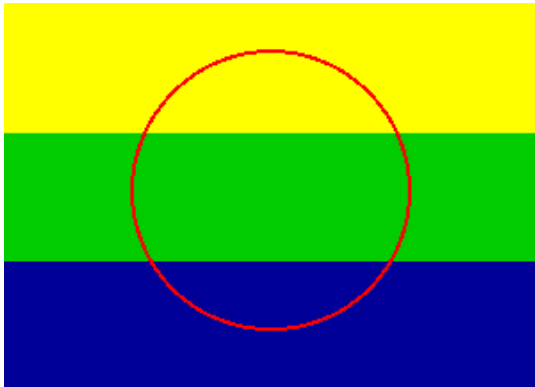


BAND POLICY COMPREHENSIVE REVIEW

PEGUIS FIRST NATION



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Band Policy Comprehensive Review

INTRODUCTION

As a result of the recommendations put forth by the band's Human Resource department to the Peguis Chief and Council, a plan of action was taken to develop a steering group for a comprehensive review of the band policy, originally developed in 1981.

The process of policy review is one important component spearheaded by the Human Resource and Special Projects program in recognition of the need for current policy amendments and pending changes to governance such as those outlined by the First Nations Governance Act (FNGA). The policy review process is mandated by Chief and Council to provide a base for individual program policy review, to maintain and advance the well-being of program development and reformulation and to:

"Develop and implement a strategy that will assist the community in addressing organizational needs, labour force issues, and human & physical resource requirements on an on-going needs-specific basis."

PURPOSE

The purpose of the policy review is to:

- (i) update the present policy and to develop formalized procedures and processes for policy implementation, evaluation, and on-going review;
- (ii) develop an active fundamental operating manual and communication tool for the band and all band organizations;
- (iii) provide direction and focus for administration in decision-making and program delivery through current applicable policies and procedures;
- (iv) ensure that staff are provided with a fair, equitable, and consistent policy by which to work and provide services;
- (v) provide standards that determine how an organization is governed; and
- (vi) provide a strong base for the band's service delivery organizations to maximize opportunities and minimize constraints.

MISSION STATEMENT

The mission statement developed by the policy review committee is as follows:

To develop a fair, consistent policy that would benefit the community of Peguis and respect individual organizations through a shared process.

POLICY REVIEW STEERING COMMITTEE

Delegation of Authority

For the purpose of this review, the Chief and Council have delegated the Human Resources staff to act as Facilitator of the policy review process and Chair of the policy steering group.

Through this delegation of authority the Chair has provided delegation to the Policy Steering Group to jointly conduct an objective comprehensive review of the band policy. The resumption of any delegated powers by the Chair and the Steering Group requires an order by the Chief and Council. Upon reaching a quorum, all recommended policy and procedure amendments will be forwarded to the Chief and Council for ratification.

Organization Membership Listing

The policy steering committee members are made up of representatives from the band organizations. The group was established through a forum of invitation to all band organizations to ensure that adequate stakeholder representation would be met. Organization membership for the policy group consists of:

- Peguis Chief and Council
- Peguis Shop Easy Store
- Peguis Home Hardware Store
- Peguis Fire Hall & Emergency Centre
- Peguis Senior Centre
- Peguis Al-Care Centre
- Peguis Health Centre
- Peguis Home & Community Care
- Peguis Healing Foundation & Training Centre ~ Peguis Employment & Training
- Peguis Band Human Resources
- Peguis Development Corporation

Meetings

Policy review meetings are held either on a monthly or bi-monthly basis at the discretion of the policy group. Meeting may consist of one day or two consecutive days within a given month.

OBJECTIVES OF REVIEW

The main objectives of the review as developed by the policy review committee for the purpose of the band's personnel policy are as follows:

- (i) to examine policy in its entirety to provide for comprehensive review and updating;
- (ii) to develop a set of procedures to accompany the new policy;
- (iii) to determine process on how policy will be enforced;
- (iv) to conduct policy review in a formalized manner;
- (v) to instil and maintain equality and consistency in policy decisions affecting organizations and community;
- (vi) to outline how policy can be used as a tool for employers and employees operations and to strengthen and support the role of Chief and Council.
- (vii) (vii) To ensure policy is developed within current legal parameters; and
- (viii) to work in alignment with band program initiatives and developments.

ROLES AND RESPONSIBILITIES

The main responsibilities of the Chair are to:

- (i) provide strategic leadership for policy review in a fair and objective manner;
- (ii) achieve the goals and objectives outlined in the policy review process;
- (iii) liaise with the public, local government, and stakeholders for information pertaining to policy review and development;
- (iv) conduct research as necessary to provide information as needed;
- (v) oversee and manage the policy meetings and process;
- (vi) monitor and record activities of policy review;
- (vii) report to Chief and Council as to the proceedings and outcome of the policy meeting;
- (viii) maintain good relations between group members and encourage constructive debate and participation; and
- (ix) delegate reading and research duties pertaining to policy development as necessary.

