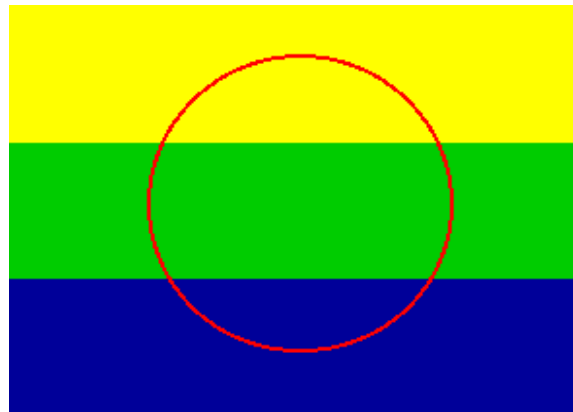


HUMAN RESOURCE PLAN PEGUIS FIRST NATION 2009/2010

Compiled by Peguis Human Resources



Signed at Peguis First Nation, this day, August 13, 2009;

Chief Glenn Hudson

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Peguis First Nation Human Resource Plan 2009/2010
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Attachments

- Manulife Financial – Life Solutions Benefits
- Peguis Band Employee Forms
- Performance Appraisal Form
- Incident Report Form
- Facility Management Training Information (Hippo Management)

1/ Introduction

The purpose of the *Peguis Human Resource Plan* is to determine and ensure a continuously well-trained workforce to meet the needs of the community programs through a defined planning process; one that will increase productivity, and contribute to overall community strategic planning. The H.R. Plan will focus on the operating procedures related to the human resources planning, control, and review activities within band programs, and the process as to how these components will be administered and monitored in alignment with current human resource policy. The H.R. Plan is also designed to correspond to the Human Resource Operational Framework.

The areas covered in this document include band program plans in the following areas:

- Recruitment and Staffing,
- Training and Development,
- Pay and Benefits,
- Employee Performance, and
- Employee Discipline and Termination.

It will include the process and procedures for data management, confidentiality, and review cycle for accountability and will address assessment issues. This plan will be amended periodically as needed.

2/ Human Resource Plan Objectives

The Objectives of the Peguis Human Resource Plan are:

- To *match the present and future workforce* with the present and future job market in the community.
- To *produce an effective workforce* through recruitment practices and by placing the right number of people with the right skills in the right positions.
- To *identify and support the training and development requirements* necessary to meet employer needs of a trained and skilled workforce.
- To *effectively fulfill annual program goals* through the coordination of staff training and development and employee appraisals.
- To *establish consistency of human resources processes* and a *review cycle* for accountability.
- To assist in the *planning and coordination of in-house training* programs, workshops, and seminars to meet current and future needs.
- To initiate a *human resource support network* through on-going meetings with the H.R. committee to continue to meet and maintain our goals and needs in this area and to ensure the H. R. plan and review cycle is implemented accordingly within band programs.

3/ Human Resource Planning Control & Review

This section will focus on the human resource goals and objectives and procedures of the following band programs under the CFNFA, as outlined in a chart for each of the following programs:

- Human Resources,
- Education,
- Social,
- Economic Development,
- Housing & Renovations,
- Band Administration which includes Finance and Capital Management, Lands, and Registration/Membership.

