



**DRAFT WEI WAI KUM FIRST NATIONS
GOVERNANCE
POLICY MANUAL**

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Introduction

The purpose of this Wei Wai Kum Governance Policy Manual is to ensure and promote good governance through documented rules and procedures of the Wei Wai Kum Council in the performance of their elected duties, consistent with best practices, utilizing a comprehensive governance model that supports cultural revitalization of traditional leadership values and systems. This model is intended to address all areas that leadership can, and should influence, within an organization and is also intended to be updated regularly to ensure leadership effectiveness.

About the Wei Wai Kum First Nation

The Wei Wai Kum Nation includes four reserves on the east coast of Vancouver Island. The populated community - Campbell River IR 11 - has a total land area of 117 hectares and is located at the mouth of the Campbell River. It abuts the City of Campbell River's downtown commercial area. This reserve is developed with residential housing in two areas of IR 11, community facilities and land used for a variety of commercial activities, including a large shopping mall, marina, fuel dock, several "big box" stores and the Thunderbird RV Park and Resort.

Wei Wai Kum also owns 81 hectares in Campbell River that is in the process of being added to IR11. The three other reserves are unpopulated and in remote locations where access is by boat or float plane. They are:

- Hodayno IR 2 at the head of Heydon Bay on Loughborough Inlet;
- Loughborough IR 3 on the east shore of Loughborough Inlet opposite William Point; and
- Matlaten IR 4 on the Cordero Channel opposite Greene Point

The traditional territory of the Wei Wai Kum First Nation encompasses a much larger area than the reserves. This area includes the islands of Hardwicke, East and West Thurlow, Sonora, Stuart, Maurelle, Read, Quadra, Mitlenatch, Denman and Hornby as well as the complete watersheds of the Salmon, Campbell, Oyster, Puntledge and Trent



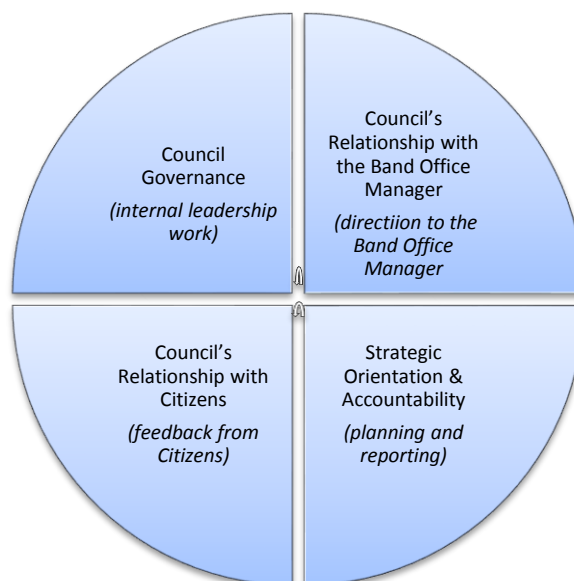
Rivers on Vancouver Island and the complete watersheds of Port Neville, Topaz Harbour, Loughborough Inlet, Phillips Arm and Fredrick Arm along with the marine areas of Call Inlet, Bute Inlet and Toba Inlet. There are overlapping or shared claims to some of this territory.¹

Wei Wai Kum is at Stage 4 of the B.C. Treaty process, where substantive treaty negotiations take place to identify and define a range of rights and obligations on each of the topics that will form the basis of the treaty.²

Policy Manual Outline

This policy manual includes four primary areas of policies that Wei Wai Kum Council has developed to address all aspects of governance:

1. How Council governs itself –
Council Governance
2. How Council interrelates with operations through the Band Office Manager – *Council Relationship to Band Office Manager*
3. How Council interrelates with Citizens (members)– *Council Relationship to Citizens*; and
4. How Council undertakes planning that is consistent with traditional processes and best practices – *Council Strategic Planning and Reporting*.



