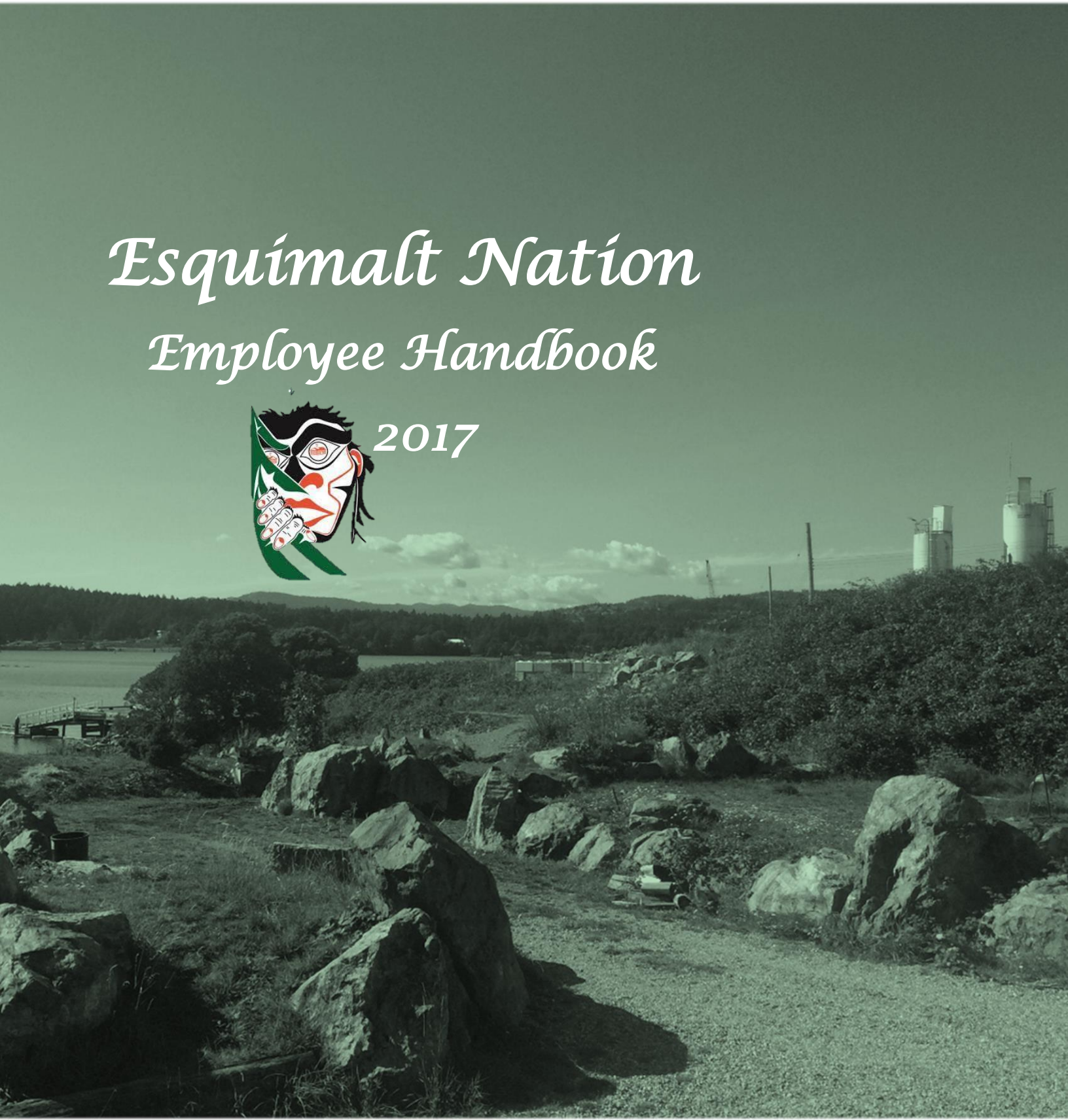


Esquimalt Nation

Employee Handbook



No'ilung | Welcome!

From our Chief and Council and the Esquimalt Nation team, we want to welcome you!

This Employee Handbook is provided to you to ensure you have the essential day-to-day information, important policies and procedures and to act as a guide regarding your work activities and relationships. This handbook is representative of our commitment to supporting and encouraging our employees; we want to make sure you have all the information you need up front and know what is expected of you on an ongoing basis. We believe that providing you with this support and encouragement lays the foundation for a respectful and positive work environment – part of which also starts with this Employee Handbook.

Please note that we retain the right to modify, add or delete the policies and associated procedures within this handbook at any time; however, we guarantee we will keep you informed of any and all changes we make. At Esquimalt we expect you to read and understand the contents of this employee handbook. Upon doing so and at any time throughout the course of employment, we encourage you to discuss any questions or concerns with us.

Again, welcome to the team!

Message from Chief Andrew (Andy) Thomas



S'ëm, friends and relatives, my name is Sinoopun. My family name is Andrew Thomas and I am the Hereditary Chief – through my great, great, great Grandfather Sisunuq – of Esquimalt Nation.

The Esquimalt Nation is a small nation on the water of the Esquimalt Harbour. Our traditional name is Xwsepsum, also written as Kosapsun. Our connection with the land and the resources of our large territory goes back thousands of years. In that time we have learned to live in a finely balanced relationship with the seasons, the tides, and the seasons of our lives that have sustained us. And we repaid our land through our commitment to stewardship, and through our ceremonies. I understand this obligation as our Sacred Trust.

What is now Victoria used to be shared by five other communities: the Cheko'nein, the Chilkowetch, the Swenghwung, the Hwuywmilth, and the Teechamitsa. We spoke the same language and, to a large extent, shared the bounty the land and sea had to offer us.

When the British (under James Douglas) arrived in our territories, our ancestors – led by my ancestor Sisunuq and others – greeted him. A treaty signed with Douglas in 1850 – only six generations ago – guaranteed continued access to fishing and hunting, and maintenance of our spiritual relationship with the land, the resources, and our ancestors. However, devastating disease and consistent efforts to assimilate us through land and education policies have exacted a devastating toll on our families.

Despite what the world thinks, we have not lost our culture. However, because our culture is tied to and sustained by our lands, we must find new ways to give it voice.

Welcome, no'ilung si'em sche'le'chu



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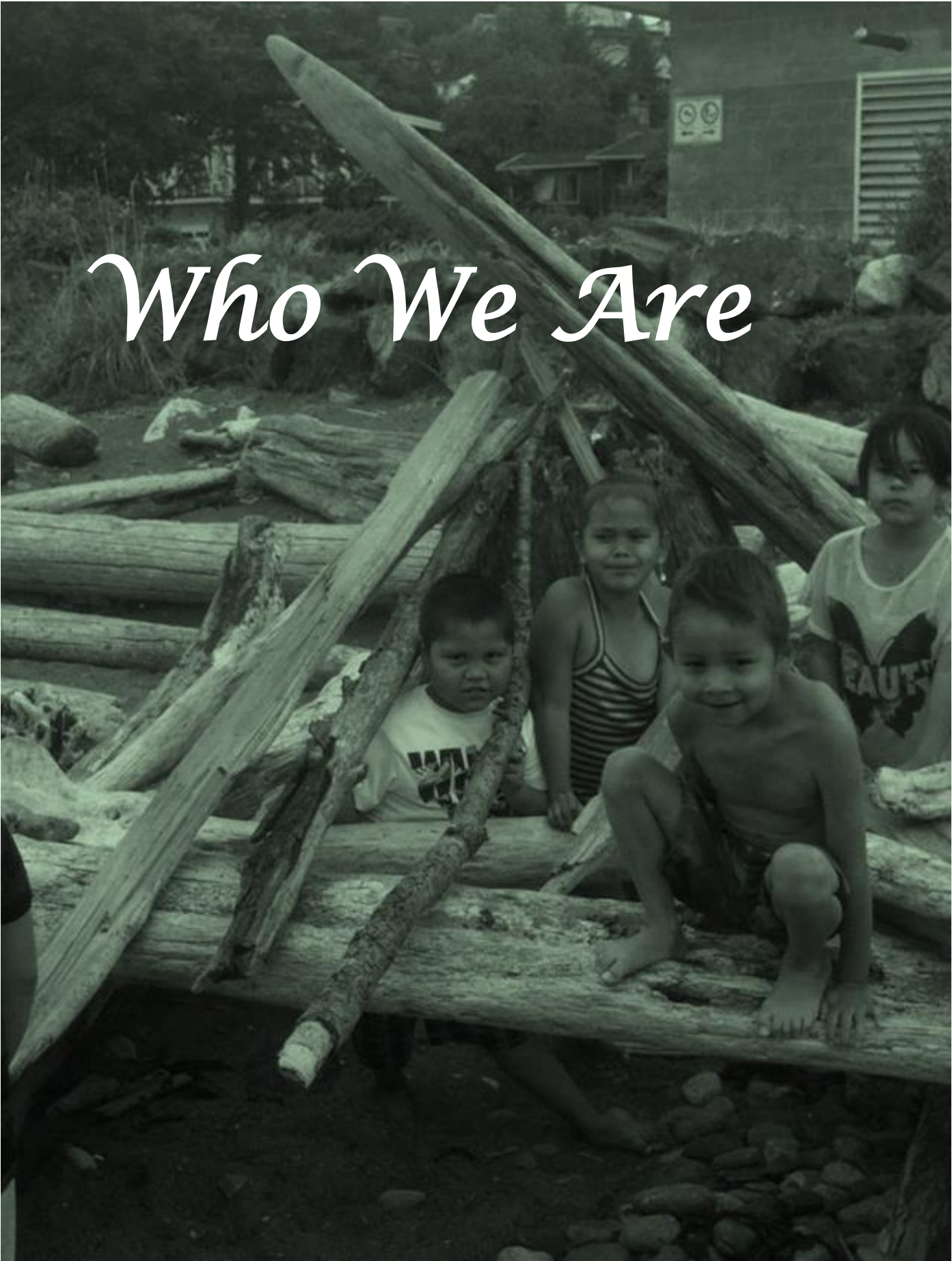
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Who We Are



Who We Are

THE SACRED TRUST

Who we are as the Esquimalt Nation is rooted in the Teachings and Natural Laws, which flow from the Sacred Trust held by our members. Historically, the Sacred Trust has been transmitted through oral teachings. These Teachings are usually contained in the stories of the Nation and they articulate a set of Natural Laws. It is the Sacred Trust, the Teachings and the Laws, which inform our Vision and our Strategic Plan.

The Sacred Trust determines the relationships between the Land, Water and Resources, the Community and the Spiritual Path.

Take care of the Land, Water, and Resources and they will take care of you.

The Community comes first.

XWSEPSUM 'ULHTELINGUHW | WHO WE ARE

The Esquimalt Nation is a small nation with approximately 172 members living on reserve and another 140 living off reserve. Off reserve members live in Victoria, in other parts of Vancouver Island and BC, Alberta, and in a number of communities in Washington State.

The families that were collectively known as *Lekwungen*, or Songhees, had their permanent winter villages on Vancouver Island. These traditional territories included:

- **Teechamitsa** (the western boundary; its most southern coastal points were at Albert Head/Parry Bay (now Metchosin) and about ten miles inland “to the range of mountains on the Saanich arm”).
- **Kosapsun** (Esquimalt).
- **Whyuwilth** (which extended north from the mouth of Millstream, in the Esquimalt Harbour, to the mountains near Goldstream).
- **Swenghung** (roughly the James Bay neighbourhood of what is now Victoria).
- **Chlicowitch** (roughly the Fairfield neighbourhood of what is now Victoria).
- **Cheko'nein** (eastern territory included Point Gonzales and Mount Douglas).

In the summers, the Lekwungen would travel to various fishing sites on Henry and the San Juan islands.

SHHWULE'E'LHTU | WHERE WE ARE

Today, the Nation's reserve lands are located at the southwestern edge of the City of Victoria, bordering the Songhees Nation reserve, and the Town of View Royal.

This aerial photo was taken in 2007 and shows the reserve lands as developed at that time. Since then a number of new homes have been built, but the general layout of the reserve lands remains the same.





LAND, WATER & RESOURCES

The reserve lands are approximately 44.3 acres in size. The balance is residential and commercial, including the Esquimalt Nation offices and the Big House.

Off reserve resources include:

1) The Chilco Lands, 2) The West Bay Property, 3) Water Lot A, and 4) The James Bay Trust.

WHERE WE'VE COME FROM | WE ARE WATER PEOPLE!

By William A. White and Andrew Cienski May 17, 2010

The year is 1884 and there are no Starbucks Coffee Shops, Safeway Stores, I-marts or gas stations. The Island Highway to Nanaimo and further north does not exist. There was also no such thing as a Big Gulp! Decades before our time, relatives who came down to potlatch or to play bone games did so by canoes. In 1847, Chiefs Si'sunuq and Chea-klach regularly harvested such foods as salmon, cod, sturgeon, clams, seal, ducks, geese, and herring roe within a very short distance of their Longhouses. Interactions with Xe'els, the Creator, such as the First Salmon Ceremony, guaranteed regular access to these essential resources.