3.1 Human Resources Program

<p>Operating Goals & Objectives:</p> <ul style="list-style-type: none"> - Recruitment and Staffing, - Training and Development, - Pay and Benefits, - Employee Performance Evaluations, - Discipline and Termination of Employment <p>2 PYs</p>	<p>Goals:</p> <ul style="list-style-type: none"> (i) To fill the position of Human Resource Manager. (ii) To provide a well-rounded Human Resource program by addressing the specific human resource needs of band programs and overseeing the H.R. plan. (iii) To establish job classification for 100% of current and new positions. (iv) Begin development of a formal pay scale for all positions to provide for pay equity and fairness. (v) To ensure all new employees complete the appropriate forms for Life Solutions, Inc. Through Manulife Financial, and to include and monitor all other benefits assigned to full-time permanent employees. (vi) To develop an employee evaluation/appraisal form to be utilized by all programs as stated in Personnel Policy & Procedures. (vii) To ensure the completion of 100% of band employee performance appraisals (evaluations) by February 29, 2010. (viii) To review employee letters of discipline, staff grievances to ensure appropriate follow-up is being taken. (ix) To complete a tally of all band employee start & completion dates and retirement eligibility dates. <p>Objectives:</p> <ul style="list-style-type: none"> (i) To promote fairness, equality, and impartiality in the workplace. (ii) To provide support to band program support by fulfilling goals of human resource plan. (iii) To strengthen program capacity and effectiveness. (iv) To increase accountability and promote adherence to personnel policy. (v) To address staff issues/concerns through structured process.
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<p><i>Data Management & Confidentiality</i></p>	<p><i>Procedures: (Responsibility: Human Resource Manager)</i></p> <ul style="list-style-type: none"> (i) Update and maintain personnel files & records including monitoring the timely completion of annual and other leave forms, changes in job descriptions and/or employee status for band staff. (ii) Establish a monthly summary of all leaves which will be reviewed with and signed by all band staff. (iii) Ensure that all personnel files and data are kept in a safe, secure location in the office of the human resource manager. (iv) Monitor the process taken for updating personnel files in all other programs.
<p><i>Training/ Orientation</i></p>	<ul style="list-style-type: none"> (i) H.R. Manager to complete Employee Forms for all new staff and following orientation procedures outlined in Peguis Personnel and Administration Policy & Procedures, April 2008.
<p><i>Review Cycle</i></p>	<ul style="list-style-type: none"> (i) Complete Peguis Personnel Policy review, according to outlined process as attached. (ii) H.R. Manager to oversee the completion of all performance appraisals of all band staff in areas of Band Administration, Finance, Social, Housing, Maintenance, and Reception. (iii) H.R. Manager to ensure the personnel files are accurately up-to-date and maintained. (iv) Review the H.R. plan of each program at quarterly meetings with H.R. program representatives and discuss any necessary changes. (v) Prepare quarterly H.R. progress reports for review with Council, which will include staff performance results, H.R. issues and concerns; and provide recommendations for any changes regarding the priority of H.R. activities.

3.2 Education Program

<p>Operating Goals & Objectives:</p> <ul style="list-style-type: none"> - Recruitment and Staffing, - Training and Development, - Pay and Benefits, - Employee Performance Evaluations, - Discipline and Termination of Employment 	<p>Goals:</p> <p>(i) To address all human resource components for recruitment and staffing by electing a new School Board through approved process; and by filling the necessary positions in areas of the education office and the school.</p> <p><u>Education Office</u></p> <p>To fill vacant position of Finance Clerk in education office by August 7/09.</p> <p><u>Peguis School</u></p> <p>Restructure office administration by posting, screening, and interviewing for all school administration Vice-principal/Principal positions.</p> <p>Fill position at the school for Administrative Assistant and Secretary/Receptionist by August 10/09.</p> <p>Fill three regular teaching staff positions in July/09 for the school year Aug/09-June/09.</p> <p>Post, screen, and interview for special area positions at the school for the following positions; Computer, Physical Education (Gr.1-6), Home Economics, Industrial Arts, English Language Arts, and Chef/Cook for the Food Services Program.</p> <p>(ii) To review and ratify all professional development and training policies, to be included in with the revised education policies, by August 31, 2009.</p> <p>(iii) To enable professional development/staff training on a basis of request and as set by administrative rules and procedures.</p> <p>(iv) To develop a draft of job classifications for 100% of all current and new positions.</p> <p>(v) Begin development of a formal pay scale for all positions to provide for pay equity and fairness.</p> <p>(vi) To ensure the completion of 100% of all school administrative and regular employee performance appraisals (evaluations) by February 29, 2010.</p> <p>(vii) To review employee letters of discipline, staff grievances and to ensure appropriate follow-up is being taken.</p>
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	<ul style="list-style-type: none"> (viii) To ensure the completion of all teacher and professional staff assessments during three periods: (ix) To complete a tally of all band employee start & completion dates and retirement eligibility dates. <ul style="list-style-type: none"> September 1, 2009 to November 15, 2009 November 16, 2009 to February 15, 2010 February 16, 2010 to April 15, 2010 (x) To complete a tally of all band employee start & completion dates and retirement eligibility dates. <p>Objectives:</p> <ul style="list-style-type: none"> (i) To promote fairness, equality, and impartiality in the workplace by following policies and procedures. (ii) To contribute to and band programming and development by fulfilling goals of human resource plan. (iii) To strengthen program capacity and effectiveness. (iv) To increase accountability and promote adherence to personnel policy. (v) To address staff issues/concerns through structured process.
<p><i>Data Management & Confidentiality</i></p>	<p>Procedures: (<i>Responsibility: Human Resource Representative</i>)</p> <ul style="list-style-type: none"> (i) Update and maintain personnel files & records including monitoring the timely completion of annual and other leave forms, changes in job descriptions and/or employee status, etc. (ii) Establish a monthly summary of all leaves which will be reviewed with and signed by all band staff. (iii) Ensure that all personnel files and employee information, and student information are kept in locked filing cabinets in the education office and student service office respectively. (iv) Monitor the process taken for updating personnel files in all other programs.
<p><i>Training/ Orientation</i></p>	<ul style="list-style-type: none"> (i) H.R. Representative to complete Employee Forms for all new staff. (ii) Follow orientation procedures outlined in Peguis Education Policy Manuals and Peguis Personnel and Administration Policy & Procedures, April 2008.
<p><i>Review Cycle</i></p>	<ul style="list-style-type: none"> (i) Participate in Peguis Personnel Policy review, according to outlined process as attached.