¹ Wei Wai Kum/Kwiakah Treaty Society, *Statement of Intent*, Sept. 16, 2014

² BC Treaty Commission, *Six Stages*, <http://www.bctreaty.ca/six-stages>



Oath of Office

Wei Wai Kum Government

OATH OF OFFICE

I, _____, a representative of the Wei Wai Kum Council, declare that I have read, understood and agree to comply with the Wei Wai Kum Council Governance Policy Manual, and that in carrying out my duties as a member of Wei Wai Kum Council, I will:

1. Respectfully exercise the powers of my appointment and fulfil my responsibilities in the best interests of all citizens, including post-term;
2. Adhere to, and support the values, policies, and decisions of Wei Wai Kum Council;
3. Act as a role model in how I conduct and present myself;
4. Act as a community development resource and political guide for all citizens to help advance and resolve issues;
5. Continually work towards self-improvement and development through self-evaluation, traditional teachings, and the current educational system;
6. Respect the decisions of Wei Wai Kum Council and citizens if I do not uphold and fulfil my responsibilities.

Signature: _____

Date: _____

Witness: _____

Date: _____



Council Values, Vision, and Mission

Values

<i>Value</i>	<i>Description</i>
Practice Mayaxala (Respect everything, being respectful, and all things, and support citizens well-being)	Respect the value, and importance of all citizens, all creation, Wei Wai Kum culture, connection to each other/land, being kind and supportive of each other, and work collaboratively to ensure the health, healing, well-being ³ , and unity of all members, including children, youth and families and future generations.
Learn and role model Noqigila (wisdom and knowledge)	Learn and share wisdom, knowledge, work ethic, responsibility, integrity, honesty, and speaking truth to earn the role of being a respected leader and Elder. This includes being humble and not being ego driven.
Strengthen Wei Wai Kum Rights, Responsibilities, self-determination, and self-sufficiency	Exercise rights and jurisdiction of the Wei Wai Kum territory, sustainably manage Wei Wai Kum resources and assets, and maximize opportunities and benefits for citizens and future generations (e.g. education and meaningful careers).
	The Nation maintains a performance orientation and accountability to citizens to realize community goals for current and future generations.

³ Holistic well-being, is defined to include but is not limited to: quality of life (health status, work/life balance, education and skills, social connections, civic engagement, environmental quality, personal security, cultural well-being identified through **strong cultural knowledge and practices**, subjective well-being); material well-being (income, wealth, employment, earnings, and housing); sustainability of well-being (natural capital, economic capital, human capital, and social capital).



Vision:

Our Wei Wai Kum Nation is a healthy vibrant community that enriches the lives of each citizen economically, intellectually, physically, socially and spiritually, strengthening the wisdom, and cultural values for future generations.

Mission:

The Wei Wai Kum Nation will realize our vision as an effective, engaged, and accountable government that respectfully supports healing and operates in accordance with our values.





Council Governance

Roles and Responsibilities Policy

Purpose of Council

1. Council is responsible for leading Wei Wai Kum through the on-going development, implementation, and monitoring of culturally relevant laws and policies to fulfill the Wei Wai Kum vision, protect Aboriginal rights, and safeguard all Wei Wai Kum assets, for the benefit of all citizens.

Roles & Responsibilities of Council

2. To achieve this purpose, comprehensive policies and/or procedures will be developed by Council to address the following areas:
 - a. Governance. Policy Development/Updates, Leadership Development, Monitoring, Issue Resolution, Reporting.
 - b. Manage the Band Office Manager. Selecting, monitoring, and, if needed, disciplining the Band Office Manager.
 - c. Citizen Engagement. Participate in community meetings to solicit feedback (to be incorporated into daily operations, strategic planning, and substantive issues) and ensure citizens are provided comprehensive community plan (CCP) progress reports. Councillors are also encouraged to participate in community functions with the intent of encouraging citizen participation and cooperation.
 - d. Annual Strategic Planning/Updates (including budgets), and Reporting (including financial). This includes establishing Committees of Council to complete the strategic level responsibilities of Council as identified in the annual strategic plan (vs. those delegated to the Band Office Manager for implementation).
3. Council will also undertake the following actions to generally fulfill their



responsibilities:

- a. Develop By-Laws to ensure the safety and well-being of citizens consistent with the authority granted to Council through the Indian Act (Sections 81, 83 and 85.1), Land Code and other sectoral agreements, with a focus on enforcement;
- b. Attend relevant meetings and assemblies (community, industry, government);
- c. Secure appointments of Council members or the Band Office Manager on outside boards with strategic partners (and report back to Council as a whole, including meeting details, purpose and key points);
- d. Interact with the Wei Wai Kum citizens, as well as with the larger local, provincial and national political, environmental and business community;
- e. Liaise and negotiate with third parties;
- f. Initiate community approval processes; and
- g. Media relations.

