAGEMENT CONTROL

- Set up and maintain accounting systems for Band programs and commercial enterprises.
- Provide advice and assistance to managers of Band enterprises.
- Prepare/review monthly-computerized financial reports including budget comparison information.
- Prepare/review statements from Band enterprises and report observations to the Band General Manager.
- Alerting the Program/Department Managers and the Band General Manager as to any significant

variances in actual budget comparisons.

- Completing special reports for submission to the Band General Manager & Council.
- Review and prepare reports for accuracy for outside agencies including Canadian Employment and Immigration Commission, and Indian Affairs.

7. BUDGETING

- Assist in the preparation of the annual budgets.
- Provide advice and assistance to Department/Program Managers and assist in the preparation of the administration budget.
- Provide recommendations to the Band General Manager & Council.

8. PROVIDE ASSISTANCE TO THE BAND AUDITOR BY PREPARING REQUIRED INFORMATION FOR AUDIT

- Packaging files in preparation for the audit.
- Provide staff assistance to the auditor for the duration of the audit.
- Review audited statements for accuracy and reporting any discrepancies to the auditor.

9. OTHER RELATED DUTIES

- Attending and participating in Council meeting upon request.
- Attending and participating in Management meetings called by the Band General Manager.
- Participating in seminars, workshops, and training programs to upgrade skills and knowledge relevant to the position.
- Provide directions and assistance to Financial Staff.
- Ensure adherence and compliance to the Finance Policy and Procedures Manual
- Maintain and enforce systems associated with Financial Information Flow as described in the Operations Manual.
- Adhere to the Code of Conduct as contained in the Operations Manual.
- Encourage and foster team spirit within the organization in general.

QUALIFICATIONS:

The qualifications of the Finance Officer are determined in the absolute discretion of the Government depending upon the needs of the First nation at the time. The following attributes are assets:

EDUCATION & TRAINING

- Formal training in accounting/bookkeeping essential.
- Must type and be proficient in the operation of computers and business machines.

EXPERIENCE

- Should have a minimum of two (2) years experience in accounting/bookkeeping.
- Previous experience in accounting for government programs and knowledge of administrative policy is an asset.
- Demonstrated ability to work independently.
- Demonstrate initiative and resourcefulness.
- Proficient with use of computers.

Position: Human Resource Officer

Immediate Supervisor: Band General Manager

SUMMARY OF DUTIES:

Under the direction of the Band General Manager, the Human Resource Officer works closely with Band Council, the Band General Manager, Department Managers and staff and is responsible for planning, developing, implementing and monitoring application of the human resource policies. The HRO also provides service and support in the various human resource functions, which include recruitment, staffing, training and development, performance appraisals monitoring, dispute resolution, grievance process, occupational health and safety and maintenance of personnel files. The Human Resource Officer may participate in Personnel Selection Boards.

JOB RESPONSIBILITIES INCLUDE:

1. Provide support to Supervisors, Managers and Band General Manager in developing the skills and capabilities of staff.
 - Provide advice and assistance with writing job descriptions and ensure that accurate and up to date job descriptions are in place for all employees;
 - Provide advice and assistance to management staff when conducting employee performance evaluations;
 - Identify training and development opportunities;
 - Organize staff training sessions, workshops and other similar activities and provide assistance in approving employee requests for outside training while complying with policies and procedures;
 - Provide basic counselling to staff who have performance related obstacles;
 - Provide advice and assistance in developing human resource plans;
 - Ensure all new employees receive proper orientation;
 - Make recommendations to access funding for training and write proposals;
2. Coordinate staff recruitment and selection process in order to ensure a timely, organized and comprehensive procedure is used to hire staff.
 - Maintain and implement procedures and policies on personnel recruitment;
 - Prepare notices and advertisements for vacant staff positions;
 - Conduct reference and background checks on possible candidates;
 - Organize and may participate in Job Selection Boards during the selection process;
 - Notify successful candidate and unsuccessful applicants;
 - Ensure the Offer of Employment, Employment Agreement and all appropriate forms are duly signed by the employee and inserted in employee's personnel file;
3. Provide information and assistance to staff, supervisors, managers, Band General Manager and Council on human resources and work related issues.
 - Develop, monitor and implement a human resources plan and personnel management policies and procedures;
 - Promote workplace safety and oversee the Occupational Health and Safety program;
 - Maintain up to date the Human Resource policy section of the Operations Manual;

- Monitor and ensure implementation and adherence of employment standards and legislation such as workers compensation and labour standards;
- Responsible for the maintenance of employee personnel files;
- Attend Council meetings to provide information, when required;
- Perform other duties related to the position as may be requested by the Band General Manager from time to time;
- Adhere to the Code of Conduct as contained in the Operations Manual;
- Encourage and foster team spirit within the organization in general.

