

**Kitasoo Xai'xais Nation
Operations Manual**

**Section 2
Organizational Structure**



Updated Version: August 30, 2023

**Section Two
Organizational Structure
Table of Contents**

Contents

2.01 Organizational Components 2

2.02 Organizational Structure 2

2.03 Authorities 3

2.04 Standing Meetings 3

2.05 Financial Information Flow 3

2.06 Service Delivery Information Flow 4

2.07 Minutes of Meetings 4

2.08 Confidential Information 5

2.09 Hiring & Firing 5

2.10 Human Resource Services 5

2.11 Recommendations to Dismiss 6

Appendix 2A – Organizational Chart 8

Appendix 2B – Schedule of Standing Meetings 8

Appendix 2C – Information Flow Chart 9

Appendix 2D – Minutes & Meeting Flowchart 8

Appendix 2E – Hiring & Firing Chart 9

2.01 Organizational Components – KXN’s administration is made up of the following components:

- a. The Government also referred as Council being One (1) Chief and Five (5) Councillors, one of whom also serves as the Deputy Chief;
- b. Committees being the following:
 - i. Kitasoo Educational Authority (School) Committee;
 - ii. Health Services Committee;
 - iii. Housing Committee;
 - iv. Kitasoo Xai’xais Integrated Resource Stewardship Authority Committee (This is a Community Advisory Committee which does not fall under the authority of Council.)
- c. Administration & Community Services;
- d. Public Works & Housing Department;
- e. Education Department;
- f. Health Department;
- g. Social Development Program;
- h. Resource Stewardship Authority Department;
- i. Economic Development initiatives being businesses and ventures owned and managed by the Development Corporation.

2.02 Organizational Structure – The organizational structure of the Nation is as illustrated on the Organizational Chart in **Appendix “2A”** with lines of authority as shown and specific roles and responsibilities as more particularly described in the Operations Manual, and summarized as follows;

- a. The Government, as the elected representatives of the Band Members is the ultimate authority within the Nation and is responsible for making decisions in the interests of the Nation and overseeing the local administration of community services;
- b. The General Manager is the Senior Administrative Officer for the Nation;
- c. The Finance Officer (Comptroller) is the Senior Financial Officer for the Nation;
- d. The Committees provide community level input as to service delivery, under the various Department/Programs of the Nation.
- e. The Managers, Supervisors and Coordinators are responsible for the day-to-day operation of their respective Department/Programs. Managers and Supervisors have the responsibilities of supervising other employees. Coordinators do not have employees under their supervision. When a Coordinator is called upon to supervise an employee (classified as permanent full time or permanent part time) over an indefinite period, the Coordinator’s position is regarded as changed to a Supervisor position.

- f. **Vacancies.** At times particular positions may be vacant, including managerial positions. In the event that the Human Resources Officer Position is vacant, the General Manager will be acting Human Resources Officer. If the General Manager position is vacant, the Chief Councillor will be acting General Manager. Other acting personnel can be appointed to fill vacancies by the General Manager until a vacancy is filled with a new hired employee. Employees acting in a position that is compensated for at a higher rate of pay will receive acting pay pursuant to the Human Resources Manual Section 5.

2.03 Authorities – The respective authorities of each of the Committee are as specified in the Terms of Reference of each Committee, and the duties and responsibilities of the personnel who work within the organization are as specified in the job description of each employee.

2.04 Standing Meetings – The Government establishes a schedule of Standing Meetings for the entire fiscal year. A Council meeting schedule is circulated throughout the organization by the General Manager. The Government also establishes the frequency of Standing Meetings for the following bodies:

- a. **Council** – Government meetings are normally scheduled for the first Wednesday of every month but may be subject to change occasionally due to circumstances. Additional meetings may occur as the Government considers appropriate.
- b. **Committees** – The KITASOO Educational Authority, Health Services and Housing Committees are to meet once per month.
- c. **Management** – The General Manager meet with Department Managers and Program Coordinators at least once per month, or as necessary, either in a group or individually to discuss and receive service delivery status report for each program.
- d. **Department** – Department Managers meet with their respective staff weekly or as deemed necessary.
- e. **General Meetings** – General Meetings are held quarterly where the Government, Administration and representatives of each committee are in attendance and where quarterly financial reports and service delivery reports are presented to the membership, and at one (1) of such quarterly meetings, the audited financial statement of the Nation for the previous fiscal year is presented.