When families traveled together, they were putting into practice something that was the very basis of the strengths of our communities. Today, new dancers travel together as a group and most tend to wait for each other until everyone has arrived before heading into the Bighouse like a family. We have been here for at least 10,000 years, and our ancestors learned these traditions by paying attention to the land.

The Victoria (Matoolia) area was divided into five territories. These lands essentially belonged to settlements that were made up of extended families. Though some overlapped in places, they were as follows: Tsuli'lhchu, around Mount Douglas (P'q'a'ls); Cheko'nein, around Cadborough Bay; Chikowetch, around Oak Bay; Swenghwung, around James Bay; and Xwsepsum (sometimes spelled Kosapsum) in what is now called Esquimalt. Though each sche'chu (family) had its own territory, they all spoke the same language, Lekwungen. Lekwungen, which used to be called Songish, is similar to the Saanich, Lummi, Samish, and Sooke languages. They are dialects of what linguists call the Straits Salish language.

There were many families living around what is now Victoria, Esquimalt and Saanich. Each family lived together in villages, sqw'uqw'unukwul. Each sqw'uqw'unukwul had several longhouses (chuqew'thw). Children lived with their parents, aunts, uncles, cousins and grandparents in a single large chuqew'thw. The neighbouring homes were more distant relations, or sche'le'chu (one family is sche'chu, more than one is sche'le'chu). For as long as our parents, grandparents and great-grandparents could remember, knowing who we are and knowing the importance of being quiet, brought gifts and understanding. Of our relationship with all living things Chief Andrew Thomas said:



"Until we start to reach our young people so that they know how to use those mountains; how to use that beach again. Listen to the birds. Listen to the water. Listen to the winds. They all got something for all of us each and every one of us."

Together, a family owned a large territory, shhwule'e', where they would hunt, trap game, and harvest food and medicine from the plants. Sqw'uqw'unukwul (villages — one village is sqw'unukwul) were almost always on the shore, giving sche'le'chu (families) access to clams, fish, and seals. They also owned reefnet sites at locations where schools of migrating salmon would pass close to the shore. Our ancestors, including Si'sunuq, understood that survival meant learning our responsibilities to all living things; a complex relationship that continues today. In speaking about these complex relationships Chief Thomas referred to these as self-government and said:

"...respect...and accept us for who we are. Let us be who we are. Let us get that fish out there. Let us get that deer and those ducks. Because it's a part of us. We have laws that govern our relationship to the land, the water and the resources."





Some sqw'uqw'unkwul were winter villages. In the summer time, extended families often dispersed in smaller groups throughout the area to hunt and harvest elsewhere. When they did this they either set up small temporary camps with tents made from reed mats, or they would take down the plank walls of their Bighouses and move them to summer village locations. Only the supporting beams of the Bighouse remained when they did this, including qequn, house posts. These canoe trips often took our people to territories owned by other sche'le'chu (families), some as far away as the mainland

or down into Puget Sound. Those sche'le'chu shared the resources of their lands, and in return they would come to this area to reefnet, hunt and harvest foods at other times of the year.

In the winter, people from neighbouring nations would often visit each other's winter dances (smilhu) and ceremonial feasts (st'le'eshun). Since there were strict rules against marrying people from within your own community, because they were related, dances and feasts gave regular opportunities to reconnect with sche'le'chu, families and friends, the way smilhu and st'le'eshun still do today. The combination of all of these things, especially echoing the teachings handed down to Chief Andy Thomas as Hereditary Chief and many of our own Ancestors, has been referred to as 'marking the trail'.

OUR LOGO

"The Watcher," the mysterious one, always there, seldom seen. The First People have known of him forever. They know he is always watching. Staying on the outside, wandering along his mystical path.



WHERE WE'RE GOING

Where we're going is based in our Community Plan that was developed in 2011. Our Community plan outlines objectives to ensure "The Community Comes First". Areas covered in the plan include: economic development, education, heritage and culture, housing, land use and structure, recreation and community spaces, safety and emergency preparedness, sustainability, social development, health, utilities/infrastructure & services.

Our Reason for Existence

The organization exists to foster healthy growth and prosperity for the Nation and future generations.

Our Uniqueness

We are a small innovative, welcoming rural community passionate about and involved in our culture and our families.



Our Mission

Our mission is to build a legacy for present and future generations of Esquimalt Nation members by ensuring our work is rooted in the teachings and natural laws that flow from the Sacred Trust. We will promote and advance holistic health, self-sufficiency and safety of Esquimalt Nation members by offering meaningful programs and services and working with our partners for mutually beneficial goals.

Our Guiding Principles

Our Guiding Principles describe how we accomplish our work in ways that honor and uphold the Esquimalt Nation we serve.

Every Individual Reflects the Whole

This describes the guiding principle that all staff must consider the impact of all their actions on the Esquimalt Nation as a whole. Some possible examples are:

- May have to refuse to do something to protect the integrity of the whole
- Will make every effort to serve the Esquimalt Nation even if something may be difficult to achieve
- Will carry out all Nation business with the respect and dignity expected of all members
- Will not provide benefit to one Nation member that may be to the detriment of another

Connecting our Spirituality to our Work

Our work must support and enhance our spirituality and sense of self and our place in this world. Some possible examples are:

- We honour our Esquimalt Nation traditions, protocol and values in all our work
- All new approaches and initiatives are checked against our traditional values and teachings. We will adjust the actions if there is any conflict with these values and traditions
- We will respect our elders and their advice. We will seek out their guidance and advice prior to making important decisions that may affect the Nation
- Any Nation member is welcomed and encouraged to speak up. They will be listened to and their opinions will be considered and respected



We Promote Self Sufficiency

This guiding principle dictates that actions by Nation members should work towards promoting self-sufficiency and dignity for all. Some examples include;

- In serving Nation members we will take the time to educate and explain clearly so learning and development will occur
- May choose a more complicated or time consuming solution if it better promotes self-sufficiency and dignity for a Nation member
- All actions should be in the context of a healing and supportive environment



Core Competencies of our Staff Team

- Desire to serve the Nation members and the ability to put the greater good before personal feelings and resentments
- Belief that traditional processes of inclusiveness, dealing with conflict, respectful communication, and the connectedness to the spirit of the land is the respectful way to carry out all Nation business
- Share in a spiritual base upon which to build all conduct and decisions
- Share in a commitment to living life today following the teachings of the elders, we honor the Esquimalt Nation traditions and will attempt to use them in our daily work life

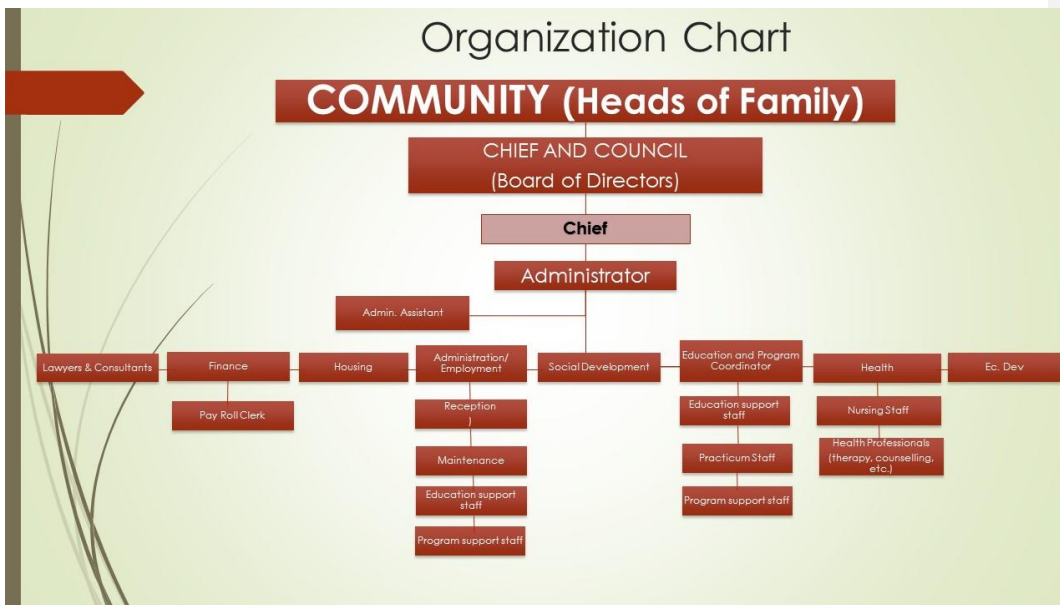
OUR ORGANIZATION

Numetung | Governance

The Esquimalt Nation is governed by a hereditary Chief and appointed Council. The Chief and Council are assisted by Elders and the Heads of the Families, of which there are five. They, along with the Elders, provide a forum for discussion about and advice on important matters facing the Nation.

Our Staff

Day-to-day administration of the Nation's business is undertaken by staff and consultants.



Day to Day



Day to Day

HELPFUL DEFINITIONS

The following definitions will help you as you go through this handbook:

Definitions of Employment Status

All employees are classified as either regular or temporary. Regular employees are hired without a specific termination date. Temporary employees are hired for a short-term period based on the needs of Esquimalt Nation.

Regular Full Time	Employees who work 8 hours per day, 4 days per week for a total of 32 hours per week on a continuous basis.
Regular Part Time	Employees who work at least 16 hours per week but less than 32 hours per week on a continuous basis.
Temporary Employees	Employees hired for a specific term usually for a special project or temporary vacancy. These positions have a specified end date and are paid on an hourly basis.
Contractors	A contractor is defined as an independent practitioner with specific expertise who provides services on a fee for service basis. Contractors are not employees of Esquimalt Nation.

Other Definitions

Manager – refers to a department head position, and the person you report to.

Executive Director – refers to the Band Manager who oversees the Administration and reports directly to Chief and Council.

Emergency – a situation that poses an immediate risk to health, life, property or environment. Most emergencies require urgent intervention to prevent a worsening of the situation.

INTRODUCTORY/ORIENTATION PERIOD

We know you are here to contribute so we want you to have the necessary knowledge and tools you need in order to be successful in your role.

The introductory period is a time where you will gain knowledge and understanding of:

- Our organization and our work culture
- The Esquimalt Nation Community
- Our policies, procedures and practices
- Our expectations

We will provide tools and training and ask that you also participate in your orientation by seeking out answers to any questions you may have about your role and the organization.

It is important for any new employee joining our organization to be sure the fit is right – both for the organization and for you. During your first three months, we will discuss how you are doing and how you are settling into the role. Before the end of this period, your manager will engage you in a discussion about your progress and the successful closing of your probation period.

The probation period may be extended in cases where a new employee requires additional support and direction to meet the expectations of the position.

~~Employees will not be eligible to use vacation or paid sick time during the first three months of employment.~~ [Recommended policy](#)

HOURS OF WORK



The Organization's normal office hours are from 8:00 AM to 4:00 PM Monday to Thursday. The office is closed between 12:00 – 1:00 PM and employees are expected to take their lunch break during this time. Regular Full-Time employees typically work 8 hours per day, 4 days per week (32 hours per week).

Depending on your position, you may be required to work slightly different hours to meet the needs of the role.

From time to time working hours may include evenings and or/weekends when employees are required to attend meetings, workshops and other activities outside of their normal schedule. Where possible, your manager will work with you to adjust your work day or work week so that overtime hours are not necessary.

Breaks and Lunch

Your workday includes a one-hour lunch break. This is a paid lunch break provided employee's take a working lunch and remain at the office during this time, ready to assist if necessary. Employees who leave the premises for lunch will not be paid for the time they are away from the office. Other breaks are not scheduled; however, you may enjoy a short break (10 minutes) in the morning and again in the afternoon. Please note that based on workload, morning and afternoon breaks are not guaranteed. Unused breaks cannot be "banked" or used to shorten regular work hours.

Please let the front desk know when you leave the office or when you will be unavailable, and your estimated return time.

It is important for employees to be on time for work and that is our expectation. If you expect to arrive to work later than your scheduled start time, we ask that you call the office as soon as possible and notify the front desk and your manager. We also expect that employees return from lunch and breaks on time. If you are late or

take an extended lunch, it is our expectation that you extend your work day to match time lost.

Reporting Hours Worked

We use a time clock located at the front desk to record hours worked. Please remember to punch in at the start of your shift when you are ready to start work and punch out at the end of the day. If you forget to punch in or out, please speak with your manager. Each employee is responsible for recording their own time worked. It is not acceptable to punch in or out for another employee.

Overtime

At times we may ask you to work overtime to meet specific operational needs beyond your daily or weekly work schedule. Or, at times you may feel the need to put in additional time in order to meet a deadline.

In cases where your workday may be extended to attend a meeting or event, please discuss with your manager and adjust your start time when possible to reduce the need to work overtime. Overtime applies to more than 40 hours worked during the week or more than 8 hours worked per day.

Except in the case of an emergency, all overtime must be **pre-approved** by your manager. An *Overtime Form* must be completed and submitted within the pay period. Employees may choose to be paid for their overtime or to bank it for compensatory time off in the future. Employees may bank time to a balance of 32 hours. Banked time hours that exceed the balance of 32 hours will be paid out. Banked overtime time must be used within 3 months of incurring the time. If it is not used within 3 months, it will be paid out.

Overtime records are maintained by the Finance Department.