Roles and Responsibilities of the Chief

4. In addition to roles and responsibilities of Council, the Chief has the roles and responsibilities for:
 - a. Convening all meetings of Council in accordance with established procedures;
 - b. Leading the collaborative strategic level work of Council;
 - c. Making decisions when required, on behalf of Council, when such decisions are necessary to govern effectively. Such decisions must be consistent with the planning and prior decisions of Council and will be reported to Council at the next meeting of Council;
 - d. Acting as the political representative and spokesperson of Wei Wai Kum and Council;
 - e. Signing documents on behalf of Council, consistent with decisions of Council and the approved Strategic Plan;
 - f. Appointing another Council member to fulfill responsibilities in his/her absence; and
 - g. Leading the implementation of disciplinary measures if needed, either to ensure adherence to policy, or as determined by a quorum of Council.



Liability Insurance (Errors & Omissions) or Indemnification

5. To protect the Chief Councillor and Councillors and Wei Wai Kum First Nation from liability risks arising from decisions associated with their performance of their Council duties, the Wei Wai Kum First Nation Band Manager will obtain professional Liability Insurance coverage (Errors and Omissions Insurance) to protect all elected officials from claims and lawsuits arising from failure to perform work or mistakes made in the course of Council business. Liability Insurance provides protection for the Chief Councillor and Councillors covered under the policy to fight claims through the legal or court system through reimbursement of legal costs, expenses, settlements and judgments of an elected official.



Code of Conduct Policy

1. Loyalty

- a. All Council members must be loyal to the collective interests of the Wei Wai Kum First Nation. Council members affiliated with external organizations understand that their obligation as a Council member is to represent the interests of Wei Wai Kum, not to enhance or promote theirs or any other interests.
- b. Council members will take an active role in developing trust amongst each other.

2. Communication & Role Modeling

- a. Council members will conduct themselves professionally in the Wei Wai Kum community and outside the community when they are on official business (e.g. avoiding obscene language, violence, use of alcohol or use of drugs that negatively affect the reputation of the organization, or that may endanger their health and safety of themselves or any other person).
- b. Council members will deal with each other, staff, community citizens, and outside entities or individuals in a fair, open, honest, and respectful manner.
- b. Council members will deal with issues, not personalities.
- c. Council members will approach their work together in a collaborative manner by: openly sharing ideas and information; demonstrating appreciation for diverse points of view; leading resolving conflict and problem-solving by discussing solutions.
- d. Council members will respect the right of all Council members to be heard and will listen attentively to others.

3. Authority

Council members must act as a team, and do not have any individual authority other than that outlined in Council policies or other documents. As such:

- a. Individual or groups of Council members have no authority to direct the Band Office Manager or staff except as outlined in the policies.
- b. Except for the authority granted to the Chief, or authority delegated from the Chief to other Council members, Council members have no authority to interact with the public, the media and others on Council's behalf.