Attached as **Appendix “2B”** is a listing of Standing Meetings with the purpose and deliverables for each such meeting.

2.05 Financial Information Flow – The flow of information within the organization is as illustrated in **Appendix “2C”** with the specific procedures as follows;

- a. The Finance Officer (Comptroller) is responsible to compile all necessary and updated financial information from each Department/Program at the end of each month and prepare monthly, quarterly and annual financial statements for each Department/Program that have been allocated a budget.

- b.** The Finance Officer provides the General Manager with monthly, quarterly and annual consolidated financial statements and financial statements respective to each Department /Program covering all incomings and outgoings, in accordance with generally accepted accounting principles, together with year-to-date and variances from the budget reports.
- c.** The General Manager presents the monthly, quarterly and annual financial statements to Council at the next Council Meeting.
- d.** The Finance Officer provides a copy of the monthly, quarterly and annual financial statements to the respective Department Managers and/or Program Coordinators to share and review with their respective Committees at their next meeting.

2.06 Service Delivery Information Flow – The General Manager is responsible to compile the service delivery information on a monthly basis from his/her meeting with Department Managers and Program Coordinators. The General Manager is responsible to provide Council with a monthly service delivery status report along with the monthly financial statements at the next Council meeting.

2.07 Minutes of Meetings – Government Meetings, Committees Meetings, and General Meetings, and any other official meeting authorized by the Government within the Nation, adhere to generally accepted rules of order and in the event of dispute as to the same, Roberts Rules of Order applies. Such meetings are further subject to the following rules:

- a.** Except as may otherwise be expressly stated in the Operations Manual, no further or other notice of meeting is required for meetings set out in the Schedule of Meetings, or any other meeting date that is set at the previous meeting;
- b.** The Standing Agenda for each Nation meeting is circulated for approval at the beginning of each such meeting, with additions and deletions as required;
- c.** Each Nation meeting as specified in the Schedule of Standing Meetings has a standing Chairperson and Standing Secretary as more specified in the Operations Manual;
- d.** The Secretary for the meeting keeps the minutes of the meeting in a standard format as more specified in the Operations Manual;
- e.** The minutes of each Nation meeting is chronologically and sequentially numbered;
- f.** Each motion recorded in the minutes of the Nation meetings is chronologically and sequentially numbered;
- g.** Each motion in the minutes of a Nation meeting contains the wording of the motion, the name of the mover, the name of the person who seconded and whether the motion was carried or not;
- h.** No voting by proxy is permitted, except an absent Chief, Councillor, or committee member can be present by way of telephone or videoconference if the remaining members of Council

or Committee consent, and telephone or video conferencing equipment is available and all participants are able to communicate with each other;

- i. The minutes of a Nation meeting does not contain discussion, debate and points of view surrounding the motion;
- j. In the event of a dissenting vote at a Nation meeting, and the dissenter wishes to have his or her dissent recorded, the Secretary for the subject Nation meeting, on receiving such request records the dissent in the minutes containing the original motion, with no reason as to the dissent recorded, and the dissenter has the right to provide reasons in letter form, which letter is then attached to the minutes containing the original motion when it is received;
- k. The Secretary of a meeting, within five (5) days of the applicable meeting date, provides the Chairperson of the meeting with a copy of the minutes from the previous meeting prior of being approved and appropriately marked the minutes as a “draft”;
- l. The minutes of a previous Nation meeting, with amendments, if any, are approved by motion at the next subsequent meeting, and when approved, a motion approving the minutes is recorded in the minutes of the meeting and the Secretary certify by signature that the minutes have been approved (**“the approved minutes”**);
- m. The Secretary provides the original copy of the approved minutes to the General Manager or his delegate within five (5) days after the approval of the same;

The management of Committee meetings and minutes of meetings are as specified throughout the Operations Manual and is summarized in **Appendix “2D” (“the Meetings & Minutes Flowchart”)**.