	<ul style="list-style-type: none">(ii) H.R. Representative to oversee the completion of all performance appraisals of all education administrative and office staff. The school will follow evaluation protocol as outlined in school policy.(iii) Review the H.R. plan for each program area at quarterly meetings with H.R. program representatives.(iv) Contribute to quarterly H.R. progress reports for review with Council, which will include staff performance results, H.R. issues and concerns; and provide recommendations for any changes in priority or H.R. activities.
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3.3 Social Development Program

<p>Operating Goals & Objectives:</p> <ul style="list-style-type: none"> - Recruitment and Staffing, - Training and Development, - Pay and Benefits, - Employee Performance Evaluations, - Discipline and Termination of Employment <p>3½ PY</p>	<p>Goals:</p> <ul style="list-style-type: none"> (i) To fill two full-time positions: Social Assistance Administrator and Social Assistance Clerk. (ii) Social Assistance Clerk to begin training through Yellow Quill College for <i>First Nation Community Management Certification</i> (Module Training – One week per month during fiscal year 2010/2011). (iii) To deliver a full social assistance program by addressing human resource and income assistance (social) compliance issues necessary to comply with rates and conditions set in the compliance report and <i>Social Development/Assistance Policy and Procedures Manual</i>. (iv) To update the job description and classification for Social Assistance Administrator, and ensure employee benefits are formally established. (v) To ensure all new employees complete the appropriate forms for Life Solutions, Inc. through Manulife Financial, and to include and monitor all other benefits assigned to full-time permanent employees. (vi) To ensure the completion of 100% of social assistance employee performance appraisals (evaluations) by February 29, 2010, as stated in <i>Peguis Personnel Policy & Procedures</i>. (vii) H.R. Representative for social assistance program to review employee letters of discipline, staff grievances with H.R. Manager to ensure appropriate follow-up is being taken. (viii) To complete a tally of all social assistance employees start & completion dates and retirement eligibility dates. <p>Objectives:</p> <ul style="list-style-type: none"> (i) To ensure adequate staff are in place to deliver an effective program and ensuring budget is in place for these positions. (ii) To strengthen program capacity and effectiveness through access of C. Marsden, Interlake Tribal Social Development Program/ IRTC Inc. (iii) To be part of a human resource networking group to provide program support and assist in fulfilling goals of human resource plan.
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	<p>To increase accountability and promote adherence to personnel policy.</p> <p>(iv) To address staff issues/concerns through structured process.</p>
<p><i>Data Management & Confidentiality</i></p>	<p>Procedures: (<i>Responsibility: Human Resource Representative</i>)</p> <p>(i) Update and maintain personnel files & records including the timely completion of annual and other leave forms, changes in job descriptions and/or employee status for band staff.</p> <p>(ii) Update monthly leave summary and provide to staff for review and signing. Provide a copy and review any concerns with H.R. Manager.</p> <p>(iii) Ensure that all daily social assistance client information, employee data, documentation, forms, and reports are filed in a safe secure location.</p> <p>(iv) Ensure that all personnel files and data remain in a safe, secure location in the office of the human resource manager.</p>
<p><i>Training/ Orientation</i></p>	<p>(i) H.R. Manager to complete required employee forms for new social assistance staff.</p> <p>(ii) H.R. Representative will follow orientation procedures outlined in <i>Peguis Personnel and Administration Policy & Procedures, April 2008</i>.</p>
<p><i>Review Cycle</i></p>	<p>(i) H. R. Representative to participate as part of a review committee in the August 2009 <i>Peguis Personnel Policy</i> review process.</p> <p>(iii) H.R. Representative to ensure completion of all performance appraisals of all social assistance staff.</p> <p>(iv) Attend quarterly meetings with H.R. Manager and other H.R. Program Representatives.</p> <p>(v) Contribute to quarterly H.R. progress reports submitted to Council by H.R. Manager, which may include information such as; staff performance results, H.R. issues and concerns; along with any suggestions/ recommendations for any changes in priority of H.R. activities.</p> <p>(vi) Review H.R. plan at end of fiscal year during annual planning session.</p>