Overnight travel out of town is counted as hours worked only for those hours in which you are

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engaged in direct travel to the destination and the hours during which actual work is carried out.

Please note: If you work more than 8 hours in a day or 32 hours in a week, but less than or equal to 8 hours per day or 40 hours in a week, you will bank or receive pay at straight time.

If you work in excess of 8 hours in a day or 40 hours in a week, you will bank or receive pay at time and one half for each additional hour worked.

Department Head Managers are not eligible for overtime at time and one half, but may bank extra hours of work at straight time with approval from the Executive Director and completion of the overtime approval form.

Requesting Compensatory Time Off

Esquimalt Nation would prefer that you take your banked/compensatory time off as soon as possible in order to maintain a healthy work-life balance.

Requests for using your compensatory is made using the *Overtime Form*. Please submit to your manager for approval. The form will be forwarded to the Finance Department for payroll and record keeping.

PAY INFORMATION

Pay Periods

You will be paid by direct deposit, bi-weekly on Thursday. Pay stubs are available to pick up in the office at the front desk.

If a payday falls on a General Holiday, your pay will be deposited on the preceding workday. Salary employees are paid up to and including the Friday before the regular pay day. Hourly employees' pay is held back a week therefore General Holiday pay will be paid out the following pay date.

Deductions from Pay

Pay statements document the applicable payroll source deductions (deducted from pay each pay-period) including income tax, Canada Pension Plan (CPP), Employment Insurance (EI), group benefits and any other relevant deductions from your pay. Status employees will not pay CPP, but may opt in if they wish.

T4 Statements

T4 statements are prepared and issued by the end of February each year for the prior year. If you are no longer employed with us when T4 statements are ready, it will be mailed to the latest mailing address on file.

Garnishments

Whenever court-ordered deductions are to be taken from an employee's paycheck, the employee will be notified.

Honoraria

If you receive honoraria or other payments in the course of performing your duties as an employee of Esquimalt Nation, these payments are to be declined or signed over to the Administration office. Token gifts of thanks (except cash) under a value of \$25 may be retained by the employee if authorized by the Executive Director.

REIMBURSEMENT OF EXPENSES

If you need to make purchases or incur expenses on behalf of Esquimalt Nation, we will reimburse all pre-approved expenses. These must be approved by your manager or the Executive Director in advance. We expect you to minimize costs and use good judgement when incurring expenses.

Please complete and submit a *Check Request Form* along with all original receipts to your manager for approval. Once approved, your manager will submit the form to the Finance Department for reimbursement on the next cheque run. No



reimbursements will be made without an original receipt.

Travel Expenses

All travel must be approved by your manager at least one week in advance of your travel. Please submit a *Travel Expense Form* including the purpose of the trip and approximate overall cost including transportation, accommodation, meals etc.



All requests for travel reimbursements are processed upon submission of a completed *Travel Expense Form* along with all original receipts. Receipts are not required for meals, incidentals, and private accommodations. Mileage reimbursement is tracked and submitted using the monthly *mileage claim form*.

Travel Time

Whenever possible, employees are expected to travel during normal working hours. Where travel must occur outside of your regular office hours and you are travelling by air, you will be compensated for travel time for the actual flight time.

If you are traveling by vehicle, you will be compensated for your actual driving time unless you could have travelled by air and choose not to and actual driving time is longer than flight time, you will be compensated for flight time only.

If you choose to attend a workshop or conference that falls on days off/weekend and is not mandatory to your position to attend, you will not be compensated for wages.

Transportation

The most direct and cost effective transportation must be taken.

If you travel in your own vehicle, you will be reimbursed at the annual mileage rate as set annually by Chief and Council. If traveling by air, employees will travel economy and excess baggage is not normally permitted.

Vehicle rental can be claimed during meeting dates plus one day at a maximum of \$100 per day exclusive of taxes, insurance gas and kilometer charges.

Lodging/Hotel

The maximum allowable booking for a hotel room is the meeting date(s) plus one additional day. Private accommodation maximum is \$150. per day, No receipts are required.

Meals

The maximum allowable rates for meals and other costs (taxes, tips etc.) are as follows:

Breakfast	\$ 9.15
Lunch	\$ 9.40
Dinner	\$25.00
Incidentals	\$ 6.00
Day Rate Meals Total	\$43.55

If you are traveling by air and a meal is provided in flight, or if you are attending a meeting or workshop where meals are provided, then please do not claim a meal on the *Travel Expense Form*.

If you are travelling to an event and must be there before 9:00 am and the event is 100 km or further away from the office, you have the option to travel the night before. In which case you can claim for accommodation and meals.

USE OF OWN VEHICLE FOR ESQUIMALT NATION BUSINESS



Transportation to and from work is the responsibility of the employee.

Employees must not transport Community members in their own vehicles unless specifically authorized to do so by your manager or the Executive Director and only if the appropriate insurance is in place. You are expected to drive in a responsible, safe manner and to comply with all applicable driving laws while operating a vehicle in the course of work. Unsafe driving while transporting Community members, or co-workers is a very serious matter.

Any vehicle violations committed during the course of your work must be reported to your manager or the Executive Director. If an ICBC or police report was filed, a copy must be provided.

Any fines resulting from violations of the Motor Vehicle Act, city bylaws or any other legislation will be the responsibility of the employee operating the vehicle.

OFFICE ACCESS AND SECURITY

If you require access to the Administration building or any other building, you will be provided with the appropriate keys and alarm codes. Access to our buildings and other Esquimalt Nation assets, file, records etc. is at the discretion of the Executive Director. Please keep the key in a secure place and if you lose your key, please notify your manager immediately. If you leave Esquimalt Nation, you will be required to return your key(s) upon termination of employment.

At the start of each day, if you are the first person in, you are responsible for:

- Disarming the alarm system
- Turning on the lights

At the end of each day, if you are the last person out, you are responsible for:

- Ensuring exterior doors and windows are locked
- Checking coffee pots, heaters, etc. and turning them off
- Turning lights off
- Double checking to ensure the building is empty before arming the alarm and locking the doors

Road Conditions, Power Failures & Emergencies *moved from hours of work section and made a separate heading*

Esquimalt Nation will be open and operating during regular office hours unless there is an emergency, power failure or severe weather resulting in dangerous road conditions.

Snow and heavy rains are part of the local weather so please anticipate these conditions and make the necessary arrangements to work your scheduled shifts.

Facility Closures From your facility closure policy:

The following emergencies will result in closing our facilities:

- Over 12 inches of snow falls
- School District 61 is closed due to weather conditions
- Extended or Extreme Power outage
- Flooding/snow effects transportation
- There is a regional or provincial weather emergency that advises staying off the roads.

In an emergency, managers will make every effort to notify employees of the closure by phone. The closing will also be announced via Facebook and email. If you have not been contacted and you think there may be a closure, please contact your manager.

There may also be occasions where Administration will make a decision to close the facility mid-day. If this occurs, employees are



encouraged to leave immediately so that the conditions do not further deteriorate and affect your ability to travel safely.

For the benefit of the Esquimalt Nation Community and its Members, the office will close for the briefest period of time possible.

During the time when the facility is closed, salaried employees will receive their full salary for their normal work schedule for up to one (1) work week per emergency. In cases where the office closes mid-day, salaried employees will be paid their normal salary.

Non-salaried employees and interns will receive their hourly pay for their scheduled hours for up to two (2) working days. In cases where the office closes mid-day, non-salaried employees will be paid for their scheduled hours.

At the end of this time (one week or two days) employees will be expected to use paid time off (i.e. vacation or banked/compensatory time) to cover additional days that the facility may be closed to ensure that they continue to receive their pay.

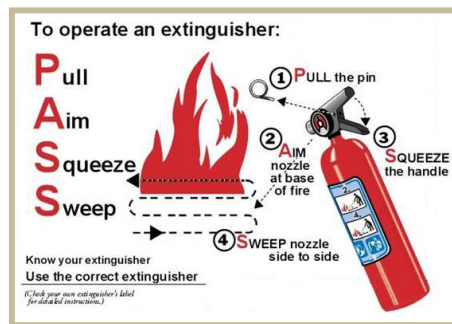
In return for payment during this time, salaried employees are expected to work from home if feasible.

Employees are expected to report to work when the closure ends unless they have made arrangements for additional time away (ie vacation or banked/compensatory time) with their manager.

HEALTH AND SAFETY *Recommended section*

Esquimalt Nation values the health and safety of our employees and we are committed to providing a safe environment. We believe that accidents are preventable and management and employees share the responsibility to prevent injuries and maintain a safe and healthy environment.

If you have any questions about health and safety please speak with your manager or the Executive Director.



Employee Responsibilities

As an employee you are responsible for the following:

- Work in a safe manner at all times in order to avoid risk to yourself and others
- Immediately report any real or potential health and safety hazards and take appropriate action to correct them
- Only operate equipment/tools that you have been trained and authorized to use
- Wear the appropriate personal protective equipment (PPE) as required by your position or the task at hand
- Immediately report any accidents/incidents to your manager or the Executive Director

Accidents and Near Accidents

All accidents and near accidents must be reported to your manager or the Executive Director immediately. In the event of a medical emergency, call 911 immediately.

First Aid supplies can be found at the front desk.

Fire Safety & Emergency Management



We are all responsible for recognizing potential fire hazards and reporting them as part of taking an active role in preventing fires. Please familiarize yourself with all of the exits and locations of the fire extinguishers in each building.

In the event of a fire, the safety of staff and members/visitors should be your first priority. Below are the procedures to follow:

- Immediately shout "FIRE" and activate the nearest internal fire alarm pull station
- Dial **911** for the Fire Department. State the location and nature of the emergency
- If trained and safe to do so, attempt to extinguish or control the fire with the appropriate fire-fighting equipment
- If not trained to do so, or if you cannot extinguish or control the fire, then try to contain it by closing the doors
- Evacuate the area, leaving all office doors open and proceed to the meeting area (*where is your emergency meeting area?*)
 - Do not leave the meeting area until instructed to do so by the Fire Department
 - Do not re-enter the building for any reason until the Fire Department indicates it is safe to do so

Working Alone after Hours

If you are working alone, and it is outside of our normal office hours, for your own safety please ensure the doors are locked. You are expected to notify your manager if working alone, advise them of the estimated period of time that you will be at the office or other location, and notify them when you leave.

Working Off-site

From time to time, you may be required to work off-site as part of your duties and responsibilities.

When this occurs, notify your manager that you will be leaving Esquimalt Nation premises, the purpose for leaving, and when you expect to return. To ensure your safety, please check-in on a regular basis while you are away.

Dealing with Sensitive Visitors

Due to the nature of our organization and the services we provide, we may at times find ourselves dealing with unhappy or disgruntled clients, members, or other people visiting the Administration office. This is a particular concern for our staff working at the front desk or other front line staff.

If a member or office visitor is verbally abusive or threatening in any way, we ask that employees first make sure they are safe, and call for support as soon as possible. Employees are asked to stay alert and offer assistance if they see or hear any behaviour that may indicate an escalated issue.

SMOKING

If you wish to smoke, please do not smoke within 3 meters of doors or windows.

We also ask that you be respectful of the environment and the appearance of our surroundings by completely diffusing and properly disposing appropriately of cigarette ends.

WORKPLACE ATTIRE

Our workplace attire is "business casual". We ask that every day you dress prepared to meet members or other guests in the office. Jeans are acceptable provided they are in good condition.

Maintenance staff wear clothing appropriate for the task being completed including protective clothing and equipment. This includes wearing long-sleeved shirts, long pants, and safety headgear (when required).

COMMUNICATION



We value open communication at Esquimalt Nation. In order to provide the right support to our Community – both inside and outside our Organization, we understand the importance of listening to everyone’s needs but also communicating the right information that is relevant to each person’s position so that they can be successful in their role.

In the spirit of open communication, we hold regular meetings at different levels within the Organization. The Management Team meets on a monthly basis at the beginning of the month and all-staff meetings are held the 2nd or 3rd week of each month.

You are a valuable part of the team and your input is important. We encourage you to share your suggestions, concerns, ideas, and questions at any time, whether it’s at one of the planned meetings or with your manager.

Events and other important news items are generally sent by email and also posted at the front desk.

CONFIDENTIALITY AND PRIVACY

Employee Files and Personal Information

All information collected and maintained in order to administer the employment relationship is kept confidential and secure by the Finance Department. We treat your information as confidential and protect your privacy by ensuring secure information handling procedures are followed. We will only collect and retain the personal information necessary to effectively administer our employment and benefits programs.

For the purpose of ensuring our records are up to date and for payroll and benefits administration, it is important that we have accurate and current personal information. This may include your name, address, phone number, and emergency contact; and once you are eligible for benefits,

your marital status and dependents, beneficiaries and any changes to these. Please submit all changes to this information to your manager or the Finance Department.

If you wish to review the contents of your employee file, you may do so by prior arrangement and under the supervision of the Finance Manager.

Client Personal/Confidential Information

In order to provide service to our clients and members and meet legal/regulatory requirements, we collect personal information of our clients. In doing so, we respect our clients’ privacy, obtain appropriate consent, maintain standards to ensure accuracy/safe-guarding and limit the collection, retention, and disclosure of this information.