2.08 Confidential Information – Minutes contain no information that identifies a client receiving health or social assistance. All decisions relating to such clients are recorded in the Minutes of a Meeting of the Committee by way of general reference only and identified in the subject minutes as *“Confidential service decision on Case no. (insert unique client number)”*. The record of the client specific Committee motion containing the subject service delivery decision takes the form of a separate resolution for each such decision and placed on the file of the applicable client and otherwise filed within the filing system of the respective program.

2.09 Hiring & Firing – The hiring and firing of personnel throughout the Nation, as well as termination appeals or reconsideration requests is as summarized in **“Appendix 2E” (“the Hiring & Firing Chart”)**, and as may be more particularly specified in the Operations Manual. All potential dismissals should first be discussed with the Human Resources Manager and General Manager to insure that the proper notice is given, so that potential liability to the Nation is minimized.

2.10 Human Resource Services – The persons who have hiring and firing authority utilize the Human Resource Officer as may exist within the organization, or in his/her absence or position vacancy, the General Manager appoints someone else. The Human Resource services are further described in the Human Resource Officer job description and Section 5 of the Operations Manual.

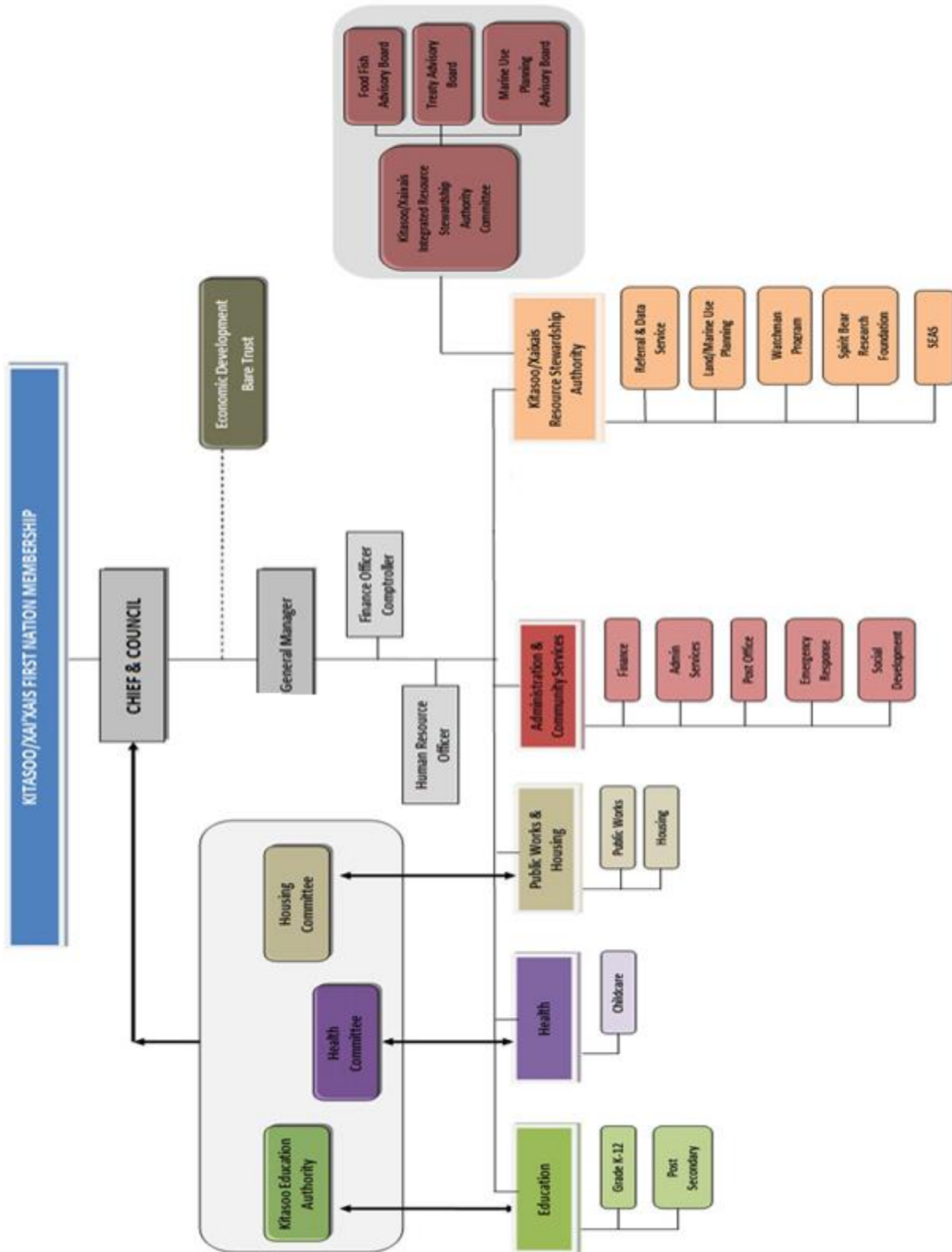
2.11 Recommendations to Dismiss - In circumstances where a Committee recommends a dismissal, the following procedure applies:

