



Northwest Manitoba Community Futures Development Corporation

Policies • Guidelines • Procedures

TITLE: EMPLOYEE RELATIONS GOALS & OBJECTIVES NO. 501

I. Policy

The Board of Directors recognizes that a dynamic, well trained and effective staff, dedicated to the Corporation is necessary to promoting and maintaining a constantly improving operation. The Board is interested in and cares for its personnel as individuals and as part of the total cooperative staff and recognizes its responsibility for promoting and supporting the general welfare of the staff.

The Board is committed to employing a highly trained and diversified staff so that each part of the Corporation is provided with the greatest degree of leadership possible. The Board believes that the staff of the Corporation play a vital role in the accomplishment of goals and objectives established for the Corporation.



Northwest Manitoba Community Futures Development Corporation

Policies • Guidelines • Procedures

TITLE: STAFF ETHICS

NO. 502

I. Policy

The Board of Directors believes that in order for the Corporation to be effective and successful, the Board requires staff of integrity, high ideals and human understanding. In order to preomote these qualities, all employees of the Corporation are expected to maintain the highest standards of professionalism at all times. These standards are exemplified by the following:

1. The mainteneance of just and courteous proffessional relationships with clients and the community.
2. The transaction of all official business with the properly designated authorities of the Corporation.
3. The positive representation of the Corporation on all occasions where the contributions of the communities are recognized.
4. The placement of the welfare of the clients and the member communities as the first concern of the Corporation.
5. Shall follow the policies of the Corporation at all times.
6. Shall refrain from the use of alcohol and drugs while on Corporation business.



Northwest Manitoba Community Futures Development Corporation

Policies • Guidelines • Procedures

TITLE: STAFF RECRUITMENT

NO. 503

I. Policy

The Board of Directors believes in hiring staff who have the necessary job training and qualifications to successfully meet job recruitments. Preference in hiring will be given to members of the participating corporate communities if they have the necessary prerequisites and skills to do the required job.

II. Guidelines & Procedures

1. When vacancies in staff positions occur the General Manager shall advertise the position regionally and/or through newspapers in various population centers.
2. Applications received as a result of staff openings and advertisements shall be screened by the General Manager.
3. A selection committee to interview and recommend the hiring of staff shall consist of at least one Board Member and the General Manager. Where it is not possible to have a selection committee, the General Manager may hire the staff member without consultation if Board Members are not available.
4. All staff appointments shall be approved by motion of the Board and recorded in the Minutes of a Board Meeting.
5. All administrative positions shall be determined by the Board.



Northwest Manitoba Community Futures Development Corporation

Policies • Guidelines • Procedures

TITLE: EMPLOYMENT CONTRACTS

NO. 504

I. Policy

The Board of Directors believes that its responsibility to provide quality programs and services to its clients can be enhanced through the continued employment of qualified and committed professional staff.

II. Guidelines

The Board of Directors wishes to employ and continue the employment of those staff members who have demonstrated and continue to demonstrate their professional commitment to the Corporation. The Board of Directors provides the following guidelines to be implemented by the General Manager in offering contracts of employment to staff of the Corporation.

1. Offer of Contract

- a) Staff new to the Corporation shall be offered a term contract with a three month probation period.
- b) Upon satisfactory completion of the probation period the employee shall be notified and placed on permanent staff. A probation period may be extended to an additional three months if performance is not to expectation. After an extended probation period, the employee must be removed from probation or employment must be terminated. Staff on probation may be released at any time without reason but shall be provided with two weeks notice or payment in lieu of notice.

2. Acceptance of Contract

All offers of contract shall state required period of time for acceptance. Failure to accept an offer of contract by the stated period, unless extended by written agreement, shall result in the offer being withdrawn.

III. Procedures

1. A contract of employment may be terminated at any time by mutual consent.
2. A regular contract of employment may be terminated by written notice given by the employee or the Board at least 2 weeks in advance of proposed termination or payment in lieu of notice for all employees other than the General Manager. The General Manager shall be provided with 30 days notice or payment in lieu of the 30 days notice.
3. In the event that the employee fails to provide sufficient notice of intent to terminate a contract of employment, the employee becomes liable and the Board shall deduct from any outstanding wages or vacation pay entitlement to which the employee might otherwise be entitled the amount due to the Corporation, and if there is a shortfall the Board may proceed to recover the entire amount by invoking legal action against the employee to recover the shortfall.