QUALIFICATION: (Education, Training and Experience)

The qualifications of the Human Resource Officer are determined in the absolute discretion of the Band General Manager and the Government depending upon the needs of the First Nation at the time. The following attributes are assets:

- Possess a grade 12 diploma;
- University or College courses in Management or Human Resources is an asset;
- Management or supervisory experience;
- Ability to organize his/her work effectively and coordinate personnel;
- Ability to mentor or coach personnel;
- General knowledge of relevant legislation, policies and procedures with respect to Human Resources Management;
- Demonstrated skills in team building, problem solving and basic counselling;
- Effective written and oral communication skills.

Position: Office Manager

Immediate Supervisor: Band General Manager

SUMMARY OF DUTIES:

The Office Manager is in charge of the office services, support administration and financial staff who work in the office and is generally responsible for the day-to-day provision of office services and act as a senior assistant to the Band General Manager.

JOB RESPONSIBILITIES INCLUDE:

Notwithstanding the above general duties, the Office Manager has the following job responsibilities:

As the provision of Office Services

- a. Manage all aspects of the operations in the First Nation office and the Operations Manual through the use of office systems and office policies and procedures;
- b. Cooperatively work with Managers and Coordinators to develop and maintain information control systems such as filing, supplies management, training systems for office staff and documentation/correspondence;
- c. Manage all office equipment, office supplies and suppliers;
- d. Manage all attendances, communication and correspondence coming and going out of the office;
- e. Manage office technology with a view to creating efficiencies and through office automation, documentation standardization and information management;
- f. Manage or oversee the Benefits package for all employees;
- g. Develop and manage record keeping systems for the administration and covering all aspects of the Operations Manual;
- h. Manage or oversee Band Membership;

As an employee of the Administration, Community Services & Financial Section

- i. As part of his/her main responsibility and based on his/her experience, the Office Manager may also be assigned some of the duties of an Administration Clerk or Financial Clerk.

As to the Supervision of Administration, Community Services & Financial Staff

- j. Make recommendations to Band General Manager for the hiring of Administration, Community Services and Financial staff;
- k. Instruct and deploy Office Staff as required;
- l. Responsible for the assignment of duties, annual performance evaluation, discipline, complaints and compliance of the Operations Manual concerning Administration, Community Services and Financial staff;
- m. Manage office support staff training development;

As a senior Assistant to the Band General Manager

- n. Carry out the instructions of the Band General Manager that is relevant to the position as provided from time to time;
- o. Keep the Band General Manager informed on significant events and correspondence concerning areas under the authority of the Office Manager;
- p. Liaison and information conduit for the Band General Manager on office operations matters;
- q. Comply with the provisions of the Operations Manual;
- r. Adhere to the Code of Conduct as contained in the Operations Manual;
- s. Encourage and foster a team spirit within the First Nation office and operations in general;
- t. Keep the Operations Manual updated and keep track of the changes as instructed by Band General Manager;
- u. Ensure personnel are kept informed of any changes to the Operations Manual.

QUALIFICATIONS:

The qualifications of the Office Manager are determined in the absolute discretion of the Band General Manager and Government depending upon the needs of the First Nation at the time. The following attributes are assets;

- A minimum grade 12 or equivalent;
- Administrative and Financial accounting experience;
- Ability to organize, motivate, delegate, supervise and coordinate personnel;
- Ability to formulate and administer programs with budgets;
- Working experience in a Band Office.