- c. Council members will not make any judgment of the Band Office Manager or staff performance unless that performance is assessed against specific Council policy or guidelines and is addressed through the annual review.
- d. Each Council member is provided electronic devices (cellphones, laptops and iPads) that assist them in conducting the Nation's business, with a monthly usage not to exceed \$100.00. Personal use of these devices is prohibited. These devices will only be provided upon receipt of the signed Wei Wai Kum Device Use Form. All information stored on the cell phone, laptop, or iPad is the property of the Nation. Text messages, voicemail messages, photographs, videos and official Wei Wai Kum First Nation records created and/or stored on the electronic devices are to be managed appropriately and in accordance with the Nation's operational and information management policies. The First Nation's electronic devices Must not be used:
 - i. To download music or videos;
 - ii. To store personal photographs;
 - iii. To conduct illegal activities or any activities that are harmful to the first nation; or
 - iv. While operating a motor vehicle.
- e. If an electronic device of Council is stolen, lost, or damaged the Council member is responsible to report the incident to the Chair of the Band Manager to mitigate risk associated with confidential information loss. The Councillor is also responsible to reimburse the Wei Wai Kum for the purchase of a replacement of a comparable phone.
- f. All Council electronic devices will be returned to Wei Wai Kum First Nation in good working condition, unlocked, and accompanied by all cords, cables, chargers, protective covers and boxes within a week of the end of the Councillor's term in office. All Council members will keep all historical files related to the Nation's business intact, to be passed onto his/her successor.
- g. Council members will respect and adhere to all Wei Wai Kum policies, including those that:
 - i. Outline approved signing authorities and approval processes (e.g. Council motions, contracts, purchases and payments);



- ii. Outline the use of Wei Wai Kum logos, equipment, vehicles, or property for anything other than official community business, or as authorized by Council policy; and
 - iii. Draw attention to potential areas of risk and support policy development that mitigates the identified risk.
- 4. Standard of Care
 - a. Council members should exercise their powers honestly and in good faith, with a view to the best interest of Wei Wai Kum. Council members should exercise the care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances.
- 5. Confidentiality
 - a. Council members have the responsibility for maintaining confidentiality. All information provided to, or accessed by Council for the Wei Wai Kum Government and citizens is to be considered confidential until Council as a whole grants written approval for the information to become public knowledge.
 - b. Council members will not use information obtained as a result of their elected position for personal gain.
 - c. Council members will not give out official and/or confidential information acquired as a result of their elected position, unless they have the expressed written permission from the majority of Council.
 - d. The duty of confidentiality remains even beyond a Council member's term.
- 6. Gifts
 - a. Gifts of Protocol/Custom/Courtesy

Gifts of protocol/custom/courtesy may be accepted in the course of performing Council responsibilities. Gifts of protocol/custom/courtesy are defined as being non-monetary items that are:

 - i. Nominal in value (e.g. such as traditional medicines);
 - ii. Clearly associated with the individual Council member's presence/service (e.g. speaking engagement);
 - iii. Usually coming from a source that the Wei Wai Kum does not have a commercial/business relationship with (e.g. universities, conferences, celebrations);
 - iv. Made by the donor without any further expectation.



A monetary gift intended to reimburse costs incurred by the Council member to attend the event/function may be accepted if the Wei Wai Kum has not already covered the costs.

These types of gifts do not need be declared and can be either retained by the individual Council member for personal use, or shared within the Wei Wai Kum Community for community benefit.

Gifts that are worth a higher than nominal value (\$100) must be declared, and Council will decide on the appropriate disposition of the gift.

b. Declining Gifts

Despite any good intentions behind the offering of a gift of protocol/custom/courtesy, an official gift, or business gift may:

- a. Be construed by an impartial observer as a bribe, pay off, influence over decision-making, or improper or illegal payment;
- b. Compromise the Wei Wai Kum' image or values;
- c. Come from a questionable source (e.g. illegal); or
- d. Expose Council to liability that could not be managed;

The Council member is obligated to respectfully decline the gift and report the situation/incident to the Council.

If a gift is accepted by a Council member, but Council as a whole later determines that the gift is inappropriate, Council will determine how best to dispose of the gift, which may include returning the gift.

c. Declared Gifts

The Band Office Manager will maintain a record of all declared gifts.



6. Conflict of Interest

- a. A Council member holds a position of trust. As such there is an obligation for members to avoid conflicts of interest, real, apparent, or potential.

A conflict of interest arises when a Council member's personal and/or business direct⁴ or indirect⁵ interests compete with or supersede his or her dedication to the interests of Council. Conflicts of interest may be apparent, real, or potential. All forms of conflict of interest are undesirable.

A real conflict of interest occurs when a Council member fulfills an official function and, at the same time, knows that in doing so there is an opportunity to obtain a personal or other benefit.

A potential conflict of interest exists when a Council member fulfills an official function and at the same time knows that in doing so that he/she may in the future realize a direct or indirect benefit.