All employees are responsible for maintaining the confidentiality of personal information of our members/clients. Where relevant to your position, information of this nature must only be collected and used in the course of your duties. In order to ensure the security of confidential information, please observe the following day-to-day housekeeping guidelines:

- Ensure office security; no visitors are permitted outside regular office hours
- Minimize computer screens and protect documents when visitors are in your office or if you are away from your desk; ensure personal information is securely locked up at the end of each work day
- Shred personal/confidential information prior to recycling

Other Confidential Information/Material

Your work for Esquimalt Nation may give you access to employee, budgetary, or other business information that is considered confidential. You are expected to respect the confidentiality of such information and not disclose it to anyone who



does not have a legitimate/official need for it. If you have any questions about the confidentiality of information entrusted to you or to which you have access, please discuss with your manager.





*Technology
& Tools*

Technology and Tools

At Esquimalt Nation we do our best to make sure you have the technology, tools and resources you need to do your work. We ask and expect that you use these tools appropriately and professionally.

USE OF ELECTRONIC COMMUNICATION TOOLS

Electronic communication systems and services are the property of Esquimalt Nation and their purpose is to facilitate and support our business. If you use any electronic communication systems and services in the course of your work, you are responsible to do so in a professional, ethical, and lawful manner. Electronic communication systems refers to all electronic media, systems and services including but not limited to: internet, computers, electronic/social media, email, telephones, cellular phones, fax machines, electronic bulletin boards, instant messaging and chat programs, toolbars, games and any other online or electronic services.

Please always keep Esquimalt Nation's best interests in mind when using electronic communication systems. This includes downloading and/or using software and applications other than those required in the course of your regular duties. Only approved versions of software is permitted for use on your computer. This includes screensavers, instant messenger programs, toolbars, games or any other utility.

As you are accountable for the activities that occur on any equipment or communication systems under your username, keep your IDs and passwords confidential and always follow company security protocol. Do not attempt to bypass network security measures. In addition, be sure to log off or sign out when away from your computer.

Please also keep in mind that you must only attempt to access company files and data that you have legitimate access to and you must use only legal versions of copyright software.

Internet & Other Electronic Media

Internet access is to be limited to carrying out day to day functions as required to accomplish your work related duties. As it is important that the integrity and operation of our network is protected, check with the IT Administrator or your manager before downloading any files from any internet sites that are not accessed on a regular basis in the course of your day to day duties. Visiting any sites that would contravene our policies, philosophy and/or are considered illegal is strictly prohibited.

This includes:

- Obscene, sexually explicit or pornographic websites or content
- Using the internet to access and/or spread defamatory or threatening content
- Gambling or other forms of wagering online
- Illegally downloading unauthorized documents, music, photographs / pictures, or programs from the internet
- File-sharing tools (e.g. BitTorrent)

Employees must use the internet and other electronic media in a manner that prevents waste or damage of computer resources; this includes:

- Ensuring and complying with security protocol
- Avoiding the spread of viruses
- Observing and complying with network bandwidth and storage capacity limits

MOBILE DEVICES

If your position requires the use of a portable laptop, cell/smart phone or other handheld electronic device in the course of your business duties, Esquimalt Nation may have agreed to cover some or all expenses related to its use (as per your employment agreement).

Guidelines for Use of Mobile Devices for Esquimalt Nation Business

If Esquimalt Nation issues you a mobile device or if Esquimalt Nation compensates you to use your personal mobile device for business, we require that you observe a few guidelines:

- During regular business hours, you must be available to receive/take phone calls
- If you know you will not be available via phone for a short period of time during business hours, notify the office of your availability
- Employees are responsible for the security of the device and the information stored on these devices. These devices should not be left unattended or in an unsecured place at any time. Lost or stolen devices must be reported to the Executive Director as soon as possible. This applies to personal mobile devices used for business purposes as sensitive information may also be stored on your device.
- For Esquimalt Nation-issued devices, you must make the device available for any reason to Esquimalt Nation upon request, including upgrades, replacement, or inspection.

Personal Mobile Devices for Esquimalt Nation Business

Employees that are required to be accessible for work-related matters may be asked to use their own personal mobile devices (i.e. cell phone), if

not issued a mobile device by the organization. When requested to do so, you will be provided with a monthly cell phone allowance. *We didn't get a chance to talk about this on our phone call. Does this occur or do you issue mobile devices to employee that require them?*

Cell/Smart Phone Use during Meetings

To ensure meeting effectiveness, your cell/smart phone may be brought to the meeting however, employees are asked to put them on *silent or vibrate mode*. This applies to both company-owned and personal mobile devices.

Personal Calls and Use of Personal Mobile Devices for Personal Use during Business Hours

We understand that from time-to-time, you may need to make personal phone calls while at work. Personal phone calls during business hours should be kept at a minimum to reduce the potential for distractions that could affect productivity in the office, regardless of whether you are using a company phone or your own personal mobile phone. Ideally, personal calls should be made during non-working hours whenever possible, and we ask that employees let their friends and families know of this policy.

Employees should refrain from using your personal mobile devices for personal use until on your scheduled breaks or lunch periods.

Maintaining Safe Work Conditions while Using Mobile Devices

Employees are prohibited from using their mobile devices (either personal or Esquimalt Nation-issued) while at any work site where the operation of such device would be a distraction to you and/or could create an unsafe work environment.

Using a hand held device while driving is illegal in B.C. Employees wishing to talk on the cell phone while driving on company business must do so hands free.



USE OF PERSONAL DEVICES FOR ESQUIMALT NATION WORK

In the event that you would like to use your own devices (such as laptops, home computers, etc.) for the purpose of doing Esquimalt Nation work, you must speak with the Executive Director to obtain approval. You are responsible for properly saving all Organization files to the Organization's server and for ensuring the confidentiality and security of all Esquimalt Nation information. Further, regardless of where the business/information is housed, it and all information remains the property of Esquimalt Nation in its entirety. If you choose to use a personal device in this way, you agree that Esquimalt Nation may:

- Access the business information at any time
- Require you to turn over the work-related contents upon termination of employment
- Require that you comply with policy regarding the loading of applications that may be subject to malware
- Require any necessary security software or policy configurations, in addition to auditing compliance to those configurations any time

In all cases, it is critical that you password protect all personal devices, in addition to encrypting files on USB sticks.

Additionally, if you choose to bring your own personal devices to the workplace, Esquimalt Nation is not responsible for the loss or damage to your device while on Esquimalt Nation property.

PERSONAL USE OF ALL ESQUIMALT NATION ASSETS

We have an obligation to protect our assets, information and the dignity of our employees. In order to do so, we have the right to access all systems and files at any time. If you choose to use

our systems for personal use, it is important that you know management could view them. In the event of an investigation for misconduct, all electronic communications, including social media, may be monitored in compliance with Federal/Provincial Privacy/Personal Information legislation.

Remember also that when you delete an email, it still exists on our system, our back-ups, the recipient's system, etc. If you feel there may be any privacy issues associated with using Esquimalt Nation's systems, we suggest you do not use them for personal use.

SOCIAL MEDIA & NETWORKING

Social networking or social media usage for personal reasons is generally not permitted during work hours. Please limit your use to break times. If you wish to set up a profile that includes the Esquimalt Nation name under a social media or networking site such as LinkedIn, Facebook and Twitter, we require that you ask permission anytime you are using our name or logo.

Please use good judgment when posting content and/or pictures because, permitted or not, posted content and/or pictures are a reflection of our Organization and Community.

MISUSE

We expect you to be reasonable and to use discretion when using the internet, email, messenger, electronic/social media and all business communication systems for both professional and personal use. If you knowingly misuse these systems, you may be subject to disciplinary action up to and including termination.

Please also refer to our *Respectful Workplace* policy for further information.





Time Away

Vacation, Leaves and Time Away

STATUTORY (GENERAL) HOLIDAYS

Holiday Name	2017	2018
New Year's Day	Sunday, January 1	Monday, January 1
Family Day*	Monday, February 13	Monday, February 12
Good Friday	Friday, April 14	Friday, March 30
Easter Monday*	Monday, April 17	Monday, April 2
Victoria Day	Monday, May 22	Monday, May 21
Aboriginal Day *	Wednesday June 21	Thursday June 21
Canada Day	Saturday, July 1	Sunday, July 1
BC Day*	Monday, August 7	Monday, August 6
Labour Day	Monday, September 4	Monday, September 3
Thanksgiving Day	Monday, October 9	Monday, October 8
Remembrance Day	Saturday, November 11	Sunday, November 11
Christmas Day	Monday, December 25	Tuesday, December 25
Boxing Day	Tuesday, December 26	Wednesday, December 26

*Note that Family Day, Easter Monday, Aboriginal Day and BC Day are not actual Statutory/General Holidays under the Canada Labour Code but Esquimalt Nation recognizes them as such.

When a holiday falls on a weekend (Friday, Saturday, or Sunday) or other day off, it will be taken in lieu the following business day.



Eligibility

Employees are entitled to General Holiday pay if you've been employed for 30 days prior to the General Holiday. Part-time employees will be entitled to General Holiday pay if the General Holiday falls on a regularly scheduled day.

Regular full-time employees will be paid as a normal working day. Regular part-time employees, will be compensated proportional to the number of hours they typically work.

National Aboriginal Day

In addition the Holidays outlined above, in honor of National Aboriginal Day, employees are provided the opportunity to attend the festivities and celebrations held on June 21st of every year, and will be compensated as if it were a holiday. If the holiday falls on a Saturday or a Sunday, you will not be given a day off in lieu.

Those who do not wish to attend the celebrations are expected to report to work as usual. *Recommended policy for your consideration.*

Commented [K2]: Ask c&c

CHRISTMAS BREAK

Each year, the Esquimalt Nation office may close for up to two weeks over the Christmas season, in conjunction with the District school closure. Therefore, as an additional bonus to Esquimalt Nation staff, this leave will be considered a paid leave for regular full-time and all regular part-time employees, based on your regular schedule (for the days that are not paid Holidays).

Please note, however, this may or may not be granted on a yearly basis and we reserve the right to make changes at any time at the discretion of Chief and Council.

Temporary employees may receive this time off as paid time. However, it will be based on project status and program funding at the discretion of Chief and Council. If funding is limited, the employee may be required to continue working during this period or will be given this time off as unpaid time.

VACATION

We know the importance of balancing your personal life and your work life, and we feel strongly that you should be given the opportunity to maintain a healthy work/life balance. One way to do this is to ensure that you take sufficient time off for vacation throughout the year.

Regular full-time and regular part-time employees accrue a certain number of vacation days per anniversary year. Employees may request to take any accrued vacation after completing one year of service.

These amounts are pro-rated for part-time employees.

Below is a table outlining what employees can expect each anniversary year:



Years of Service	Annual Entitlement
Upon completion of one year of service	15 days (120 hours)
Upon completion of two years' service	15 days (120 hours)
Upon completion of three years' service	15 days (120 hours)
Upon completion of four years' service	16 days (128 hours)
Upon completion of five years' service	17 days (136 hours)
Upon completion of six years' service	18 days (144 hours)
Upon completion of seven years' service	19 days (152 hours)
Upon completion of eight years' service and each year following	20 days (160 hours)

Vacation Scheduling

Vacation scheduling should balance the needs of the Esquimalt Nation and our members with the needs of all employees. We will do our best to accommodate your requests; however, it may not be possible in all cases. In cases where there are conflicting requests within the department, the reason along with seniority (based on years of service) may be taken into consideration when approving requests. As a general rule, we ask that you provide your planned vacation schedule as early in the year as possible. Any requests made throughout the year or changes to your planned vacation should be made at least two (2) weeks' in advance; however in some cases, more time will be required.

Vacation requests are made using the *Employee Leave Form* and must be approved by your manager. Please take care of any important and time-sensitive responsibilities before taking your leave, and make the necessary arrangements to ensure adequate coverage while you are away.

Employees may not take more vacation days than they have earned.

It is important that you use your vacation each year in order to recharge and rejuvenate. Please make plans to use your vacation. If it is getting close to your anniversary date and you have more than 5 days of unused vacation, your manager will schedule your vacation time to be sure it is used. Please note that unused vacation pay will not be paid out on request. *This is policy is a change from your current practice.*

The Finance Department will maintain a record of vacation accrual and days taken by each employee.

Carry Forward of Vacation

We expect that you will use your allotted vacation days each year. A maximum of 5 days will be allowed to be carried over to the next vacation year.

Before You Leave on Your Vacation

Before you leave, make sure you:



- Work with your manager and co-workers to determine who will cover you and act as your alternative contact(s) while you are away. Make appropriate arrangements so that your team has the necessary information and resources to cover your work.
- If not able to ensure coverage, send regrets for any meetings or appointments that have already been scheduled.
- If applicable, change your voicemail greeting to say you are away, when you'll return, who an alternate contact is and the alternate's contact information.
- If applicable, activate your Out of Office Assistant in Outlook and indicate who is your replacement contact during your absence

Vacation Pay at Termination of Employment

Should your employment end (either voluntarily or involuntarily) and you have taken more vacation days than you have earned (after it has been pro-rated to your final date of employment), the vacation that has been taken but not accrued will be deducted from your final pay. *Technically this should never happen since your policy is that you take vacation in the year following it being earned. Would it ever happen that vacation is taken in advance of being earned?*

Any vacation that was accrued up to your end date and not used will be paid out on your final pay.