- a. In the event the Committee recommends the dismissal of a Manager or Coordinator, then:
 - i. The Committee provides the General Manager with a copy of the written recommendation to dismiss the Manager or Coordinator setting out reasons for dismissal;
 - ii. The General Manager or their delegate promptly investigate the matter;
 - iii. If the General Manager does not thereafter dismiss the Manager or Coordinator, then the General Manager gives a confidential written report to the subject Committee setting out reasons why the subject Manager or Coordinator was not dismissed, with a copy of the written report to the Government;
 - iv. If the Committee is not satisfied with the decision of the General Manager not to dismiss the Manager or Coordinator, the Committee can appeal the matter to the Government with the Chairperson of the subject Committee making the representations to the Government.
- b. In the event the Committee recommends the dismissal of a Teaching or Teaching Support Staff, then the following procedure applies:
 - i. The Committee provides the Department Manager with a copy of the written recommendation to dismiss the subject Teaching or Teaching Support Staff setting out reasons for dismissal, with a copy of the same concurrently provided to the General Manager;
 - ii. The School Principal promptly investigates the matter;
 - iii. If the School Principal does not support the recommendation to dismiss the Teaching or Teaching Support Staff, then the School Principal gives a confidential written report to the subject Committee setting out the reasons of his/her decision and provides a copy of the written report to the General Manager;
 - iv. If the School Principal agrees with the recommendations made by the Committee to dismiss the Teaching or Teaching Support Staff, the School Principal gives a written report to the General Manager with the supporting reasons for the dismissal of the subject personnel;
 - v. If the Committee is not satisfied with the decision of the School Principal not to support the recommendation to dismiss the subject Teaching or Teaching Support Staff, the Committee through the Chairperson of such Committee, can appeal the matter to the General Manager;
 - vi. If the General Manager does not thereafter dismiss the Teaching or Teaching Support Staff, then the General Manager gives a written report to the subject Committee

setting out reasons why the subject personnel was not dismissed, with a copy of the written report to the Government;

- vii.** If the Committee is not satisfied with the decision of the General Manager not to dismiss the Teaching or Teaching Support Staff, the Committee can appeal the matter to the Government, with the Chairperson of the subject Committee making the representations to the Government.