An apparent conflict of interest exists when there is a reasonable perception on the part of well-informed persons that a Council member has fulfilled an official function and realizes a direct or indirect benefit.

- b. Council members will not utilize their position on Council as part of professional networking where the intent is to gain advancement for themselves or a close relation or associate that benefits the Council member directly or indirectly.
- c. Upon becoming a member of another Board, committee, organization or other type of group, the Council member will disclose the involvement to the rest of

⁴ A direct interest is a reasonable likelihood that the circumstances of the Council member would be directly altered if a matter were decided in a particular way where the individual would receive a direct financial benefit or loss.

⁵ An indirect interest is a close association, indirect financial interest, conflicting duty, receipt of an applicable gift, or becoming an interested party.



Council. At that time Council will determine if there are any situations that may arise where such membership may constitute a real or apparent conflict.

Procedures

- a. To avoid apparent or real conflict of interest Council members will:
 - i. Openly declare if they find themselves in a real or apparent conflict of interest.
 - ii. Bring to the attention of Council if a member is in apparent conflict of interest and pursue planning to mitigate any apparent or real conflict of interest. If there is doubt regarding whether or not a conflict exists, legal advice may be sought.
 - iii. If there is an apparent or real conflict of interest Council members must recuse themselves, or may be recused by a majority of Council.
 - iv. Not take part in discussions, vote on resolutions, or have access to applicable Council information regarding discussions related to a position for which the Council member has applied for employment or contract with the Wei Wai Kum Administration.
- b. If apparent or real conflict has been declared, a Council member will:
 - i. Address the issue by declaring the facts of the issue then remove him/herself from the room where discussions are taking place;
 - ii. Not discuss the issue with other Council members or attempt to influence a Council decision;
 - iii. Not have access to applicable Council information related to the decision;
 - iv. Not return to the Council table until after voting has been completed, thus considered absent and not permitted to vote; and



- v. Ensure that the declaration of conflict of interest is noted in the meeting minutes (e.g. notation of when Councillor left the meeting and when they returned).

Where a Council member has left the table due to a real or apparent conflict, the Chief (or another Council member) will reassess whether a quorum is still present and proceed accordingly.

7. Employment/ Contracting

- a. Council members who serve at the strategic⁶ level are prohibited from also serving as operational staff, contractors, or volunteers⁷ for the Wei Wai Kum Administration, its economic development corporation holdings. Those Council members who are currently employees as of the date of approval of this Governance Manual may continue to serve at the Council level with the following limits:
 - i. A Council member who is also an employee will not use their Council position to influence the Band Office Manager or staff for personal benefit.
 - ii. A Council member who is also an employee will not participate in Council business such as discussions, voting on resolutions or be present during voting on issues that relate personnel issues affecting the business in which the Council member is employed, including: hire and select of employees; development and/or updating of personnel policies; decisions regarding termination of employment; planning and/or decisions on employee wages/fees; and employee discipline notice(s).

⁶ Strategic level refers to serving as a leader in any capacity at the Council or Board level.

⁷ Volunteering refers to providing work at the operational level, without pay.



- iii. Agree to not pursue nomination for a subsequent term, or resign from their current employment with the Wei Wai Kum Administration, or its economic development corporation holdings.

- b. Council will not permit any future Council members to maintain employment with the Wei Wai Kum Administration, its economic development corporation holdings, following the completion of current Counsellors employment contracts.



Law Making Policy

Policy

The purpose of this policy is to outline the authority, requirements, and procedures for the Council to develop by-laws, as long as these laws are within the scope of authority granted to Council by the Indian Act (Section 81, 83, and 85.1), Land Code, or other sectoral agreement, and does not contravene the Indian Act, Provincial or Federal legislation (e.g. Criminal Code, Controlled Drugs and Substances Act).

All newly proposed laws are required to include enforcement measures.