Position: Administration Clerk

Immediate Supervisor: Office Manager

SUMMARY OF DUTIES:

In addition to the duties as are specified in the Operations Manual relating to the within job description, an Administration Clerk provides the services of a clerk, typist, secretary, receptionist and accounting clerk or any combination thereof, depending upon the circumstances and needs of the First Nation at the time and as directed by the Office Manager from time to time;

JOB RESPONSIBILITIES INCLUDE:

Notwithstanding the above general duties, an Administration Clerk has the following job responsibilities:

As a Clerk, Typist, Secretary, Receptionist and Accounting Clerk

- a. Is a member of a support services team, providing support and clerical, secretarial, receptionist and accounting support services to the First Nation;
- b. Provide clerical, typist, secretary, receptionist and accounting support services and without restricting the generality of the foregoing, including mail, reception duties (telephone and greeting), delivery and receipt of merchandise, typing, filing, cheque requisitions, payables, receivables, operation of office and computer equipment together with computer software programs relating to word processing, file management, internal email and accounting system;
- c. Comply with the provisions of the Operations Manual;
- d. Carry out the instructions of the Office Manager and Finance Officer that is relevant to the position and as provided from time to time;
- e. Encourage and foster a team spirit within the First Nation office and operations in general;
- f. In the event the Office Manager assigns the Administration Clerk to work exclusively in a particular Department/Program, the Administration Clerk will take instructions from the Manager or Coordinator in charge of such Department/Program, until further notice from the Office Manager.

QUALIFICATIONS:

The qualifications of the Administration Clerk are determined in the absolute discretion of the Band General Manager and Government depending upon the needs of the First Nation at the time. The following attributes are assets;

- A minimum grade 12 or equivalent with preference of special training in administration or accounting clerk services;
- Demonstrate proficiency in typing;
- Computer literate with some basic knowledge of Microsoft Office and in particular Microsoft Word and accounting software;
- Familiar with office machines including photocopier, fax machines, phone system, etc.;

- An accounting clerk must demonstrate ability to use accounting software and spreadsheet;
- Good communication and interpersonal skills;

Position: Financial Clerk

Immediate Supervisor: Office Manager

SUMMARY OF DUTIES:

In addition to the duties as are specified in the Operations Manual relating to the within job description, a Financial Clerk provides accounting support services to the First Nation and the Finance Officer. The Financial Clerk works under the supervision of the Office Manager and also under the direction of the Finance Officer and performs such accounting duties as the Finance Officer may direct from time to time.

JOB RESPONSIBILITIES INCLUDE:

Notwithstanding the above general duties, a Financial Clerk has some of the following job responsibilities:

- a. Use accounting software program adopted by the First Nation;
- b. Use spreadsheet software program adopted by the First Nation;
- c. May be called to perform accounting functions dealing with:
 - Bank reconciliation;
 - Petty Cash processing;
 - Payroll data entry and processing;
 - Payroll deductions and processing;
 - Benefit package remittances and premium processing;
 - Accounts payable processing;
 - Accounts receivable processing;
 - Disbursement processing for contracts and construction projects;
 - Cheque requisitions processing;
 - Purchase order and work order processing;
 - Goods receipt processing;
 - Account data entry into the Financial accounting program;
 - Journal entries;
 - Processing of expense claims;
 - Financial Statements generation;
 - Processing claims relating to program;
 - Maintenance of payroll personnel files;
- d. Comply with the provisions of the Operations Manual;
- e. Adhere to the Code of Conduct as contained in the Operations Manual;
- f. Encourage and foster a team spirit within the First Nation office and operations in general;
- g. Carry out the instructions of the Office Manager and the Finance Officer that is relevant to the position and as provided from time to time;

QUALIFICATIONS:

The qualifications of the Financial Clerk are determined in the absolute discretion of the Band General Manager and Government depending upon the needs of the First Nation at the time. The following attributes are assets;

- A minimum grade 12 or equivalent with preference of special training in accounting, computer accounting programs and spreadsheet;
- Computer literate with some basic knowledge of Microsoft Office and in particular Microsoft Word, Excel and accounting software;
- Computer literate and some knowledge of the accounting software used by the First Nation;
- Computer literate with some knowledge of the spreadsheet software used by the First Nation;
- Experience in working in other budget multi-program accounting environments an asset;
- Familiar with office machines including computers, photocopiers, fax machines, phone system, etc.;
- Good communication and interpersonal skills;

Position: Community Hall Caretaker

Immediate Supervisor: Office Manager

SUMMARY OF DUTIES:

In addition to the duties as are specified in the Operations Manual relating to the within job description, a Community Hall Caretaker maintains and oversees the use of the Community Hall by the community.