3.4 Economic Development Program

<p>Operating Goals & Objectives:</p> <ul style="list-style-type: none"> - Recruitment and Staffing, - Training and Development, - Pay and Benefits, - Employee Performance Evaluations, - Discipline and Termination of Employment <p>3 PYs</p>	<p>Goals:</p> <ul style="list-style-type: none"> (i) To fill the full-time position of General Manager of the Peguis (Economic) Development Corporation (PDC). (ii) For Midway Service, (gas bar, convenience store and restaurant), recruit and select 2 full-time gas attendants, 2 part-time gas attendants, 3 cashiers/inventory stock attendants, 1 full-time security guard and 1 part-time security guard; restaurant staff to be determined. (iii) To provide on-the-job training to all new Midway Service employees. (iv) To deliver a full economic development program by addressing all human resource components necessary for an effective program. (v) To assign a job description and classification for the General Manager, Gas Attendants, Cashiers/Stock Attendants, and Security Personnel. (vi) To ensure all new employees complete the appropriate forms for Life Solutions, Inc. through Manulife Financial, and to include and monitor all other benefits assigned to full-time permanent employees. (vii) To develop an employee evaluation/appraisal form to be utilized by all programs as stated in <i>Peguis Personnel and Administration Policy & Procedures, April 2008</i>. (viii) To ensure the completion of 100% of all full-time economic development employee performance appraisals (evaluations) by February 29, 2010 and all new hires at months three and six, as outlined in letters of offer. (ix) H.R. Representative for economic development to review employee letters of discipline, staff grievances with H.R. Manager to ensure appropriate follow-up measures are taken. (x) To complete a tally of all economic development employees start & completion dates and retirement eligibility dates.
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	<p>Objectives:</p> <ul style="list-style-type: none"> (i) To incorporate the necessary changes from which to deliver an effective program and service the needs and functions of the community. (ii) To participate in directives of the PDC Board of Directors through action taken and by achieving program and human resource goals. (iii) To strengthen program capacity and effectiveness. (iv) To increase accountability and promote adherence to personnel policy. (v) To address staff issues/concerns through structured process. (vi) To effectively plan for any upcoming leaves, retirement of employees.
<p><i>Data Management & Confidentiality</i></p>	<p>Procedures: (<i>Responsibility: Human Resource Representative</i>)</p> <ul style="list-style-type: none"> (i) Update and maintain personnel files & records including monitoring the timely completion of annual and other leave forms, changes in job descriptions and/or employee status for band staff. (ii) Update monthly leave summary and provide to staff for review and signing. Provide a copy and review any concerns with H.R. Manager. (iii) Ensure that all employee data, documentation, forms, and reports are forwarded to H.R. manager for filing. (iv) Ensure that all personnel files and data remain in a safe, secure location in the office of the human resource manager.
<p><i>Training/ Orientation</i></p>	<ul style="list-style-type: none"> (i) H.R. Manager to complete Employee Forms for new economic development positions. (ii) H.R. Representative will follow orientation procedures outlined in <i>Peguis Personnel and Administration Policy & Procedures, April 2008</i>.
<p><i>Review Cycle</i></p>	<ul style="list-style-type: none"> (i) H. R. representative to participate as part of a review committee in the August 2009 <i>Peguis Personnel Policy</i> review process. (ii) H.R. representative to ensure annual completion of all