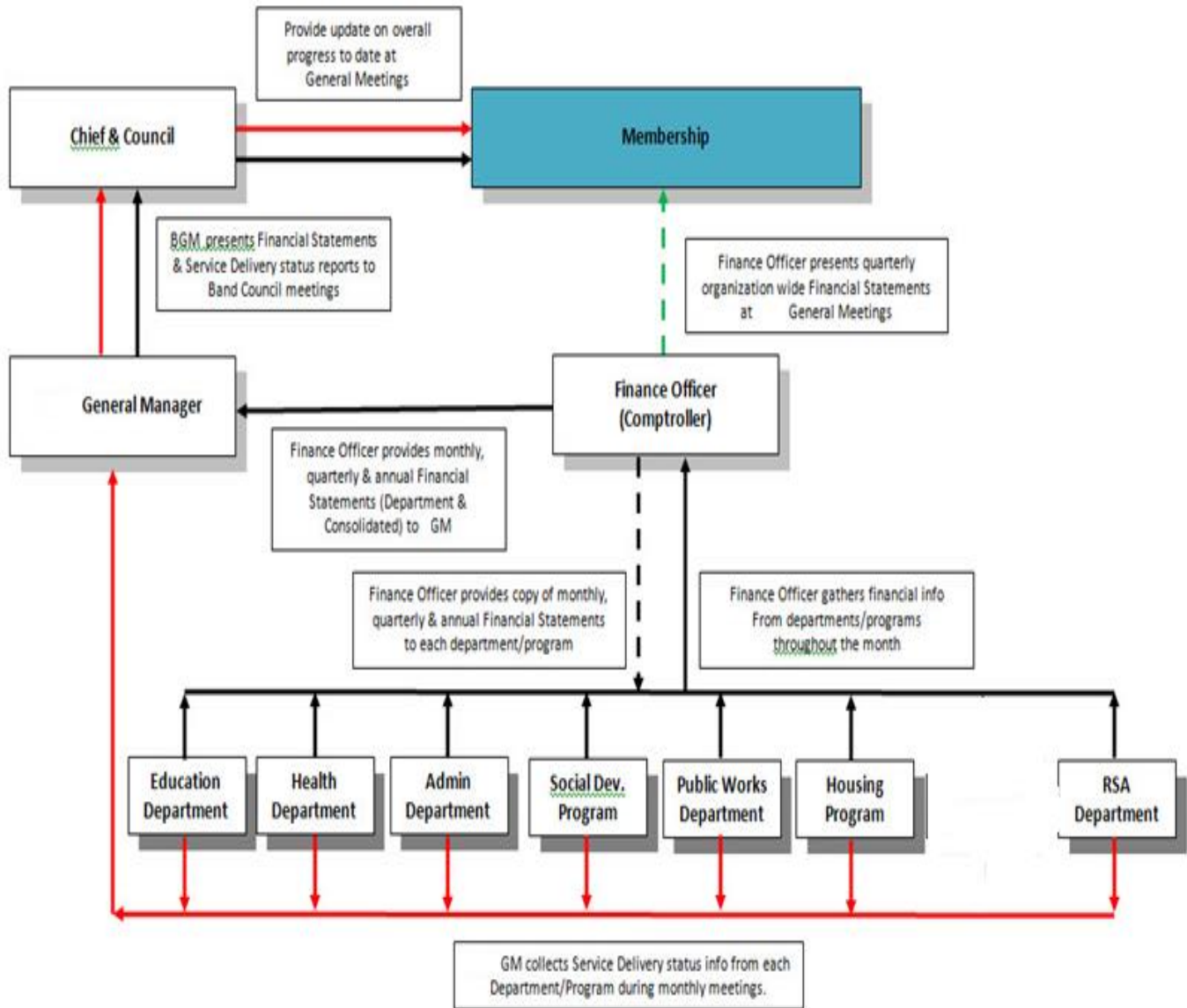
Appendix 2A – Organizational Chart



Appendix 2B – Schedule of Standing Meetings

	Weekly	Monthly or as Specified	Quarterly	Annually
Meetings	<ul style="list-style-type: none"> Managers meet with their staff weekly. Short Monday morning meetings are recommended 	<ul style="list-style-type: none"> Government meets monthly, first Wednesday of the month Committees meet monthly on separate dates from each committee General Manager meets monthly with Managers and Coordinators either as a group or individually. First of the month meetings are recommended. GM meet with Finance Officer prior to monthly Council meeting. 	<ul style="list-style-type: none"> Government, Administration and general Membership meet quarterly (General Meeting) 	<ul style="list-style-type: none"> Annual General Membership Meeting
Purpose	<ul style="list-style-type: none"> Review service delivery for the past week Plan the work week Address common issues 	<ul style="list-style-type: none"> Government and Committees follow Standing Agendas and review special initiatives Monthly management meeting to receive and review service delivery status reports. Identify, discuss and address staff and management related issues. Meeting with Finance Officer to review monthly Department /Program and consolidated Financial reports 	<ul style="list-style-type: none"> Review and present quarterly financial reports Review and present quarterly service delivery status reports 	<ul style="list-style-type: none"> Review and present annual Financial and Service Delivery Reports Follow Standing Agenda
Deliver to GM		<ul style="list-style-type: none"> Government and Committees Meetings minutes Department/Program and consolidated monthly Financial Reports with budget variance reports Monthly Service Delivery status report is collected from each Department /Program Managers & Coordinators during management meetings 	<ul style="list-style-type: none"> Government and General Meetings minutes Department/Program and consolidated quarterly Financial Reports with budget variance reports 	<ul style="list-style-type: none"> General Annual Meeting minutes
Deliver to Council		<ul style="list-style-type: none"> Meeting minutes from previous Council meeting for approval Approved minutes from Committees Meetings Department/Program and consolidated monthly Financial Reports with budget variance reports Service delivery status reports for each Department/Program 	<ul style="list-style-type: none"> Department/Program and consolidated quarterly Financial Reports with budget variance reports Service delivery status reports for each Department/Program 	