SICK LEAVE

We understand and can appreciate that no matter what we do, we cannot always prevent ourselves from getting sick. If that occurs and you are not well enough to come to work, we trust and would prefer that you stay home and rest. Additionally, we understand the importance of family and when a dependent is ill or has an injury, you may need to be there to support them during this time.

In the event that you are unable to come to work due to your own illness or injury or the illness or injury of a dependent, you are required to notify your manager as early as possible by phone or email at least a half hour before your normal start time and no later than your scheduled start time. If your manager is unavailable, please notify the Executive Director. Indicate the reason for your absence and if possible, indicate when you expect to be able to return to work.

Sick leave may be used to care for an ill or injured family member who resides in your household.

Sick Leave is to be used when you or a dependent are ill or injured and are not able to come to work. Sick leave may also be used if you need to attend a medical or dental appointment. If you need to be away from work for other reasons, there may be other types of leaves that can accommodate you.

Entitlement Current policy/practice

Regular full-time employees are eligible for 10 paid sick days per anniversary year, following completion of **one year of employment**. Sick leave balances are not carried over from year to year and unused sick pay is not paid out if an employee resigns, retires or their employment is terminated. Regular part-time employees, are entitled to a pro-rated number of sick days per year, based on hours worked.



Employees are granted sick leave with pay if you are unable to perform your duties because of illness or injury (of self or a dependent) so long as you have the sick days available. If you do not have enough sick leave credits available, a leave of absence without pay may be granted.

Please complete the *Employee Leave form* to record time away due to sick leave.

Doctor's Notes

Doctor's notes may be requested if you are away for more than three (3) consecutive days.

Esquimalt Nation will cover the cost of obtaining a doctor's note if applicable. Please see policy on "General Business Expenses" for information on reimbursements.

Temporary Employees

Temporary employees are not entitled to paid sick leave, but may be entitled to Illness or Injury benefits through Employment Insurance. Please contact the Finance Department for further information.

Medical or Dental Appointments

Whenever possible, medical appointments should be booked outside of your work day (i.e. before/after work hours, lunch hour, or your Friday off). When this is not possible, Esquimalt Nation allows employees to use their sick leave to attend occasional medical or dental appointments. We ask that you book appointments close to the beginning or end of your day and make arrangements with your manager as soon as you have made arrangements for this appointment with your medical provider. Please complete the *Request for Time Off* form to record this time.

EXTENDED MEDICAL LEAVE

If you require an extended leave of absence (for more than 5 days) due to a medical condition, we will make every effort to be of assistance during this time. We are committed to working together with you both during and after your leave, in order to support a quick and safe return to work – and by making every effort to accommodate any limitations or restrictions upon your return. In order to best assist you during your leave, we may engage an independent disability management firm.

If you require sick leave that extends beyond your accumulated sick leave, you may qualify for sick benefits for up to 15 weeks through Employment Insurance. In the event of a medical leave that extends beyond 15 weeks, permanent full-time and permanent part-time employees who are on our benefits plan may qualify for illness or injury benefits through our Long Term Disability Plan. For further information, please contact the Finance Department.

Prior to your Leave

We will require a note from your doctor that:

1. Confirms you have a medical condition requiring you to be absent from work.
2. Confirms you are being treated for the condition and are following the prescribed treatment plan.
3. Provides a prognosis and expected return to work date.



During your Leave

As your doctor requires certain information with which to address these questions, we will provide him/her with your job description or list of duties. As applicable, we will make every effort to reasonably modify your duties. From time to time, we may require information about your current abilities to assist us in doing so.

During your leave, your benefits will continue as long as you continue to pay your portion of premiums. Please speak with the Finance Department to determine how payments should be made during this time.

Prior to Returning to Work

We will require an assessment from your doctor or specialist to address the following:

1. Whether you are fit to return to work;
2. Whether there are any limitations or restrictions related to your regular duties; and
3. Whether there are any limitations/restrictions related to ongoing treatment.

As possible, we will make every effort to reasonably modify your duties for a period of time based on the information from your doctor.

If your doctor charges a fee for the above documentation, Esquimalt Nation will pay for these costs.

Continuation of Benefits while on Extended Medical Leave

For employees who participate in the group benefit plan, upon approval from our benefits provider, you may continue to participate in the group extended health and dental plans while you are away from work and in receipt of Long Term Disability benefits. After 2 years, and subject to continued approval by our benefits provider, we reserve the right to make the continuation of your extended health and dental benefits contingent upon your payment of all associated premium costs by providing us with post-dated cheques each benefit year. Should your employment come to an end, you will have 60 days from the date your employment ends to convert your extended health and dental to an individual plan if you wish. *This section is a recommendation to protect Esquimalt Nation from paying benefit costs indefinitely in the case of someone who is not able to return to work.*

WORKERS' COMPENSATION

In the event of a workplace injury or illness, employees may be eligible for wage loss benefits through WorkSafe B.C. Please report any workplace injuries to your manager.

SHARED LEAVE

As a sharing Community, we allow employees to donate their earned leave to a co-worker who is in need of extra time away from the office due to medical, family or other personal reasons. Shared leave may include vacation or sick leave. All regular full time and part time employees may donate and receive shared leave. Requests to share leave require the Executive Director's approval. If you wish to donate leave to a co-worker, please contact the Executive Director.



COMMUNITY CULTURAL EVENT LEAVE

From time to time there will be an event or celebration in the Community where we close the office out of respect for the event and so that employees may participate. The Esquimalt Community welcomes non-community members to attend events and celebrations and we encourage all of our staff to participate. If you participate in the event you will be paid for the day. If you choose not to participate, this will be treated as an unpaid leave day.

BEREAVEMENT LEAVE

Bereavement Leave has been established to ensure that you take the necessary time off work in the unfortunate event of the death of a loved one. If you need to take this leave, please inform your manager of the dates you plan to be away and complete an [Employee Leave form](#).

You are only eligible for this leave if you are not on any other type of leave.

Immediate Family Member

For immediate family members, regular full-time employees are entitled to 5 days of paid leave. In the case of a parent or spouse the employee will be entitled to up to 10 working days. Permanent part-time employees will be granted the same amount of time off, but will only be compensated for regularly scheduled days within the time-off period.

For this policy, an approved family member is defined as your spouse or common-law partner, child, parent, grandchild or grandparent, parents-in-law, brother, sister, or any person who lives with you as a member of your family.

Funeral Leave

Regular employees may be granted 1 day of paid leave to attend the funeral service of a [non-immediate family member or friend](#). [Added this recommendation as not covered in current policy.](#)

Death of an Esquimalt Nation Community Member

In the event of the death of a Community member, employees may be granted up to one day of bereavement leave with pay to attend the funeral service (and will be compensated based on your schedule).

All employees who are regularly scheduled to work on the day of the funeral are eligible for this paid leave.

[In some instances, Chief and Council may decide to close the office. In this case, employees would be paid for their scheduled hours whether or not they attend the funeral service.](#)

~~If you choose not to attend the funeral you are required to report to work as normal.~~ [Would the office be closed?](#)

COMPASSIONATE CARE LEAVE



If your personal circumstances require you to provide full time care or support for a seriously ill family member you are entitled to take compassionate care leave to take the necessary time off work. To see what is defined as a "family member" under this leave, please visit:

http://www.labour.gc.ca/eng/standards_equity/st/pubs_st/compassionate.shtml.

In line with the Canada Labour Code, you may take up to 28 weeks of unpaid compassionate care leave. This leave will not interrupt your employment terms such as benefits or years of service and does not accumulate from year to year. You may also be entitled to collect up to 26 weeks of Employment Insurance for the duration of this leave. Refer to the Service Canada website for further information at:

http://www.servicecanada.gc.ca/eng/ei/types/compassionate_care.shtml

If you need to take this leave, discuss the dates you plan to be away with your manager and complete a *Request for Time Off* form. You may only take a leave in periods of entire weeks within a specified 26-week period. If you need more time, it may be possible to take additional unpaid leave or use vacation pay or banked/compensatory overtime.

LEAVE RELATED TO CRITICAL ILLNESS

If you have completed six consecutive months of service with Esquimalt Nation and are the parent of a critically ill child, you will be entitled to a leave of absence in order to care for or support that child.

To be eligible for this leave, you will require a certificate from a qualified medical practitioner stating that your child is critically ill and requires the care or support of one or more of their parents and indicates the time period that the child requires that care or support.

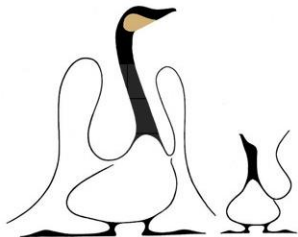
You may take up to 37 weeks of unpaid leave related to critical illness of a child. This leave will not interrupt your employment terms such as benefits or years of service and does not accumulate from year to year. You may also be entitled to collect up to 35 weeks of Employment Insurance for the duration of this leave. Refer to the Service Canada website for further information at:

<http://www.servicecanada.gc.ca/eng/sc/ei/pcic/eligibility.shtml>

If you need to take this leave, discuss the dates you plan to be away with your manager and complete a *Request for Time Off* form. You may only take a leave in periods of entire weeks within a specified 26-week period. If you need more time, it may be possible to take additional unpaid leave or use vacation pay or banked/compensatory overtime.



MATERNITY AND PARENTAL LEAVE



If you are expecting a new child, congratulations! We wish to support you however we can. Once you have completed 6 months of continuous employment, you are entitled to unpaid maternity and parental leaves of absence from work according to the standard regulations set by the Canada Labour Code.

Please submit a *Request for Time Off* form at least 11 weeks before you plan to start the leave(s) along with your expected date of return to your manager. Please also submit a doctor's note with your expected date of delivery. If medical reasons prompt an earlier start for your leave, notify your manager as soon as possible, providing them with your new leave and expected return date.

Esquimalt Nation will cover the cost of obtaining a doctor's note. Please see the section on "Reimbursement of Expenses" for information on reimbursements.

You should also contact Service Canada at 1-800-206-7218 for information on your eligibility for Employment Insurance coverage or access their website at:

<http://www.servicecanada.gc.ca/eng/sc/ei/benefits/maternalparental.shtml>

Duration of Maternity Leave & Parental Leave

Pregnant employees are entitled to up to 17 weeks of unpaid maternity leave which must start no earlier than 11 weeks before expected birth date; and, end no earlier than 6 weeks after the birth date, unless you request a shorter period.

Birth mothers who take pregnancy leave are also entitled to up to 35 weeks of unpaid parental leave, beginning immediately after pregnancy leave ends.

Birth mothers who do not take pregnancy leave, birth fathers and/or adopting parents are entitled to up to 37 weeks of unpaid parental leave.

The maximum amount of time allowed for maternity and parental leave combined is 52 weeks. For instance, if a birth mother takes 17 weeks of pregnancy leave and the father takes 10 weeks of parental leave, the birth mother is only entitled to 25 weeks of additional Parental leave.

Refer to Service Canada (Employment Insurance) to ensure eligibility.

Reassignment and Job Modification

If you are pregnant or nursing, and have completed 6 months of continuous service, if you feel that continuing any of your current job functions may pose a risk to your health or that of your unborn child or nursing child, you may request that Esquimalt Nation modify your job functions or reassign you to another job up to 24 weeks following the birth of your child.



To make this request, please provide your manager with a certificate from a qualified medical practitioner indicating how long the risk is likely to last and what activities or conditions should be avoided in order to eliminate the risk.

In consultation with you, we will examine your request and where reasonably practicable, we will modify your job functions or reassign you. While we are examining your request, you are entitled to leave with pay until we modify your job functions or reassign you to a new job, or notify you that it is not reasonable for us to modify your job functions or reassign you.

Note that if it is not reasonable for us to reassign you or modify your job, you may take an unpaid leave of absence for the duration of the risk as indicated in the medical certificate, up to 24 weeks following the birth of your child.

JURY DUTY

In the event that you receive a letter to perform jury duty, we ask that you let us know soon as possible. It is important to do so prior to accepting as we may request a deferment if you are working on a critical project and/or if scheduling a replacement will be a challenge. This may or may not be considered in the Court's decision to put you on the jury.

If you are required to attend court as a juror or to serve in any other court proceedings, you are considered to be on leave for the duration. Provided program resources are available, Esquimalt Nation will pay the difference between the daily rate you receive as a juror and the amount of salary you would normally receive from Esquimalt Nation up to a maximum of 1 week (4 days) for Regular Full Time employees. If you are required as a juror beyond 1 week, you will be on unpaid leave. Regardless of the length of your jury duty, you will maintain your position as if the leave did not occur. *You do not have this as a policy, this is a recommendation for discussion.*

WITNESS ATTENDANCE

A regular full-time employee summoned to attend as a witness in any proceedings held before a court, judge, standing committee, administrative tribunal, sentencing circle, council meeting, community justice committee, Justice of the Peace or magistrate or coroner, will be granted unpaid leave for the duration of the required attendance. *A recommendation for discussion.*

VOTING AT ELECTIONS

During the occasions when an election is being held, all employees who are qualified electors are entitled to have enough time to vote. This does not necessarily mean you will be given additional time off from work. Within the times that election locations are open, you are entitled to:

- three consecutive hours free from work for Federal elections
- four consecutive hours free from work for Provincial elections

If hours of work do not provide for this amount of time free from work, you may request to have this time off for the purpose of voting. If you feel you require time off from work to cast your ballot, please let your manager know prior to the day of election. Any approved time off to vote will be considered unpaid.