	<p>performance appraisals of all social assistance staff.</p> <p>(iii) Attend quarterly meetings with H.R. Manager and other H.R. program representatives.</p> <p>(iv) Contribute to quarterly H.R. progress reports submitted to Council by H.R. Manager, which may include information such as; staff performance results, H.R. issues and concerns; along with any suggestions/ recommendations for any changes in priority of H.R. activities.</p>
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3.5 Band Administration & Management

Includes Finance, Housing and Renovations, Capital Management, Lands, and Registration/Membership)

<p>Operating Goals & Objectives:</p> <ul style="list-style-type: none"> - Recruitment and Staffing, - Training and Development, - Pay and Benefits, - Employee Performance Evaluations, - Discipline and Termination of Employment <p>4½ PY Housing 13 PY Capital Management 2 PY Lands 1 PY Registration/Membership 1½ PY + 1 PT Alternate</p>	<p>Goals:</p> <ul style="list-style-type: none"> (i) To fill three positions in the area of band Finance: Chief Financial Officer and two Finance Clerks. (ii) To re-assign current employee to position of Shipper/Receiver in area of Band management to replace deceased employee (June 2009). (iii) To provide access for the A/P Payroll Clerk to continue her training in Certified Aboriginal Management Diploma program (CAFM) in Sept/09 if a seat is available. (Modular training – 1 week per month). (iv) To provide access to training for 4-5 Finance staff to obtain Century 21, Computerized Accounting (Sage ACCPAC program). (v) To provide access for the Indian Registry Administrator (IRA) to take further training in (i) Assist Trainer for SCIS (Secured Certificate of Indian Status Training – Jan./09) and (ii) Trainer for SCIS (Secured Certificate of Indian Status Training – March./09). (vi) To accommodate four Carpentry Apprentices to take Level 3 training in Sept/09. (vii) To provide access for 14 maintenance employees to a 3-day training session in July/09 in Facility Maintenance System by the HIPPO Management Group (Housing, Education, Economic Development (PDC), etc. (viii) To ensure all new employees complete the appropriate forms for Life Solutions, Inc. through Manulife Financial, and to include and monitor all other benefits assigned to full-time permanent employees. (ix) To provide for improved programs by addressing all human resource components in the band office administration and management programs. (x) To assign a job description and classification for the Chief Finance Officer and Finance Clerks. (xi) To complete employee evaluation/appraisals. Appraisal Forms to be utilized by all programs as stated in <i>Peguis Personnel and Administration Policy & Procedures, April 2008</i>. (xii) To ensure the completion of 100% of all employee
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	<p>performance appraisals (evaluations) by February 29, 2010 and all new hires at months three and six, as outlined in letters of offer.</p> <p>(xiii) Program supervisors will review and discuss employee letters of discipline, staff grievances with H.R. Manager to ensure appropriate follow-up measures are taken.</p> <p>(xiv) To complete a tally of all band administration / management employee start & completion dates and retirement eligibility dates.</p> <p>Objectives:</p> <p>(i) To incorporate the necessary changes from which to deliver an effective program and service the needs and functions of the community.</p> <p>(ii) To participate in human resource directives of the Peguis Band leadership and administration and to meet the standards outlined in the CFNFA.</p> <p>(iii) To strengthen program capacity and effectiveness.</p> <p>(iv) To increase accountability and promote adherence to personnel policy.</p> <p>(v) To address staff issues/concerns through structured process.</p> <p>(vi) To effectively plan for any upcoming leaves, retirement of employees.</p>
<p><i>Data Management & Confidentiality</i></p>	<p>Procedures: (<i>Responsibility: Human Resource Manager/Program Supervisors</i>)</p> <p>(i) Update and maintain personnel files & records including monitoring the timely completion of annual and other leave forms, changes in job descriptions and/or employee status for band staff.</p> <p>(ii) Update monthly leave summary and provide to staff for review and signing. Provide a copy and review any concerns with program supervisor.</p> <p>(iii) Ensure that all employee data, documentation, forms, and reports are placed in personnel files and that employees receive a copy.</p> <p>(iv) Ensure that all personnel files and data remain in a safe, secure location in the human resource office.</p>
<p><i>Training/ Orientation</i></p>	<p>(i) Ensure that staff training is budgeted accordingly either through staff travel, professional development, cost-</p>