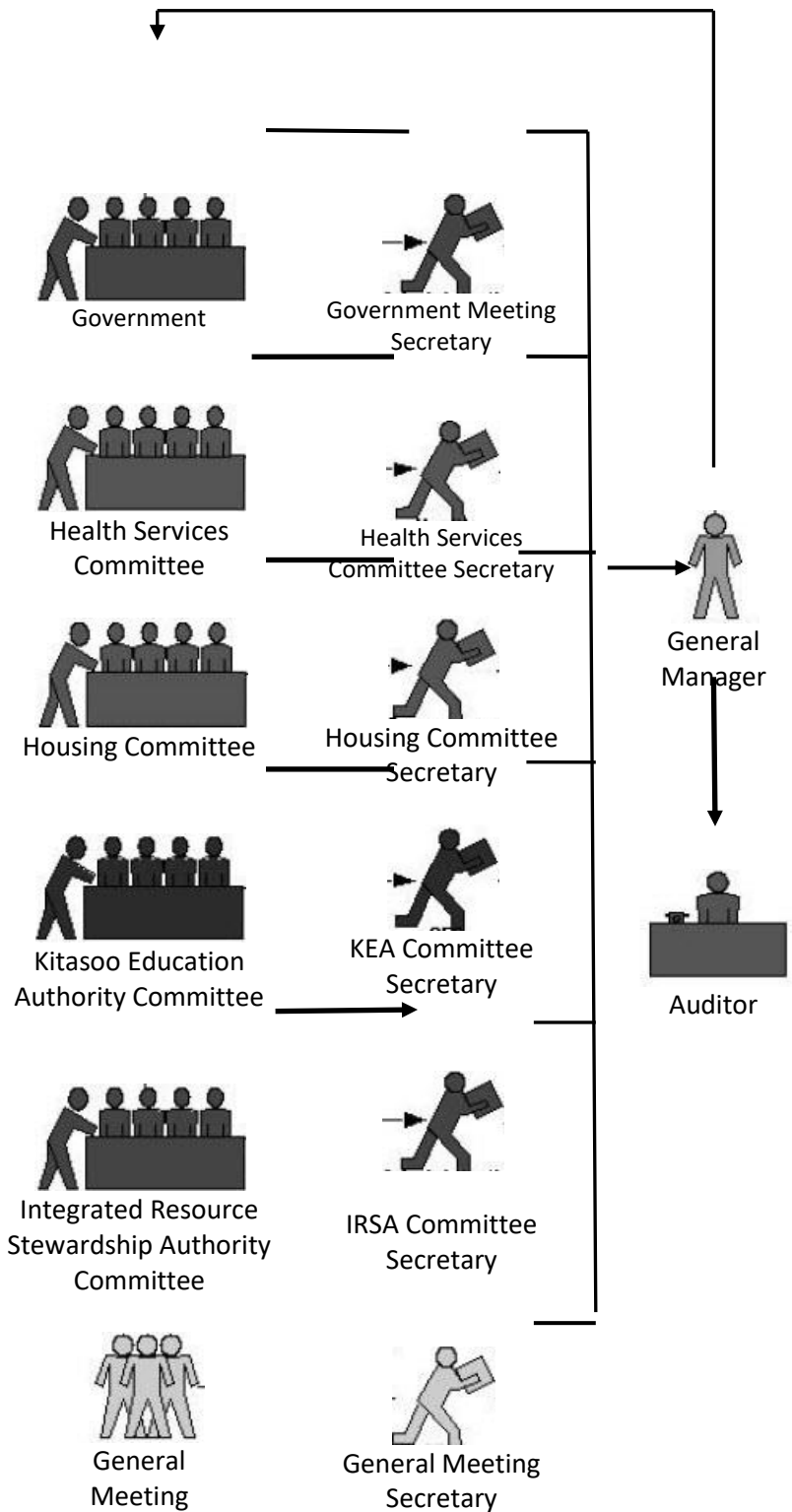
Appendix 2C – Information Flow Chart



Appendix 2D – Minutes & Meeting Flowchart

Government & Committees Meeting & Minutes

- **Meeting:** Frequency of meetings of the Government and Committees is set by the Government each year being the Schedule of Standing Meetings and can be amended as required.
- **Agendas:** There are Standing Agendas for each type of meeting. Agenda items can be added as required.
- **Form of Minutes:** There is a standard format of minutes. Only decisions are recorded, with the right to have a dissent recorded if there is a request. Discussions are not recorded. The meetings are chronologically numbered and motions are also sequentially numbered.
- **Chairperson & Secretary:** There is a Standing Chairperson and Secretary for each meeting.
- **Draft Minutes:** A draft copy of the minutes is provided by the Secretary of each meeting to the Chairperson and BGM within five (5) working days of the meeting. The BGM holds the minutes on file pending receipt of an Approved Copy of the minutes.
- **Approved Minutes:** The draft minutes are presented for approval at the next of Government or Committee meeting, and when approved, the Secretary records the approval in the minutes and signs the approved minutes certifying their approval. The Secretary provides a copy of the approved minutes to the BGM within five (5) working days of the meeting.
- **Circulation:** The BGM files Approved Minutes in the filing system and provides the Government and Auditors with copies of Approved Minutes of the Government & Committees.