LEAVE RELATED TO DEATH AND DISAPPEARANCE

In the unfortunate event where a child of an employee under the age of 18 disappears or dies as a result of probable crime under the *Criminal Code*, the employee is eligible to take up to 52 weeks of unpaid leave in the case of a missing child, and up to 104 weeks of unpaid leave if the child has died. It can be taken on the day on which the death or disappearance occurs. If the missing child is found, the leave ends 14 days after the day the child is found but no later than 52 weeks after you began your leave.

Employees may be entitled to financial assistance from the Federal Income Support for Parents of Murdered and Missing Children grant (visit their website for more information):

http://www.servicecanada.gc.ca/eng/sc/pmmc/index.shtml?utm_source=vanity+URL&utm_medium=e-brochure,+DDN&utm_term=/pmmc&utm_content=Dec+2012,+eng&utm_campaign=PMMC.

Employees who have completed 6 months of continuous service are eligible for this leave. This leave will not interrupt your employment terms such as benefits or years of service and does not accumulate from year to year. Your vacation accruals and sick leave accruals will be put on hold while you are on leave.

If you need to take this leave, please inform your manager of the dates you will be taking your leave. We may request proof of entitlement, such as a police report.

CONTINUATION OF BENEFITS DURING YOUR LEAVE

While on any of the above leaves, if you are enrolled in the benefit program, you will continue to be enrolled in our benefits program in the same capacity and structure as at the time you start your leave. The exception to this would be an extended medical leave that goes beyond 2 years (please see above). In the case of maternity and parental leave, once your child arrives, you can enroll him or her immediately into your plan. Please complete the forms provided to you and return them to the Finance Department. We will continue to pay the employer paid premiums for the duration of your leave.

OTHER LEAVES

If you wish to take additional leave, a leave of absence without pay may be granted by the Executive Director, **with the approval of Chief and Council**, at their discretion, up to a maximum of one year.

If you wish to take an unpaid leave, please submit your written request to your manager at least eight (8) weeks in advance of the requested date of leave.

During any approved unpaid leave of absence, employees will maintain their seniority; however, your benefits will be discontinued during the period you are away.





Benefits

Benefits

EMPLOYEE GROUP BENEFITS

We provide a benefits plan through *Benefits by Design* plan for all permanent full-time employees and permanent part-time employees who work more than 24 hours per week.

All eligible employees ~~must~~ *may* participate in the benefits plan and you will be asked to sign a form acknowledging your enrolment in the plan *or waiving your participation*. *We recommend they sign a waiver if they don't want to participate just so there is no confusion or potential liability for Esquimalt.*

~~While you may choose to waive coverage for extended health and dental (i.e. if you are covered under an alternate plan and provide valid and current documentation as proof of this alternative coverage), all other coverage is mandatory for all eligible employees.~~

The plan also provides for coverage of eligible dependents. ~~Optional Life and Optional Dependent Life are available upon approval of your application at an additional direct cost to you.~~ A summary of our plan is shown below.

Benefit Offering	Summary of Benefit
Medical Services Plan	<i>Do you pay for MSP for non-status ee's?</i> <i>Discuss with Chief & Council</i>
Extended Health Care	<ul style="list-style-type: none"> ▪ Global medical assistance ▪ Out of Country Care ▪ Ambulance and Hospital ▪ Prescriptions medication ▪ Paramedical - up to \$500 per year per practitioner class ▪ Vision care - up to \$250 every 2 years
Dental	<ul style="list-style-type: none"> ▪ Basic Dental Care ▪ Major (paid at 70%) ▪ Dental accident <p>Basic and Major combined up to a maximum of \$2000 per year</p>
Life and AD&D	<p>Basic life - employee \$25,000 reducing by 50% at age 65.</p> <p>Spouse \$5,000, and child \$2,500.</p>

Commented [K3]: Needs to be reviewed by C&C



	Terminates when employee reaches age 71.
Long Term Disability	Pays a benefit equal to a portion of your regular salary following a 120 day waiting period

For more information about your benefits, please refer to your benefits booklet or contact the Finance Department. Please note that the terms of this plan are subject to change at the discretion of Esquimalt Nation; however, if we make any changes, we'll let you know as soon as possible.

In the event of a discrepancy between information in the Employee Handbook and the Employee Benefits Booklet, the language of the benefits booklet will prevail.

Taxable Benefits

MSP is a taxable benefit. This means that the value of this benefit (i.e. the premiums paid on your behalf) will be included on your T4 at the end of each calendar year *If you cover MSP (to be discussed as noted above)*

Entitlement Waiting Periods

Following three months of continuous service, you will be eligible to take part in the benefit program.

Making Claims

Claim information will be provided to you along with your benefit package.

Benefits Coverage during Long Term Disability

Upon approval from our benefits provider, extended health and dental coverage may continue for two years from the date your LTD benefits are approved. During this period, we will also continue to cover your **MSP premiums**. After the two-year period, if you are still on LTD, you have 60 days to convert your extended health and dental to an individual plan if you wish. In order to ensure no lapse in coverage, conversion applications should be submitted 60 days prior to the end of the two-year period. Coverage of MSP premiums will cease after the two-year period. Please speak with the Finance Department for additional details. *Recommended policy*

Employee and Family Assistance Program

Our benefit program includes an Employee and Family Assistance Program (EFAP) for employees who are part of our group benefit plan. *Is this part of your plan? There are family support programs within our policy, but I am not aware of EFAP*

The EFAP is a confidential employee benefit that provides employees and their families with support over the phone, in person, online and through a variety of issue-based health and wellness resources. An EFAP can help resolve personal and work-related problems before they impact your health, family or ability to



work. Services range from family/relationship problems to dealing with grief/loss and managing work-related concerns.

Whenever possible, EFAP appointments should be scheduled outside of regular work hours. If you need to take time during your workday to meet/speak with our EFAP provider, please make arrangements with your Immediate Supervisor.

The EFAP is provided by _____ and services are available to employees as well as members of their immediate family 24-hours-a-day, 7 days a week. To access the EFAP, call _____ or visit _____

PENSION PLAN

The Esquimalt Nation understands the importance of saving for retirement therefore our Pension Plan is a helpful way to put money aside for the future and take advantage of our generous matching contribution.

Each employee that joins the pension plan contributes regular payments into individual accounts, and depending on how much you choose to contribute, Esquimalt Nation may match your contributions.

Eligibility

All permanent full-time employees ~~must~~ **may** join the pension plan after completing their probationary period. This pension plan is ~~mandatory~~ **available** to all permanent full-time and part-time employees (who work more than 24 hours per week) and you will be provided with more information and the application form once you are eligible to participate.

An enrolment form detailing the Pension Plan will be provided upon qualification for benefits.

Contributions

Esquimalt Nation employees have the option to contribute at different rates. Depending on the rate you choose to contribute, we will match your contributions, as per the details below. Please note that if you opt to contribute at a lower rate, that it will likely result in a reduced retirement income upon your retirement and/or termination of your participation of the plan.

Employees can contribute at a minimum rate of 2% and a maximum of 5.5% of your regular earnings and Esquimalt Nation will match your contributions

Employees may make additional contributions but contributions will only be matched up to 5.5%

Contributions are made by payroll deduction on every pay period upon. Please see the Finance Department if you have any questions.

In the event of a discrepancy between information in the Employee Handbook and the current formal pension document, the formal pension document language will prevail.

COMPENSATION



Esquimalt Nation programs are funded through various grant and funding arrangements. Wage rates are often identified and assigned within these arrangements. Although limited in our ability to set compensation, Esquimalt Nation strives to offer competitive wages and benefits.

New Year's Extra Paycheck Bonus

All regular full time and part time employees are eligible for the New Year's Bonus. This bonus is paid as a thank you to our staff and is paid annually in January. The amount of the bonus is equal to the regular amount an employee receives bi-weekly on pay day. This bonus is subject to all normal payroll source deductions. This is a bonus that is provided at the discretion of Chief and Council and may be amended in any given year.

Travel Allowance

A travel allowance of \$600 is paid annually to regular full time and part time employees in March. This travel allowance is to assist our employees with the costs of transportation to and from work. This is an allowance that is provided at the discretion of Chief and Council and may be amended in any given year.

Living Allowance

Esquimalt Nation provides employees with an allowance of \$1500 per year to assist with their living expenses. This allowance is paid in August at the discretion of Chief and Council and may be amended in any given year.



Employee Development



Employee Development

We believe it is important for you and your manager to regularly discuss your performance and to set development goals. While our performance review process is currently informal, we are committed to providing you with meaningful feedback and to ensure you have the tools and training to be successful in your role.

PERFORMANCE PROGRAM

We believe that it is important for you and your manager to regularly discuss your performance and to set performance and development goals.

As a new employee, you will participate in a “check-in” meeting with your manager after your first month. At the end of your first three months, you will participate in a more formal review. This review is an opportunity for you and your manager to focus on what is going well, where further learning/practice may be needed and any other action items agreed upon to ensure your success at Esquimalt Nation. *Your current policy says the first review happens after 6 months, we recommend ensuring a process is included during the probation period.*

Each anniversary year, you will participate in a Performance Review. This is an opportunity for you and your manager to reflect on your performance and set goals for the next performance period.

Performance Improvement Plan

The goal of our Performance Improvement Plan (PIP) is to encourage and support an employee to develop skills and improve performance in areas where expectations are not being met.

In the event that your manager feels your performance requires improvement, he or she

will develop a PIP with your input. The plan is then documented and a copy will be provided to you.

The focus of a PIP is on immediate to short term improvement (i.e. two weeks to three months). A PIP will outline specific expectations and the action plan for achieving those expectations. Your Manager will monitor and provide feedback about your performance throughout the PIP.

If your performance does not improve during the time frame specified in the PIP, the PIP may be extended (by mutual agreement in writing), and/or further action – up to and including termination – may be taken. *We understand your current performance program is lacking overall. You may not wish to include this section now, but you may wish to consider for the future to connect to your overall performance program.*

PROFESSIONAL DEVELOPMENT

In an effort to support you in your development at Esquimalt Nation, and for the overall improvement of our operations and commitment to supporting our community, we are in turn committed to support you through professional development opportunities as much as possible.

If there is a professional development opportunity that you or your manager identify as one that could potentially benefit you and the Esquimalt Nation, we may consider reimbursing you for all or part of the fees and associated costs. This can include courses, seminars, conferences, workshops, and sessions, as well as any education related to maintaining current professional designations.

When considering taking on a professional development opportunity, you and your manager



will consider the following prior to authorizing the request:

- Is the opportunity related to your current position?
- Will it be beneficial to Esquimalt Nation's current or future operations?
- What are the costs related to the program or course, including travel?

The types of training that may be relevant to Esquimalt Nation include:

- Program development
- Communication skills
- Management skills
- Aboriginal culture
- Aboriginal social and political issues

Training initiatives may include:

- Conferences
- Special skill development meetings
- Distance and on-line education
- Courses

Employees who receive training are responsible for:

- Attending the training and being receptive to learning
- Applying what you have learned to your work at Esquimalt Nation
- Supporting a learning culture at Esquimalt by sharing what you learn with others

Policy and Process

After discussing with your manager, submit a *Professional Development Request* form (*Jouta will create*) to the Executive Director for review and approval. All approvals must be obtained at least two weeks before the course, workshop, etc. begins. Upon final sign-off, complete an *Expense*

Reimbursement Form and attach the approved request and submit it to the Executive Director

If the workshop/course occurs during regular business hours, and your attendance has been approved, you will be paid for the day as a normal working day. Development opportunities that are scheduled to take place outside of your normal work hours will not be compensated nor banked as time in lieu unless Esquimalt Nation is requiring you to take this training or development opportunity. When this occurs, employees are required to make arrangements with their manager to amend their work schedule so as not to incur overtime. If alternate arrangements are not possible, you will be compensated as outlined in our overtime policy.

Transportation costs to and from the location where the opportunity is being held will not be covered by Esquimalt Nation *unless* it is requested by Esquimalt Nation that you attend on the organization's behalf.

Non-completion (including failure to obtain a passing grade) or non-participation in a program or course which has been paid for by Esquimalt Nation will be subject to reimbursement for all or part of the costs incurred (including fees, materials, travel etc.)

We have added a fair bit here to expand and bring some structure to your education/development philosophy.

COMPENSATION

Esquimalt Nation programs are funded through various grant and funding arrangements. Wage rates are often identified and assigned within these arrangements. Although limited in our ability to set compensation, Esquimalt Nation strives to offer competitive wages and benefits and to offer wage increments from time to time based on the merits of an employee's performance and increases in the cost of living.



Any increases are will depend upon Esquimalt Nation's financial position and ability to pay.

Currently you pay a bonus twice a year that is messaged as a Cost of Living adjustment. If you are going to continue this practice we should provide some details so employees have a greater understanding how it applies to their total compensation as currently this is not well understood.