The main responsibilities of the Policy Steering Group are to:

- (i) identify the policy areas which should be addressed;
- (ii) assess the purpose, value, and goals, of policy changes against current conditions to support the interests of the band and community programming;

- (iii) consider the impact and relevancy of policy changes against trends and events as it affects both current and future band and program operations;
- (iv) become familiar with government legislation, press release information, and policies pertaining to employment labour standards to comply with and/or consider all applicable laws and regulations for effective decision-making;
- (v) consider all points of interests and strategic issues of band organizations when determining changes and actions taken to policy;
- (vi) ensure that decisions affecting policy changes and procedures are based on the highest ethical standards; and
- (vii) take a pro-active role in policy review process and research the necessary resources, information, and policies to ensure objectives are met and for well-informed input and feedback.

KEY ACTIVITIES OF POLICY REVIEW PROCESS

The following key activities in the policy review process will be carried out over the course of the 2003/2004 fiscal year. This process is also outlined in detail in the *information session* package produced by the Human Resource program for policy and program development.

Phase I - Create the Policy Group and Conduct Policy Analysis & Review

The group was mandated by Chief and Council and consists of Council representative, key stakeholders, and representatives of the band programs and organizations. The tasks are as follows:

- (i) Gather information from the department heads affecting the policy to address needs, concerns and recommendations for policy.
- (ii) Conduct an analysis of key issues with band department heads to determine best methods for developing policy linked to effective decision-making.
- (iii) Define purpose and scope of policy and prepare work plan.
- (iv) Separate policy manual into sections for review and identify recommended revisions.
- (v) Write draft policy and procedures manual for presentation. Hold a "first-reading" seminar with Chief and Council and the key stakeholders to allow the policy holders the opportunity to have a preliminary discussion, and form questions, comments, and suggestions.
- (vi) Make necessary revisions based on the seminar recommendations and hold a "second-reading" seminar to provide an accurate record of important developments in policy and implementation processes for future analysis.
- (vii) Perform revisions until the policy is adopted by Chief and Council.

Phase II - Oversee Policy Implementation and Development

- (viii) Hold a policy forum with Chief and Council and department heads to present step-by-step processes for policy implementation and evaluation. The evaluative component is included to determine whether the policy is being implemented according to the outlined policy goals and procedures.
- (ix) Provide guidance on policy implementation and monitor for effectiveness to determine future courses of action.

Phase III - Conduct Policy Evaluation and Follow-up

- (x) Conduct periodic reviews on policy and conduct a comprehensive assessment on the organizational management and benefits analysis of the policy. The policy is established to provide a security structure for the organization's operations and should therefore, reduce any risks of complying with band regulation, and work to ensure confidentiality, integrity, and operational continuity.
- (xi) Develop yearly report on policy development and maintain documentation on research and development activities to account for direction and operational changes and to ensure on-going Success of the policy.

ETHICAL PRINCIPLES

The underlying goal in the development of the personnel policy review is to promote ethical principles, practices, and procedures. The appropriate handling of ethical issues will be monitored and considered throughout the process of policy research, editing, and writing. The intent is to guarantee and protect the rights of the steering group members, policy facilitators/writers, and Chief and Council while also ensuring and protecting the rights of all others. The following will conform to set principles to ensure that any activity surrounding the policy review will maximize benefits for the best possible return:

- (i) Respect for Human Dignity, Privacy, and Confidentiality
- (ii) Respect for Free and Informed Consent
- (iii) Respect for all Attitudes and Beliefs
- (iv) Respect and Consideration of Vulnerable and/or Disabled Persons
- (v) Respect and Consideration for All Policy Users & Stakeholders (Inclusiveness)
- (vi) Respect and Consideration for Validity, Reliability, and Integrity.

DELIVERABLES / OUTPUT

During the course of this policy review, the following will be produced:

- (i) The development of local accountability through policy, standards and procedures which are dedicated to the community organizations and assuming control through internal collective measures.

- (ii) The establishment of a human resource networking system through the shared process of deliberation and consultation.
- (iii) The creation of a tool that respects the local history and traditions of Peguis and that protects and implements both civil and treaty rights.
- (iv) The initiation of a practice that will contribute to the community strategy process and program development.
- (v) The development of a fair and consistent policy that is up-to-date, flexible, user-friendly, and reliable to all employees working in band organizations.