Appendix 2E – Hiring & Firing Chart

Position	Hired/Appointed by	Fired/Removed by	Reconsideration within the Nation
Government	Band Members	Band Members	Election Appeal
Committees	<ul style="list-style-type: none"> • Council appoints some positions from membership • Elections are held for some positions on certain committees • Portfolio holders are appointed by the Chief from members of Council 	<ul style="list-style-type: none"> • Council removes its Committee appointees • Membership removes elected committee members by motion and vote at General Meeting • Chief removes portfolio holders 	- None - None - None
General Manager	Council	Council	Council Reconsideration
Finance Officer	Council on recommendation of the General Manager	General Manager in consultation with the Government	Council Reconsideration
Human Resource Officer	Council on recommendation of General Manager	General Manager	Council Reconsideration
Department Managers	Council on recommendation of General Manager and applicable committee	Council on recommendation of General Manager and applicable committee	Council Reconsideration
School Principal	Council on joint recommendation of School Committee & General Manager	General Manager in consultation with School Committee & Government	Council Reconsideration
All employees under managers	As per Section 5 Policy	As per Section 5 Policy	As per Section 5 Policy
All Contractors	Council if contract valued over \$50,000, and General Manager or delegated Department Managers if less	Council if contract valued over \$50,000, and General Manager or delegated Department Managers if less	None