If you are promoted to a new position which is of a higher level of responsibility, you may be eligible for an increase in your base pay based on the increased knowledge, skills and abilities required of the role.

All adjustments to compensation are approved by the Executive Director in consultation with Chief and Council.

Incorporated a small piece of this section in the benefits and perks section as an intro to the employee bonuses/allowances section.

PROGRESSIVE CONSEQUENCES

As is the case with our Performance Improvement Process, our Progressive Consequences Process has been designed to facilitate fair and respectful discussions and to clarify expected conduct requiring improvement or change.

Within this framework we want you to be clear on the differences between acceptable and unacceptable conduct at work. The progressive consequences process is initiated when employees conduct themselves in a manner that goes against one or more of Esquimalt Nation's stated policies or how we work.

Examples would include but are not limited to:

- Purposefully going against an Esquimalt Nation policy or value.
- Ongoing issues with absences or lateness

- Inappropriate or harassing behavior towards co-workers
- Insubordination
- Unsafe work performance
- Theft, vandalism, dishonesty
- Off duty conduct (i.e. criminal offences, disloyalty to Esquimalt Nation)
- Breach of trust

The steps in a progressive consequence process are:

1. Verbal warning
2. Written warning
3. Suspension (with or without pay depending on the circumstance)
4. Termination of employment

There may be instances, at management's discretion, where the situation is of a serious enough nature that all of the steps previously outlined will not be taken. In such instances where investigations are necessary/pending, employees may also be suspended with or without pay. Additionally, employees who are in a probation period may not receive all warnings in this process.





*Respect &
Conduct*

Respect and Conduct

At Esquimalt Nation, one of our guiding principles is that *Every Individual Reflects the Whole*. This means that we must consider the impact of all of our actions on each other, our Organization and our Community. In keeping with this principle, respect is integral to how we work together. Our respect for each other, ourselves as well as our Community members defines us at our core.

We expect everyone to participate and contribute to an overall respectful workplace and to act appropriately as necessary. It is important for employees to know that a respectful workplace is an integral part of our culture. For this reason, behaviors that do not align with our culture such as discrimination, general harassment and/or bullying and harassment are not acceptable.

Another Esquimalt Nation guiding principle is that we *Connect our Spirituality to Our Work*. Our work must support and enhance our spirituality and sense of self and our place in this world. For this reason it is critically important to us that you and all of our employees feel good about being here; and we know that your work environment, your co-workers and everyone you come in contact with at work impact how you feel. This is further impacted by each of our unique combinations of personal attributes and life experiences – those things that we inevitably bring to work with us because we have no other choice than to be who we are. With the knowledge that we, as employees of Esquimalt Nation, are an intricate and complex “web of relationships,” that we all contribute to shaping, changing and impacting, it is important that we outline what a respectful workplace at Esquimalt Nation means – for each and every one of us.

OUR RESPECTFUL WORKPLACE *Recommended best practice policy for discussion*

We Relate to Each Other with Kindness and Caring

We communicate in ways that are kind, true and necessary

We expect all employees to practice the “golden rule” - always treat each other the way you would want to be treated in the same or similar situation. This includes being able to think about how others may react before speaking or acting, avoid talking negatively about others and avoid comments or jokes that demean, insult or target others.

We Invite and Accept Differences

We expect you to be accepting, open and curious about differences in others and are committed to doing so ourselves – and while not the reason for our expectation, it is also in line with anti-discrimination laws and policies which prevent us from making hiring decisions and treating one another differently on the basis of certain attributes and differences such as race, sex, nationality or ethnic origin, religion, age, marital or family status, sexual orientation, unrelated criminal conviction, ancestry, political beliefs, pregnancy, disability/impairment, etc. At Esquimalt Nation, we extend this to include differences in appearance, demeanor, personal likes/dislikes and the ways in which we go about our work.

We Value Other Points of View

Being a respectful and successful workplace requires that we all have the opportunity to share our unique and often diverse points of view. As an organization, we commit to hearing your ideas, thoughts and



perspectives and expect that you do the same for one another without making assumptions or passing judgment.

We Are Open to Being Mistaken

We view and encourage you to view mistakes as learning opportunities; in doing so, it is acceptable to admit that things didn't go as planned and to discuss the situation with others to see what learning can be drawn from it.

We Encourage Individual Empowerment and Expect Accountability

While we have outlined our expectations for behaving and showing respect for one another, we also appreciate that each of you have your own expectations for doing so in a work setting; so long as they are in line with our expectations for respect, we encourage and empower you to be open and clear with them. We know that how you communicate, share, joke and work with one another will differ from team to team. These "unwritten rules" often develop organically and without any discussion or asking how others are affected. They may assume that because someone hasn't spoken up (whether a long-standing or new employee), that everything is fine.

It is our belief that you should have the opportunity to respectfully challenge these unwritten rules; and on the flipside, if you do something that offends or bothers someone, we expect that you will take responsibility for your actions, and try to make amends where necessary.

Just as we as your employer have a responsibility to facilitate a respectful work environment, as an employee of Esquimalt Nation, you have the responsibility to "do your job" which at its core, means to act professionally and respectfully.

We Are Not Afraid of Facing or Dealing with Conflict

A fundamental part of dealing with conflict is having positive, healthy and honest dialogue about difficult and/or sensitive issues. Whether it's challenging an unwritten rule or following up with someone who made you feel uncomfortable (provided you feel/are safe to do so), we all need to say the things we have to say about important matters provided we do so in a professional and respectful manner.

When it Makes Sense to Do So, We "Let it Go"

Although it is imperative that you feel good about being at work, sometimes it makes the most sense to simply let things go. The key is in determining what is important to you to see through and what is okay and safe to move on from.

One of our Core Competencies is the belief that traditional processes of inclusiveness, dealing with conflict, respectful communication, and the connectedness to the spirit of the land is the respectful way to carry out all Esquimalt Nation business.



The following is a response strategy based on respectful communication and accountability. We encourage you to use this strategy to address behavior or communication directed at you that you feel is in some way disrespectful.



We All Play a Role in our Collective Continuous Improvement

By working together to build a respectful work environment, we are contributing towards the improvement and success of Esquimalt Nation, in addition to our own personal environments. How we work together not only impacts one another but also our members, which in turn impacts our Organization. Further, just as our personal lives impact how we show up at work, our work lives impact how we are at home – including our personal relationships, our sleep and eating habits and our ability to manage stress. The more we can all do to practice respectful behavior with/to each other at work, the greater the domino effect throughout our lives. It's about raising the bar for how we communicate and relate to each other in all that we do.



WHAT CONSTITUTES DISRESPECTFUL BEHAVIOR?

Discriminating Against Others

All employees, members and vendors have a right to a work environment that is free from any discrimination or harassment based on the prohibited grounds of race, sex, nationality or ethnic origin, religion, age, marital or family status, sexual orientation, unrelated criminal conviction, ancestry, political beliefs, pregnancy, disability/impairment or any other ground that is in violation of the law. This extends to all organization and employment-related functions, on or off Esquimalt Nation premises.

General Harassment

Harassment is defined as any conduct, comment, gesture or contact that is objectionable and unwelcome and should reasonably be known as objectionable and unwelcome. It serves no legitimate work purpose and detrimentally affects the work environment or leads to adverse job-related consequences for the person being harassed.

There are numerous forms of harassment, including but not limited to bullying and harassment, sexual harassment and harassment based on any of the prohibited grounds of discrimination set out above.

Sexual harassment is defined as any unwelcome conduct of a sexual nature that detrimentally affects the work environment and that might reasonably be perceived by an employee as placing a condition of employment, training or promotion. It generally leads to other adverse job-related consequences or a poisoned work environment. Sexual harassment may include but is not limited to:

- Displaying offensive sexual material
- Using sexually degrading language to describe or point out a person
- Making disagreeable or degrading sexual remarks
- Any advances, comments, questions, propositions or jokes that continue after the person making/asking them has been told that they are unwelcome
- Messages of a sexual or offensive nature communicated through mail, email, instant message, social media, fax, voicemail or any other electronic means
- Unwelcome, persistent contact/attention after a consensual relationship has ended
- Undesired physical contact
- Verbal abuse and threats

Other forms of harassment (e.g. those based on any of the prohibited grounds noted above) are not explicitly defined here; however are equally prohibited under our *Respectful Workplace* policy.



Bullying and Harassment:

- Is a type of personal harassment and a form of power through aggression that may include physical, verbal, or emotional abuse. It includes acts or verbal comments that could mentally hurt or isolate a person but can also involve negative physical contact as well. Bullies attempt to control, humiliate, denigrate or injure a person. There is no reasonable justification or reason for the bullying and harassment.
- Usually occurs as repeated incidents or a pattern of behavior that is intended to intimidate, offend, degrade or humiliate a particular person or group of people. The bully may focus on one person or may continually seek out new people to target. Bullying inflicts distress and fear on a person and bullies show little or no affect, remorse, regret, or other emotion.
- Detrimently affects and poisons the work environment and/or interferes with work processes and productivity. It can be both open and hidden and includes but is not limited to the following behaviors, when they occur repeatedly, regularly in certain situations and/or in patterns.
 - Yelling, shouting or using profanity
 - Insulting a person constantly or persistently
 - Undermining or deliberately obstructing a person's work
 - Publicly making derogatory comments about a person or their work
 - Refusing to speak to a person, the 'silent treatment', being condescending or patronizing
 - Belittling a person's opinions
 - Discounting or denying work related accomplishments and/or taking credit for the work done by someone else
 - Excluding or isolating someone socially, intimidating or humiliating a person – through the use of body language (e.g. eye rolling), sarcasm, ridicule and/or making someone the target of practical jokes
 - Spreading malicious rumours, gossip, or information
 - Making jokes that are obviously offensive, verbally or via email
 - Using insulting or condescending nicknames
 - Intruding on a person's privacy by asking inappropriate and/or excessive questions about personal matters or teasing about personal issues
 - Interfering with a person's personal belongings or work equipment
 - Public displays of temper or tantrums

Bullying and Harassment includes any inappropriate conduct or comment by a person towards an employee that the person knew, or reasonably should have known, would cause that employee to be humiliated or intimidated. It excludes any reasonable action taken by an employer or manager relating to the management and direction of employees or the place of employment.

While inappropriate in our workplace, and against the spirit of our guiding principles, a single or isolated incident may not be considered bullying and harassment. In these instances, we encourage you to address the situation directly, should you feel comfortable doing so.



What is not considered Bullying and Harassment?

Not every unpleasant interaction, instance of disrespectful behaviour, or workplace conflict is considered bullying and harassment. Examples of behaviours that may not be considered bullying and harassment, if undertaken in an appropriate manner, include:

- Expressing differences of opinion
- Offering constructive feedback, guidance or advice about work-related behavior and performance
- Making a legitimate complaint about someone's conduct through outlined procedures
- Reasonable management authority and action such as decisions related to:
 - Job duties or the work to be performed
 - Workloads and deadlines
 - Work instructions, supervision or feedback
 - Work evaluation
 - Performance management
 - Layoffs, transfers, promotions and reorganizations
 - Discipline, suspensions or terminations

When it is provided in a respectful manner, appropriate feedback to help employees improve performance or behavior is not bullying and harassment.

EMPLOYEE ACCOUNTABILITY

It is imperative that you understand that discriminating, harassing and/or bullying and harassing behavior is disrespectful behavior and thus goes against our Respectful Workplace policy. Employees who are found to be engaging in disrespectful behavior towards co-workers, clients and anyone they come in contact with at work will be subject to discipline, up to and including termination of employment.

If you feel subject to, or are aware of an incident of discrimination, general harassment and/or bullying and harassment at work, you must bring your concerns to our immediate attention so we can deal with them in an appropriate and timely manner. Please refer to the Procedures for Complaint outlined below.

PROCEDURES FOR COMPLAINT

If You Feel You Are Being Discriminated Against, Harassed and/or Bullied and Harassed

We view all allegations of bullying and harassment, discrimination and/or general harassment as very serious. If you feel that you have been the victim of one of these forms of disrespectful behavior, we ask you to do the following:

- If you feel comfortable to do so, say "NO" and do not ignore the behaviour. If you can, immediately make the alleged harasser aware of your disapproval and/or discomfort with their comments, actions or behaviour.
- If you do not feel comfortable or safe approaching the alleged harasser, or if the outcome of speaking directly with the alleged harasser does not achieve the desired result (i.e. ending the



harassing behavior) please contact one of the following: the Office Manager or the Executive Director

It is important to discuss details or incidents with only the individuals noted above to ensure your comments are kept as confidential as possible. It is also important that you report incidents or complaints as soon as possible after experiencing or witnessing an incident in order that the incident may be addressed promptly and investigated if it is determined that bullying and harassment, discrimination and/or general harassment may have occurred under our policy.

Please keep a written account of incidents and submit with your complaint.

Investigations

Most investigations will be conducted internally. In some situations, an external investigator may be asked to conduct the investigation. Investigations will:

- Be undertaken promptly and will be as thorough as necessary given the circumstances
- Be fair and impartial providing both the complainant and respondent equal treatment in evaluating the allegations
- Be focused on finding facts and evidence, including interviews of both the complainant and respondent and any witnesses
- Incorporate, where appropriate, any need or request from the complainant or respondent for assistance during the investigation process

Management is responsible for ensuring our investigation procedures are followed. Employees are expected to cooperate with the investigator and provide details of incidents they have experienced or witnessed. At the conclusion of the investigation, the complainant and respondent will be advised of the investigation findings. If necessary, appropriate corrective action will be taken. A record of the investigation and findings will be kept on file.