Enactment of By-Laws

All Wei Wai Kum First Nation by-laws are approved by Council as a whole, and enacted in accordance and the following procedures:

- Wei Wai Kum First Nation by-laws may only be enacted when an anticipated by-law will be needed;
- Council will retain legal counsel to draft all laws, to mitigate risk;
- Any and all by-laws established under the authority of Council that pertain to Section 83 are subject to Ministerial approval;
- Council will review and enact by-laws only upon completion of first and second readings, as determined by Council;
- Any and all by-laws established under the authority of Council must be voted upon by a majority (51%) of Wei Wai Kum First Nation members at a Special Meeting called for this purpose. Special Meetings for the purpose of enacting or amending by-laws require no less than two-weeks' notice sent in all forms needed to advise all Wei Wai Kum First Nation members; and
- All approved Wei Wai Kum First Nation by-laws will be advertised on the Wei Wai Kum First Nation website, Wei Wai Kum Newsletter and posted in a conspicuous public location of the Wei Wai Kum Community for no less than 30 days prior to enactment.



Fines

Fine monies collected as a result of convictions under Wei Wai Kum First Nation by-laws through local courts will be used by the Wei Wai Kum First Nation for public administration.

Annual Review

All Wei Wai Kum First Nation by-laws will be reviewed annually to ensure the adherence to current legislation, by-law effectiveness, and determining appropriate enforcement. All required by-law amendments will follow the Amendment process outlined in this policy.

Amendment

Amendments to this policy may only be undertaken through a Band Council Resolution for the purposes of adhering to new or amended Wei Wai Kum First Nation, BC, or Canadian legislation, improved by-law effectiveness, or to meet member needs.

Proposed Amendments to laws will utilize the same forms as proposed policy changes, with the exception of requiring additional information for requirements to plan and resource enforcement.

Amendments to a by-law must follow the same enactment requirements, as outlined in this policy manual for new by-laws with the exception of requiring additional information for requirements to plan and resource enforcement.

Enforcement

All by-laws proposed for Council consideration must include an enforcement plan (including amounts per annum, and funding sources). Depending on the type of by-law



and the seriousness of the violation, enforcement may be handled internally by the Wei Wai Kum First Nation, or in partnership with local authorities and jurisdictions.



Meeting and Agenda Setting Policy

1. Council will conduct official business at two regularly scheduled meetings each month, one of which is set as the 3rd Monday of each month. Additional meetings can be held to complete unfinished business, or for special items requiring significant time for discussion.
2. The Chair may also call emergency or special meetings anytime and must do so if requested by a majority of Council.
3. Attendance at all Council regularly scheduled meetings is mandatory.
4. Council members are encouraged to meet in person, but may occasionally participate via secure remote methods (video and/or audio conferencing), with the approval of the remainder of Council. If a Council member participates remotely via remote methods he/she will ensure that no other parties may hear or record meeting proceedings.
5. Council members are expected to:
 - a. Actively participate in all meetings;
 - b. Come to meetings prepared (read all meeting packages containing prior meeting minutes, briefings, etc.);
 - c. Respect other leaders' time and commitment by arriving to meetings on time and staying for the duration of the meeting (excluding a valid emergency); and
 - d. Participate in all activities and undertake all responsibilities in a conscientious manner, consistent with traditional leadership practice and contemporary professional expectations of leaders.
6. On exceptional occasions when a Council member must miss a meeting due to a valid reason (e.g. emergency situation or illness) the Council member will provide written notification (e.g. phone email/text) to the Chair as soon as possible. The majority of Council will determine what may be determined as valid or invalid. An excused absence will be recorded in the meeting minutes including when the notice was provided and the reason for the absence.
7. Unless a valid reason for being absent is provided, Council members who do not provide notice will be recorded as being absent without cause.



8. Council members who are absent without cause for more than three (3) meetings in any year may be subject to discipline (see *Breaches Policy*), suspension, or dismissal.

Chairing of Meetings

1. The Chief is the Chair of Council meetings.
2. Each meeting must have an assigned Chairperson.
3. If the Chief is unable to chair a meeting or is absent from the community, it is the responsibility of the Chief to ensure that another member of Council agrees in writing to fulfill the role. If the Chief is unable to chair more than three (3) meetings, Council will review the Chair position and appoint a new Chair.
4. In addition to serving as Chair, the Chief may also take part in discussions but only votes in the event of a tie.