Northwest Manitoba Community Futures Development Corporation

Policies • Guidelines • Procedures

TITLE: PERSONNEL RECORDS

NO. 505

I. Policy

The Board of Directors requires a record of employment to be maintained for each employee for the purpose of storing data pertinent to the employee's period of service with the Corporation. The Board of Directors believes that all personnel files are confidential files and only those in need of information contained in the files shall have access to the files.

II. Guidelines & Procedures

Normally the record will incorporate data pertinent to:

- Recruitment and selection;
- Job assignment;
- Performance appraisal;
- Payroll;
- Discipline;
- Termination of employment;
- Correspondence between the Board and the employee.

Employees shall be notified of any additions to their personnel file that refers to their performance of duties, disciplinary actions or relationships with other staff, clients or Board Members.

The following persons may have access to employee records for the purpose of performing their duties:

- General Manager;
- Legal council for the Corporation;
- Auditors;
- Individuals authorized to perform Corporation evaluation;
- Board Members if approved by a Motion of the Board at a regular or special meeting of the Board.

Other individuals may only have access to employee records with their prior knowledge and written consent of the employee. Employees shall have access to their employment file at all reasonable times, but may not remove or reproduce any of the contents without the authorization of the General Manager. The General Manager shall develop procedures to ensure that the accuracy and integrity of the records are preserved. All employee records shall be stored at the administrative office of the Corporation. Personnel files shall be kept for a minimum of 7 years.



Northwest Manitoba Community Futures Development Corporation

Policies • Guidelines • Procedures

TITLE: STAFF CONFLICT OF INTEREST

NO. 506

I. Policy

The Board of Directors believes that its administration and staff must exercise their duties in a manner that demonstrates a commitment to the principles of integrity, fairness and impartiality. Administration and staff should not be placed in situations where a conflict of interest may interfere with the effective operation of the Corporation.

II. Guidelines

Relatives of staff members may be hired and husbands or wives or other relatives may be permitted to work for the Corporation provided only that there is no opportunity to exercise favoritism or there is no conflict of interest present for the persons involved.

III. Procedures

1. The Board prohibits a wife or husband to be in direct supervision of their spouse and similarly an employee to be in direct supervision of an immediate family member. Direct supervision involved the assignment of duties, completion of evaluation reports or other related responsibilities.
2. No employee shall engage in any outside employment which reflects badly upon his/her status as a professional.
3. No employee shall act as an agent for any reason in the sale, or in promoting the sale of any item for his own private gain or personal profit. Where there are special circumstances for a sale the employee shall seek permission from the General Manager for the sale.
4. No employee shall engage in any outside activity which conflicts with his working time as an employee of the Corporation. The Corporation reserves the right for first call on employee services.
5. No employee shall disseminate any confidential information he received during the course of employment to enhance the contractual relationship or is attempting to enter into contract with the Board.



Northwest Manitoba Community Futures Development Corporation

Policies • Guidelines • Procedures

TITLE: STAFF LEAVES AND ABSENCES

NO. 507

I. Policy

The Board of Directors recognizes that employees may need to be provided with leave of absence from regular duties for a number of reasons beyond the control of the employee. Leave of absence may be granted with or without pay as detailed in the guidelines and procedures of this policy.

I. Guidelines & Procedures

All requests for leave shall be made in writing to the General Manager who shall consult with the employee before providing a response except in the case of sick leave.