JOB RESPONSIBILITIES INCLUDE:

Notwithstanding the above general duties, a Community Hall Caretaker has the following job responsibilities:

- a. Perform all housekeeping and minor maintenance chores as required in the hall;
- b. Care for and maintain in good repair all equipment placed under this jurisdiction;
- c. Maintain an inventory of supplies and materials and inform the Office Manager of needs;
- d. Report to the Office Manager all incidents requiring disciplinary action, ensure that only acceptable standards of behaviour are permitted within the hall;
- e. Ensure that only acceptable standards of behaviour are permitted within the hall;
- f. Enforce the absolute ban of alcohol and drugs on the premises;
- g. Report to the proper authorities, all persons involved in the use of alcohol and drugs in and around the hall premises;
- h. Adhere to the schedule of events and activities as established;
- i. Ensure that all persons abide by the community curfew;
- j. Ensure that bathrooms, changing rooms and the kitchen are kept equipped with the necessary supplies;
- k. Maintain a schedule of stripping and re-waxing the hall floor at least once a year.
- l. Comply with the provisions of the Operations Manual;
- m. Adhere to the Code of Conduct as contained in the Operations Manual;
- n. Encourage and foster a team spirit within the Community Hall, the First Nation office and operations in general;
- o. Carry out the instructions of the Office Manager that is relevant to the position and as provided from time to time;

QUALIFICATIONS:

The qualifications of the Community Hall Caretaker are determined in the absolute discretion of the Band General Manager and Government depending upon the needs of the First Nation at the time. The following attributes are assets;

- Dependability – Job requires being reliable, responsible, dependable and fulfilling obligations;
- Cooperation – Job requires being pleasant with others on the job, displaying a good nature and cooperative attitude;
- Attention to Details – Job requires being careful about details and thorough in completing tasks;
- Concern for Others – Job requires being sensitive to others' needs and feeling, and being understanding and helpful on the job.

Position: Community Buildings Custodian/Janitor

Immediate Supervisor: Office Manager

SUMMARY OF DUTIES:

In addition to the duties as are specified in the Operations Manual relating to the within job description, the duties of a Community Buildings Custodian/Janitor consist of keeping buildings in a clean and orderly condition and perform cleaning duties such as cleaning floors, carpet, washing walls and glass and removing garbage. It also consists of performing routine light maintenance activities and notifying management of any need for repairs.

JOB RESPONSIBILITIES INCLUDE:

Notwithstanding the above general duties, a Community Building Janitor/Custodian has the following job responsibilities:

- a. Maintain a regular cleaning schedule for all Community facilities such that all are kept in a clean healthy and safe condition;
- b. Keep an inventory of all supplies and equipment and report to the Office Manager any need for re-supply or replacement;
- c. Undertake light maintenance, but report to the Office Manager any requirements for major maintenance;
- d. Report to the Office Manager all incidents of wilful or accidental damage to any of the facilities or equipment;
- e. Ensure that all facilities are kept secure against any unlawful entry;
- f. Cooperate to the fullest extent with all employees and community members' undertakings and activities.
- g. Comply with the provisions of the Operations Manual;
- h. Adhere to the Code of Conduct as contained in the Operations Manual;
- i. Encourage and foster a team spirit within the organization and operations in general;
- g. Carry out the instructions of the Office Manager that is relevant to the position and as provided from time to time;

QUALIFICATIONS:

The qualifications of the Community Buildings Custodian/Janitor are determined in the absolute discretion of the Band General Manager and Government depending upon the needs of the First Nation at the time. The following attributes are assets;

- Dependability – Job requires being reliable, responsible, dependable and fulfilling obligations;
- Cooperation – Job requires being pleasant with others on the job, displaying a good nature and cooperative attitude;
- Attention to Details – Job requires being careful about details and thorough in completing tasks;
- Concern for Others – Job requires being sensitive to others' needs and feeling, and being understanding and helpful on the job.

Position: Post Office Clerk

Immediate Supervisor: Office Manager

SUMMARY OF DUTIES:

In addition to the duties as are specified in the Operations Manual relating to the within job description, the duties of the Post Office Clerk consist of managing the activities of the post office, receive, sort and deliver the mail and parcels for the community.