	<p>sharing process with Training and Employment, or outside source.</p> <p>(ii) H.R. Manager to complete Employee Forms for new economic development positions.</p> <p>(iii) H.R. Manager will follow orientation procedures outlined in <i>Peguis Personnel and Administration Policy & Procedures, April 2008</i>.</p>
<p><i>Review Cycle</i></p>	<p>(i) H. R. Manager to participate as part of a review committee in the August 2009 <i>Peguis Personnel Policy</i> review process.</p> <p>(ii) H.R. representative to ensure annual completion of all performance appraisals of all social assistance staff.</p> <p>(iii) Attend quarterly meetings with H.R. Manager and other H.R. program representatives.</p> <p>(iv) Contribute to quarterly H.R. progress reports submitted to Council by H.R. Manager, which may include information such as; staff performance results, H.R. issues and concerns; along with any suggestions/ recommendations for any changes in priority of H.R. activities.</p>

4/ Human Resource Priorities & Costing FY 2009/2010

For the 2009/2010 fiscal year, a number of human resource priorities will be addressed with the assurance that only those positions included in annual budgets will be filled and all costs associated with professional development/training/workshops are included in annual planning and program budgets.

- Identify gaps in staffing, revise band organization chart, and update/develop job descriptions for all band employees
- Ensure all personnel files and associated records are updated, maintained, and consistent with the appropriate leave forms, time sheets, changes in job descriptions/ employee status, and disciplinary forms.
- Ensure that all staff receive performance appraisals through planned process.
- Strongly promote adherence to Peguis Personnel and Administration Policy & Procedures, April 2008 and conduct first annual review in August 2009.

5/ General Human Resource Strategies

Some general human resource strategies have been established to improve productivity and maintain a timely review cycle, reduce redundancy of band program systems and practices, and to create a great first stop for job seekers:

- Monitor personnel policy and conduct annual review and revisions to accommodate changing needs and trends.
- Continually update organization chart, job descriptions, and personnel files.
- Post all new job postings on web-site and update all program brochures.
- Ensure human resource plan/components are addressed during annual program planning sessions and a new H.R. plan is developed and costed.
- Maintain the networking through human resource representatives, sharing both human and physical resources, ideas, best-practices,
- Incorporate the band's human resource plan with general community planning at various levels to ensure compatibility of planning.

6/ Succession Planning

Succession planning is important for all programs. While much of this planning is derived from progress and annual reports, much of this type of planning is also based on observation and insight. Some of the ideas for future Human Resource planning are to develop and coordinate community workshops based on program needs and human resource trends and issues, such as *Program Reformulation – The Importance of Knowledge, Skills, and Attitudes, Recruitment and Hiring workshops, Team-building, etc.*, and develop a web-site for the Peguis Human Resource Program, which will include all partnerships and resources, develop Board/Committee training packages.