1. **Bereavement** – Staff shall be granted three (3) regularly scheduled consecutive working days leave, on request to the General Manager, without loss of salary in the case of the death of a parent, spouse, child, mother-in-law, father-in-law, brother, sister, grandparent or grandchild or a child under his/her care (the above categories shall include common law spouses). In cases requiring extensive travel arrangements the General Manager may grant an additional 2 days with pay or such additional leave as may be required without pay.
2. **Compassionate Leave** – Staff may be granted leave with pay to a maximum of three working days due to the seriousness of illness of a relative or member of the immediate family. Length of leave shall be at the discretion of the General Manager in view of the needs of the employee and the welfare of the Board.
3. **Maternity-Adoption Leave** – The staff member, at her request, shall be granted maternity leave without pay in accordance with the relevant legislation. The staff member who becomes pregnant shall notify the General Manager at least fifteen (15) weeks prior to the expected date of the termination of her pregnancy or adoption. Where maternity leave is requested, the Director may require the staff member to submit a medical certificate of pregnancy. If the pregnancy results in a medically certified inability to work, the employee may be eligible for disability benefits under the Board's Group Insurance Plan. In the event a child is adopted by the staff member, there shall be adoption adjustment time equivalent to the normal pregnancy leave allowed by provincial legislation.
4. **Paternity Leave for Fathers** – The staff member, shall at his request be granted three (3) days leave with pay upon the birth of his child to be taken at his discretion before, on or after the day of the birth. The Director may require the staff member to submit a birth certificate of the child or certificate of adoption.
5. **Personal Leave** – Staff shall be granted two (2) days of personal leave with pay during the course of any one fiscal year for the purposes of attending to personal matters. The

request for personal leave shall be made in writing to the General Manager, at least one (1) week in advance and need not detail the reasons for the request. Personal leave shall not be granted or taken on a day preceding or following a Provincial or Federal holiday. Personal Leave credits are not cumulative from one year to the next. In the event that staff wish to request more than two days of personal leave such requests may be approved by the Board of Directors.

6. **Court Leave** – Paid leave may be granted to employees by the General Manager under the following conditions:

- When the employee is subpoenaed to appear as a witness or to serve on a jury;
- Or if the employee must appear in court as an official delegate for the Corporation.

In instances where an employee is required to appear in court for personal reasons, either as a Plaintiff or as a Defendant, leave shall be either without pay, or chargeable against cumulative holiday credits.

7. **Sick Leave** – Staff shall be granted 1 ¼ days per month of sick leave to a maximum of 15 days per year with pay as sick leave provisions. Staff may be required to submit medical certificates for absences for sick leave purposes in excess of three days. Sick leave credits are not cumulative from year to year.

8. **Other Leave with Pay** – may be granted for other valid reasons, subject to the approval of the Board of Directors.

If a staff member is absent from duty without the prior approval of the General Manager, the absence will automatically be defined as leave without pay. The General Manager shall report the matter to the Board with his/her recommendation for action. Leave without approval may be considered as grounds for dismissal. The Board may give special consideration in the event of an emergency.



Northwest Manitoba Community Futures Development Corporation

Policies • Guidelines • Procedures

TITLE: STAFF HOLIDAYS AND VACATIONS

NO. 508

I. Policy

The Board of Directors believes it is important to recognize its employees' efforts throughout the year by providing employees with paid vacations wherein they can enjoy some rest and relaxation.

II. Guidelines

- A. Vacation Year – For the purposes of this policy, a vacation year is the period commencing the first (1st) of April and terminating the thirty-first (31st) of March of the following calendar year.
- B. Employee Vacation Credits – An employee is granted vacation leave credits except for existing contracts or agreements which supercede the following:
 - 1. On appointment and during the first three years of employment, the employee shall earn credits on the basis of 1.250 days per month (15 days annually).
 - 2. After completion of three (3) full years of service and for the fourth and subsequent years of service with the Corporation the employee shall earn credits on the basis of 1.666 days per month (20 days annually).
- C. Eligibility
 - 1. Vacation leave shall be granted to an employee only when the following conditions have been met:
 - a) He/she has successfully completed a probationary period, and
 - b) The necessary credits have been accumulated by the employee to support the request for vacation leave.
 - 2. Should a statutory holiday occur during an employee's normal holiday period, the employee will be entitled to an additional day(s) of regular holiday.
- D. Carry-Over – Vacation leave accrued during a vacation year must be taken before the termination of the next vacation year. In no case will a vacation carry-over be allowed which compromises more than the previous year's vacation entitlement.
- E. Payment in Lieu of – Payment in lieu of vacation leave will not be granted to an employee except:
 - 1. Upon termination of employment, or
 - 2. Under exceptional circumstances as approved by the General Manager.
- F. Paid Statutory Holidays or Office Closing
 - 1. There are nine (9) paid holidays in addition to the earned holidays. New Year's Day, Good Friday, Victoria Day, Canada Day, Labor Day, Thanksgiving, Christmas Day, Boxing Day, and Remembrance Day. Additional holidays such as Easter Monday, long weekends, or office closings may be given at the discretion of the Board of Directors.