JOB RESPONSIBILITIES INCLUDE:

Notwithstanding the above general duties, a Post Office Clerk has the following job responsibilities:

- a. Receives, sorts and delivers mail and parcels for the community;
- b. Use postal machine and computer equipment and software relating to Canada Post;
- c. Retail sale of postal supplies including money orders, stamps, etc.;
- d. Prepare monthly reports for Canada Post;
- e. Make regular bank deposits of proceeds originating from the sale of postal supplies;
- f. Make proper arrangements for the mail and parcels to be regularly delivered to and picked up from the Klemtu Ferry Terminal and the Seaplane terminal.

QUALIFICATIONS:

The qualifications of the Post Office Clerk are determined in the absolute discretion of the Band General Manager and Government depending upon the needs of the First Nation at the time. The following attributes are assets;

- Dependability – Job requires being reliable, responsible, dependable and fulfilling obligations;
- Cooperation – Job requires being pleasant with others on the job, displaying a good nature and cooperative attitude;
- Demonstrate ability to work independently with minimal supervision;
- Attention to Details – Job requires being careful about details and thorough in completing tasks;

Agenda Meeting of Chief & Council

Meeting Date: _____

Meeting Time: _____

Meeting Location: _____

1. Confirmation of Standing Chairperson and Secretary or appointment of substitute;
2. Approval of Agenda and Notice of Meeting;
3. Approval of the Minutes from the previous meeting;
4. Business arising out of the minutes from the previous meeting;
5. Financial Reports;
6. Department/Program Service Delivery Status Reports;
7. Receipt of Committees Minutes (Draft/Final Versions);
8. Portfolio Reports;
9. New Business;
10. In camera Session;
11. Confirmation of next meeting;
12. Adjournment.

**Kitasoo Band Council Meeting
Sample Minutes**

Date: _____ **Location:** _____

Kitasoo Band Council (Government) Meeting No: _____
(Consecutive and Sequential)

Number of Motions Made as Attached: _____

Kitasoo Band Council Members in Attendance

Yes	Name	Signature of Person in Attendance
√	Chief ?????, Chairperson	
√	Councillor ?????	
√	Councillor ?????	
√	Councillor ?????	
√	Councillor ?????	
√	Councillor ?????	

Administration, Managers and Coordinators in Attendance

Yes √	Name	Position
		Band General Manager
		Finance Officer
		Office Manager
		Education Department Manager/Principal
		Social Development Coordinator
		Housing Coordinator

Others in Attendance

Name	Position

Minutes

Motion No. CC-101 March 06, 2012	The agenda as attached and marked as Schedule "A" to these minutes is approved and proper notice of the within meeting is acknowledged. Moved by: _____ Seconded by: _____ Carried:
Motion No. CC-102 March 06, 2012	The minutes of the February 5 th , 2012 meeting are approved and the Secretary is directed to endorse the same as being approved. Moved by: _____ Seconded by: _____ Carried:

Motion No. CC-103 March 06, 2012	<p>The financial report for the Kitasoo/Xai'Xais First Nation from the period of February 1, 2012 to February 29th, 2012 is approved as circulated, with the Secretary being instructed to file the same as part of the First Nation records.</p> <p>Moved by: _____ Seconded by: _____ Carried:</p>
Motion No. CC-104 March 06, 2012	<p>The service delivery status reports for all our Departments and Programs are acknowledged as received and the Secretary is instructed to file the same as part of the First Nation records.</p> <p>Moved by: _____ Seconded by: _____ Carried:</p>
Motion No. CC-105 March 06, 2012	<p>A copy of the approved minutes of the following meetings are received and acknowledged. The Secretary is instructed to file the same as part of the First Nation records. Kitasoo Educational Authority meeting January 18, 2012 and Governance & Policy Committee meeting January 8, 2012.</p> <p>Moved by: _____ Seconded by: _____ Carried:</p>
Motion No. CC-106 March 06, 2012	<p>The next Band Council meeting is set for April 3, 2012 at the Kitasoo Band Office commencing at 9:30 a.m.</p> <p>Moved by: _____ Seconded by: _____ Carried:</p>
Motion No. CC-107 March 06, 2012	<p>The within meeting is adjourned.</p> <p>Moved by: _____ Seconded by: _____ Carried:</p>

Certified and approved this ____ day of _____, 20__ to be a true copy of the Minutes of the Kitasoo Band Council Meeting held on the date shown, and approved by Kitasoo Band Council.

Secretary, Kitasoo Band Council