Quorum

1. Quorum is established with a majority (51%) of Council members (e.g. 5 of the 8) being present at a meeting.
2. A quorum is required to conduct official Council business.
3. If a quorum has not been obtained within thirty (30) minutes of the scheduled meeting time, Council may either adjourn the meeting until the next scheduled time or continue meeting to discuss and debate issues but not make decisions. Any recommendations from meetings where quorum is not established must be presented for consideration and voting by Council at the next subsequent meeting.

Rules of Order

1. The Chair is guided by an *adapted Modern Rules of Order (Appendix C of this Manual)*.⁸

Rules of Debate

⁸ The Modern Rules of Order: A Guide for Conducting Business Meetings. Tortorice, Donald A. 2007, 3rd Edition.



Diversity of opinion and debate is welcomed as part of Council's deliberations. To facilitate constructive debate, but come to decision in a timely manner, the following rules of debate will be utilized:

1. The Chair may establish agenda item times to ensure all agenda items are addressed, and/or revise times with the majority of Council approval to ensure due diligence debate is undertaken as needed;
2. Discussion will be focused on the agenda item. If the Chair considers any remarks to be improper (e.g. personality directed vs. issue directed), the Chair will intervene.
3. The Chair will ensure that all Council members have the opportunity to speak (e.g. round circle input) and may delay Council members from speaking multiple times on an issue before all Council members wishing to speak have had a first chance to comment.
4. If there are clearly "for" and "against" Council members on a particular issue, the Chair will attempt to alternate these Council members on the speakers list to balance the discussion. When developing a speaker's list, the Chair will place him/herself at the end of the speaking rotation.
5. When the Chair decides that there has been sufficient discussion (e.g. no new information being raised), the Chair will summarize the discussion and suggest dismissal or recommend that a decision be made.

Decision Making

1. Consensus is sought for all issues through the use of thorough discussion and when needed Council utilizes majority decision-making processes when deciding an issue.
 - a. Where consensus is reached, the decision is recorded in the minutes.
 - i. Consensus can be demonstrated informally by the Chair verbally confirming the "will of the group", or formally through by voting by way of a show of hands.
 - ii. Where consensus cannot be reached, then voting by way of a show of hands will be used.
 - b. Decision making will only occur once Council as a whole has agreed that they have completed the required due diligence appropriate to each particular issue.



- c. All decisions of Council will be made through a written motion that includes:
 - Who is recommending the decision;
 - What is being proposed;
 - Why it is being proposed;
 - How the proposed activity will be resourced (human and financial resources); and
 - Who will be responsible for implementing and reporting back to Council on the decision.
 - d. A Council member who votes against an issue may request the rationale to be recorded in the meeting minutes.
 - e. Councillor members are not permitted to remove themselves from voting, unless an they are recused from voting due to conflict of interest by themselves or a majority of Council, in accordance with the Elections Code.
 - f. If a Councillor refuses to vote their vote will be deemed in the affirmative, in accordance with the Elections Code.
2. Council's processes for arriving at a decision will adapt according to the scope and weight of the issue being considered. Appropriate time, consideration and due diligence will be afforded to ensure decisions are made in the most effective and efficient manner. This includes ensuring Council is informed with the best information possible, and that those affected/impacted by the decision are respected. This includes ensuring briefings are prepared for issues that include the best unbiased information possible that supports the informed decision making of Council (e.g. legal advice, review of strategic plan, additional community research). Briefings may be directed to be prepared by the Band Office Manager, Portfolio Holder, Committee Chair.
3. A decision will only be revisited in the event that:
 - a. New information of significant substance, comes forward;
 - b. The environment, conditions, or assumptions that the decision was based on significantly changes;



- c. The decision becomes inconsistent with future strategic planning or Council's Values, Vision, and Mission; and/or
 - d. Implementation of the decision proves to be counter to, or detrimental to the issue that the decision was meant to address, or to other aspects of Council, or the community.
4. Council members may disagree on the outcome of a decision but must support the legitimacy of the process by which it was made. A Council member may let others know that they did not support the decision, however they cannot:
 - a. Provide direction that is contrary to the decision;
 - b. Announce their own views as being Council's decision; or
 - c. Direct those implementing the decision to disregard the decision.
 5. A Council member that has voted against a motion will not be selected as the spokesperson to communicate Council's decision.