Northwest Manitoba Community Futures Development Corporation

Policies • Guidelines • Procedures

TITLE: DISCIPLINE, SUSPENSION AND DISMISSAL OF STAFF NO. 509

I. Policy

The Board of Directors recognizes that circumstances may arise necessitating the discipline, suspension, and/or termination of the Corporation's staff. At all times the Board will act in a fair and just manner.

II. Guidelines

A. Discipline of Staff Member

1. The Board delegates the authority to discipline to the General Manager,
2. The General Manager shall be responsible for administering verbal reprimands when required.
3. In cases requiring more serious discipline, the General Manager shall write a letter to the employee stating clearly the perceived infraction(s) and the means by which the employee can rectify the concern(s).
4. In cases where the written reprimand has not resulted in rectification of the concern(s) the General Manager shall issue a second letter and may recommend that further appropriate action be taken. The Board shall receive a copy of all such reprimands.

B. Suspension of Staff Member

1. The Board delegates the authority to suspend an employee to the General Manager.
2. The General Manager may suspend, by written notice, a member of the staff from a duty for a period not exceeding ten (10) working days/shifts.
3. The General Manager may suspend an employee with or without pay; however, the employee's benefits shall continue in full during the suspension period.
4. An employee who has been suspended shall be advised, in writing, by the General Manager of:
 - a) The reason for the suspension;
 - b) The opportunity to appeal the suspension to the Board;
 - c) The date, place, and time the Board will hear the suspension appeal.
5. The employee who has been suspended shall submit his/her appeal, in writing, to the Board within five (5) calendar days of notification of suspension. The written appeal should include specifics as to what the employee is appealing (i.e. length of suspension, grounds for suspension).
6. The employee shall receive full pay for the period of suspension services if the Board overrules the suspension.

C. Dismissal of Support Staff Member

1. The General Manager shall make recommendations to the Board of Directors regarding the proposed termination of any staff member.
2. The General Manager shall fully investigate the matter and recommendation for termination.
3. An employee who has been recommended for termination shall be advised, in writing, by the General Manager of:
 - a) The reasons for termination;
 - b) The opportunity to appeal the termination to the Board;
 - c) The date, place, and time the Board will hear the termination appeal.
4. The employee who has been recommended for termination shall submit his/her appeal, in writing, to the Board within five (5) calendar days of notification of termination. The written appeal should include specific as to what the employee is appealing (i.e. grounds for termination, termination procedure).
5. The Board of Directors shall rule on such appeals within 10 days of receiving an appeal from the employee of the Corporation and all decisions on appeals by the Board of Directors is final and binding.



Northwest Manitoba Community Futures Development Corporation

Policies • Guidelines • Procedures

TITLE: STAFF RESIGNATIONS

NO. 510

I. Policy

The Board of Directors believes that employees wishing to resign from the employment of the Corporation must do so in accordance with the provisions of applicable Provincial Statute and, where stated, applicable provisions of the terms and conditions of employment. Resignations must be in writing and shall be tendered with the General Manager or in the case of the General Manager to the Chairperson of the Board. The General Manager shall, at the next regular meeting of the Board, inform the Board of all resignations received since the last Board Meeting.

II. Guidelines & Procedures

1. An employee wishing to resign his/her employment with the Board shall submit a letter of resignation to the General Manager specifying the last day he/she will perform assigned duties.
2. Upon receiving a letter of resignation, the General Manager shall ensure that the period of notice given by the employee is in accordance with Provincial Statutes and/or conditions of employment. If the resignation is in accordance the General Manager shall notify the employee in writing that the resignation has been accepted.
3. If upon receipt of the letter of resignation, the General Manager feels that the notice does not comply with the conditions of employment, the General Manager may:
 - a) Require of the employee to provide the appropriate period of notice; or
 - b) Accept the resignation as offered.
4. An employee may not resign from duties within a holiday period of more than 5 days and must provide 20 working days notice for the General Manager or two weeks (10 working days) for support staff member unless agreed to in writing by the Board and the General Manager.