Our Support

During such time as an investigation is taking place – and following a substantiated claim - we are committed to supporting you however reasonably possible. This may include the use of our EFAP, supporting a temporary Leave of Absence or assisting with other resources as applicable.

Confidentiality

We recognize the difficulty in coming forward with a complaint of workplace bullying and harassment, discrimination and/or general harassment and a complainant's interest in keeping the matter confidential. We are committed to protecting the interest and privacy of all parties involved in a complaint. Complaints cannot remain anonymous; however, as the person accused must be given an opportunity to respond to the specific allegations. Depending on the issue, it may also be necessary to involve witnesses in the process.



We do commit to employees that confidentiality will be maintained throughout the process and information relating to the complaint will only be disclosed to the extent necessary to carry out these procedures and to enforce any disciplinary action that may result from it.

Retaliation & Intentionally False Accusations

Esquimalt Nation does not tolerate acts of retaliation (e.g. threats, intimidation, reprisals or adverse employment action) against a person who has filed a complaint or participated in a bullying and harassment, discrimination and/or general harassment investigation. We also prohibit intentional false accusations. Allegations that a complaint has been made in bad faith or that retaliation has occurred may be investigated using the same procedure that is used to investigate complaints of bullying and harassment, discrimination and/or general harassment. Individuals who are found to have engaged in retaliation or made deliberately false accusations of bullying and harassment, discrimination and/or general harassment will be subject to disciplinary action up to and including termination.

EXPECTATIONS OF OUR MEMBERS

CONFLICT OF INTEREST *Recommended policy for discussion*

An actual or potential conflict of interest arises when a person is in a situation whereby their personal, financial or professional interest, or that of an immediate family member or collaborator, conflicts or appears to conflict with their responsibility to Esquimalt Nation or participation in any recommendation or decision within the Organization or the process leading to such a recommendation or decision. It is important for Esquimalt Nation employees to inform their manager if the possibility of a conflict exists before it becomes a conflict.

Although potential conflict of interest scenarios are endless, the following situations are definitely seen as such:

- Offering of gifts, gratuities or other personal rewards*
- Using or disclosing Esquimalt Nation information or client information except as authorized or required by law during and after employment with Esquimalt Nation
- Situations where you are in a position to influence decision making in ways that would lead to a gain/benefit for you, a family member, or someone with whom you have a personal relationship
- Undertaking outside employment or consulting or your own personal or family business which interferes with the performance of your Esquimalt Nation duties and responsibilities
- Undertaking outside volunteer or political work that may compromise the integrity of Esquimalt Nation

If you witness or know about an actual or potential conflict of interest, you must report it to your manager. It is the responsibility of Management to determine how each potential conflict of interest situation should be handled therefore employees should not participate in further in discussions or take action on this matter with those involved in the potential conflict of interest.

*Any gifts, gratuities, or other personal rewards accepted by an Esquimalt Nation employee must be declared as such. Gifts valuing over \$25 becomes the property of Esquimalt Nation unless otherwise



authorized by the Executive Director. At no time will an employee accept money from a member or client, a family member of a client as compensation for performing their normal daily duties.

Receipt or Giving Of Gifts

Community members may at times out of gratitude, try to give staff something that is beyond their means to provide. Likewise, acceptance of a gift may in some instances impose obligation upon the employee to give the wrong impression of the Community member-staff relationship. Staff may use the following guidelines in deciding to accept a gift.

Appropriate

- Small gifts, particularly to celebrate an event
- Some families have chosen to send flowers or similar gesture as a thank you

Inappropriate

- Cash gifts to individuals
- Expensive gifts (anything exceeding \$25) or gifts beyond the means of the giver

Cultural norms and considerations will be taken into account in assessing the appropriateness of a gift. Please notify your manager or the Executive Director if you receive a gift.

ALCOHOL & DRUGS

For the purpose of this section, the following definitions apply:

Substance	Alcohol or other drug product, legal or illegal (including prescription and over-the-counter drugs)
Substance Use	The use or ingestion of a substance as defined above
Substance Misuse	The excessive use or ingestion of a substance as defined above, leading to significant impairment

At Esquimalt Nation, we are committed to providing a safe work environment. The use of substances can have serious adverse effects on the health, safety and job performance of our employees. As such, we make every effort to prevent substance misuse in our workplace. Substance misuse in the workplace occurs when an employee's work is found to be adversely affected, or, if the employee's safety or the safety of others is considered by any reasonable person to be at risk by the influence of a substance. The following outlines our expectations as well as what we can do to support any employees who are facing substance misuse issues.

Our Expectations

Whether at work, a social work function or at any time you are representing Esquimalt Nation, the following are strictly prohibited:



- Reporting to work or performing work for Esquimalt Nation while impaired by any substance
- Unauthorized consumption or possession of alcohol on our premises or property or on the premises/property of any of our members

The manufacturing, distribution, dispensing, possession or use of a substance is prohibited while on duty, or while in the workplace or while conducting business outside the office. In addition, should you be under the influence of a substance and find that you are unable to perform your regular work duties, you are asked to inform your manager immediately. This includes, for example, situations where medications that cause drowsiness affect your duties and the safety of the work environment. Employees may be sent home without pay and may be disciplined as outlined in the “Progressive Consequences” section of this handbook.

Prescription Medication

The possession and use of prescribed drugs at work is acceptable provided that:

- You obtained the medication legally and are using it for the prescribed purpose
- The drug use does not impair your ability to safely and efficiently perform your duties
- The drug use does not impact the comfort, safety and/or efficiency of co-workers or members

If you are using a prescribed drug (e.g. muscle relaxants, pain medication, anti-depressants, medical marijuana) and have been informed or have reason to believe that the use of this drug may limit your ability to perform your work duties safely and efficiently – and/or impact the comfort, safety and/or efficiency of co-workers or members - you are required to advise your manager. Your manager will in turn consider what accommodations, if any, can be made to facilitate your ability to work in a safe and productive manner. Please note that you are not required to indicate the specific medication in use and all information will be handled confidentially.

If it is brought forward that substance use or misuse (whether that substance be prescribed or otherwise), is suspected, the Executive Director will investigate the incident and/or allegation. Any employee who has violated this policy will be subject to discipline up to and including termination, legal action and criminal liability.

Support Provided by Esquimalt Nation

We recognize that addiction to a substance may be a medical condition and encourage anyone who struggles with dependency to voluntarily seek treatment and rehabilitation. If you require an extended leave of absence (i.e. you require a sick leave that extends beyond your accumulated sick leave) due to this medical condition, the Extended Medical Leave policy found in the “Vacation, Time-off, Leaves” section of this handbook would apply. Esquimalt Nation offers drug education, counseling, rehabilitation and coordination with available Nation resources. *This sentence is from your current policy.*

Our goal is to restore performance and safety levels while supporting affected employees. If, however, performance doesn't improve, disciplinary action may be taken.



WE ARE FAMILY

Several of our employees are related to each other or to Community Members. In First Nations cultures, we have historically worked with and through our families to achieve our goals. Family relationships are complex – and it can be challenging to keep our family life and work life separate. We strive to keep a healthy balance between our family and work relationships. We achieve this by being mindful of one of our core competencies; *we desire to serve the Nation members and put the greater good before personal feelings and resentments.*





*Coming &
Going*

Coming and Going

In your current handbook you have noted section 1.3 as a subject heading for "Employment Applications". However, not text is found below the heading. We don't fully know your hiring practices so present this as a practice that we see in similar organizations. The point of this section is to provide existing employees an assurance that there is solid process in place.

OUR HIRING PROCESS

Our Organization exists for the Community and it's important that the employees we bring into the Organization are able to serve the Community, as well as be contributing members of our own Community internally and the different departments we are a part of.

One of the ways that we do this is by encouraging internal applicants, which includes current Esquimalt Nation employees, and Community members, to apply for open positions and hiring or promoting from within whenever possible. When it's not possible, we recruit to ensure that we bring on new people who align with who we are and who will make a positive contribution to Esquimalt Nation. In either case, we start with a respectful and consistent recruiting process.

In order to help you understand our recruiting process, the following are the steps that we take:

1. Management identifies the need for a position and obtains approval from the Executive Director and Chief and Council.
2. Management updates the job description and creates the job posting
3. The job is posted internally within the Esquimalt Nation office, and to Esquimalt Nation members.

4. Management may also post the job externally at the same time to advertise the position. However, internal applications will be considered first.
5. All applications are screened by the manager, and a shortlist of candidates is developed.
6. Shortlisted candidates are invited in for an interview with the interview panel, which includes the Department Manager and Executive Director and another staff member depending on the position.
7. After the interviews, candidates are shortlisted further. Depending on the outcome, the interview panel may make their final decision or invite the candidates in for another interview or to make a presentation.
8. Final hiring decisions are made based on experience, aligned with who we are as an organization, qualifications, and references.
9. Upon approval by Chief and Council, the Executive Director extends the offer to the successful candidate.
10. Once the offer is accepted, all interviewed candidates will be informed of the hiring decision.
11. Depending on the position, the successful candidate may need to consent to a Criminal Record Checks, and be requested to submit a Driver's Abstract.

Our Hiring Philosophy

As an organization that serves an Aboriginal Community, our goal is to select candidates who demonstrate strong knowledge, understanding, and experience working with Aboriginal people. Also, knowledge, understanding and experience



working with the Esquimalt Nation will always be a definite asset. While it is our preference to hire Esquimalt or other Aboriginal ancestry, final selection will be based on ensuring the successful candidate possesses the skills, knowledge, and experience to do the job, and who is an overall fit for the organization.

Applying for Internal Opportunities

If there is a position posted that you are interested in applying for internally, you are asked to have a discussion with your manager to discuss the opportunity and your intent to apply.

Employee Referrals

As a current employee, you know firsthand what our Organization and Community is all about, and what makes us unique. We take pride in who we are and the Community we serve on a day-to-day basis. For these reasons, we want to hire people whose values align with our guiding principles and core competencies.

If you see a posting that we've advertised externally and you know someone who would be a great fit for the Organization and has the qualifications to do the job, please don't hesitate to pass along the opportunity.

LAYOFFS

Our goal is to hire highly qualified employees with broad capabilities. There may be occasions however due to program change or loss of funding support when it may be necessary to initiate lay-off. If this occurs, we will provide you with as much notice as possible. *From your current policy. Do you ever due temporary layoffs where you know a laid off employee will be recalled at or around a certain date?*

MOVING ON

If you decide that it's time for you to move on from Esquimalt Nation, we ask that you provide

us with a two week notice period. Notice should be in writing and addressed to your manager. The purpose of having a notice period is to turn over your workload to others with as smooth of a transition as possible; therefore, if you have given notice, we ask that you not take vacation or compensatory time off during the notice period.

Your manager will inform your team and other employees of your departure and it is your responsibility to work with your manager to develop a plan for how your work will be concluded and passed on.

Final Pay

Adjustments will be made on your final pay cheque. This will include any outstanding vacation that was accrued but not used, overpayments, and any amounts owing to Esquimalt Nation. Deductions will include any vacation or sick pay that has been taken but not earned.

Return of Esquimalt Nation Belongings

At the end of employment all Esquimalt Nation belongings within your possession must be returned including keys, equipment, laptops, phones, materials, manuals, your employee handbook and any other items that are property of the organization.

Exit Interviews

Following your resignation and prior to your last day, you have the option to participate in an exit interview with the Executive Director. While this is not a mandatory meeting we do value your feedback and would like to hear about your employment experience at Esquimalt Nation as this information will allow us to address any issues or make improvements to our procedures.



Employment References

If a former or current employee wishes to have an employment reference from us, we will provide the following information: start date, last date of work, positions(s) held and responsibilities. We believe in keeping our references fact-based and simple. If you'd like your manager to provide a more detailed reference including information about how well you performed your job, you must submit a written request to provide this type of additional information. It is important to note that providing permission for this type of reference means that your manager may also provide information regarding challenges you faced in your role. While at work, if you receive a call to provide a professional reference for a former employee, refer the request to your manager.

Whether you're joining the team, have been with us for many years or leaving the Administration, thank you for being part of Esquimalt Nation.



Our Acknowledgement

For the year 2017 and until such time as an amended version of this guide is distributed, I am responsible for my knowledge of the information in the Esquimalt Nation Employee Handbook. If I have questions about the contents of this Handbook, I will ask my manager for clarification.

As an employee of Esquimalt Nation I understand that the contents of the Employee Handbook as amended from time to time, form part of the terms and conditions of my employment.

By signing below, I agree that I will not at any time or for any purpose, use or disclose any confidential information concerning Esquimalt Nation or any of its members or partners. I also agree that I acknowledge and understand the policies and procedures contained within this guide, and agree to respect and follow them and that I am in receipt of the 2017 version of the Employee Handbook.

Employee Name (Print)

Employee Signature

Signed on this Date (MM/DD/YEAR)