Northwest Manitoba Community Futures Development Corporation

Policies • Guidelines • Procedures

TITLE: ROLE OF THE GENERAL MANAGER NO. 511/303

I. Role

The General Manager is employed by and reports to the Board of Directors and is designated as the Chief Executive Officer of the Board. The Director will confer with the Board, attend meetings of the Board, and exercise general supervision over the organization, employees, property, and services provided under the jurisdiction of the board.

III. Job Goal

The General Manager is primarily responsible for the Economic Development portion of the NWMCFDC and will provide leadership in developing, maintaining and monitoring the programs and services, to administer and supervise all activities of the Corporation.

IV. Performance Responsibilities

1. Board Operations

- a) Attends all meetings of the Board, community meetings, seminars, workshops or conferences as required or authorized by the Board, except when his/her own appointment, efficiency, contract or salary are being considered and serves as ex-officio member on all Board committees.
- b) Records minutes and maintains full and accurate records of the proceedings of every Board meeting and ensures that the actions and wishes of the Board are communicated appropriately. Attends to all incoming and outgoing correspondence.
- c) Supervises the effective implementation of all Board policies, directives and by-laws.
- d) Observes the highest degree of confidentiality concerning any matter pertaining to the authority of the Board.
- e) Complies with the provisions of the official By-Laws and Policy Manual of the Corporation.
- f) Ensures that required records and reports on behalf of the Corporation are completed on an annual basis.
- g) Represents as directed and assists the Board in all matters of negotiations with such agencies or businesses that the Board deems necessary.



Northwest Manitoba Community Futures Development Corporation

Policies • Guidelines • Procedures

TITLE: ROLE OF THE INVESTMENT MANAGER

NO. 512

I. Role

The Investment Manger is primarily responsible for the overall investment activities of the Corporation. The individual reports directly to the General Manager of the Corporation.

II. Performance Responsibilities

The key responsibilities are:

- a) Plan, organize and implement, control, manage and evaluate administrative and functional activites, including technical and financial assistance, in compliance with the Corporation's goals and objectives.
- b) Manage the financial affairs of the program by planning, directing, systematically monitoring and controlling operational and investment funds and accounts.
- c) Manage the day to day affairs of the program by developing and implementing administrative procedures that will lead to an effeciently run operation.
- d) Prepare monthly and/or quarterly activity and financial reports detailing administrative and functional activities to date and position relative to plans/projections.
- e) Propose appropriate alternative business and employment development strategies, action policies and programs which would contribute as effectively as possible to business and employment development in the Northwest region of Manitoba.
- f) Liase with Government agencies, other economic development organizations, business and the public in general.



Northwest Manitoba Community Futures Development Corporation

Policies • Guidelines • Procedures

TITLE: ROLE OF THE ADMINISTRATIVE ASSISTANT

NO. 513

I. Role

The Administrative Assistant reports directly to the General Manager and provides secretarial and clerical functions, and internal budgeting and bookkeeping system, research and general administrative assistance.

II. Performance Responsibilities

The key responsibilities are:

- a) To type memos, speeches, correspondence and reports including financial tables, figures and the like.
- b) To develop and maintain a comprehensive filing (information storage retrieval) system.
- c) To act and perform the basic duties of a receptionist, including
 - Receive visitors and assist where possible,
 - Answer all incoming calls,
 - Open, sort and deliver all incoming mail, and
 - Arrange appointments and reservations
- d) To act as a Recording Secretary to the Corporation's Board of Directors:
 - Coordinate meetings
 - Type up and distribute agenda
 - Take minutes of meetings
 - Type and distribute minutes, and
 - Note and ensure follow-up deadlines are communicated
- e) To perform within the auspices of the Managers – those office administrative and managerial duties required to ensure the smooth operation of the office, including:
 - Identify basic equipment and materials deficiencies or inadequacies. Contract to fill these deficiencies in a cost conscious and time efficient manner, and
 - Maintain close familiarity with budgetary system and accounting function to facilitate administrative and managerial duties
- f) To perform selected research duties as requested including:
 - Assembly of general information packages respecting the Corporation and the Region.
 - The development and preparation of brief reports within position responsibilities and as assigned;
 - Such other duties as may be assigned from time to time.