Levels of Decision-Making

1. Council's processes for arriving at a decision will adapt according to the scope and weight of the issue being considered. Appropriate time, consideration and due diligence will be afforded to ensure decisions are made in the most effective and efficient manner. This includes ensuring Council is informed with the best information possible, and that those affected/impacted by the decision are respected.
2. Council decisions can be categorized as either procedural or substantive.
3. Substantive issues brought to citizens for voting includes:
 - a. New policy adoption and/or changes that affect the original spirit and intent of existing policy;
 - b. Revenue sharing agreements, settlements, and impact benefit agreements, changes to council remunerations;
 - c. Changes to distributions;
 - d. Issues related to Rights (including Title), and Lands;
 - e. New or amended laws (Land Code, Citizenship Code, and Custom Election Code); and



- f. Issues defined as substantive by a majority of Council.
4. Unless otherwise defined by legislation (e.g. Election Code requiring approval of 50% of eligible voters' approval), substantive issues require:
 - a. a majority (51%) approval of Council, and
 - b. a majority (51%) approval of no less than 25% of eligible voters participating in a Special Meeting vote (via mail in votes or in person voting).

Recording and Reporting:

1. Council will maintain proper reporting of meetings by:
 - a. Ensuring minutes for each meeting are prepared, which includes at a minimum:
 - i. Meeting date and time;
 - ii. List of those present and absent, and the name of the minute recorder;
 - iii. Date of approval of minutes from the previous meeting;
 - iv. Follow up of prior meeting 'action items' (procedural issues not affecting the finances of the Nation);
 - v. Summaries of motions, correspondence, and reporting, consistent with approved standing and rotating agendas;
 - vi. Items requiring further action;
 - vii. Any items tabled to the next meeting; and
 - viii. Date, time and place of next meeting.
2. The Band Office Manager will ensure that all approved motions are distributed to all Department Managers for implementation within one (1) business day.



Council Standing Agenda for Regular Meetings

Time	Agenda Items	Related Action
	1.0 Opening a. Opening Prayer b. Check In c. Review of Council values, vision and mission d. Approval of Agenda e. Declaration of Conflict of Interest on Agenda Items	
	2.0 Business Arising from Past Minutes	Decision
	3.0 Visitors	Information Discussion, Decision if Required
	4.0 Old Business a.	
	5.0 Consent Agenda Items: a. BCRs b. Correspondence	Decision
	6.0 Reporting a. Council Committee Chair Reporting b. Band Office Manager Reporting (Action Item Progress and Administrative Reporting)	Informational, review and decision, as needed.
	7.0 Rotating Agenda Items	Discussion, Decision if Required.
	8.0 In-camera (standing practice to review Band Office Manager Report and prepare direction/feedback)	Discussion, Decision if Required.
	9.0 Next Meeting Date	
	10.0 Adjournment	



Council Rotating Agenda Items

April	<ul style="list-style-type: none">▪ All WWKFN Dev. Corp. Financial Report to Council
May	<ul style="list-style-type: none">▪ Council Review/Approval of Annual Report▪ Review of Draft Audit/Audit Report▪ Quarterly Report
June	<ul style="list-style-type: none">▪ Year End School Celebration▪ Review and Approve Food Fish Plan
July	<ul style="list-style-type: none">▪ All WWKFN Dev. Corp. Financial Report to Council
August	<ul style="list-style-type: none">▪ Quarterly Report
September	<ul style="list-style-type: none">▪ Emergency Preparedness Planning
October	<ul style="list-style-type: none">▪ All WWKFN Dev. Corp. Financial Report to Council
November	<ul style="list-style-type: none">▪ Annual General Meeting & Report Including Audit Summary▪ Launch Review Comprehensive Community Plan (CCP)/Annual Update
December	<ul style="list-style-type: none">▪ First Budget Call▪ Community Christmas Dinner
January	<ul style="list-style-type: none">▪ Comprehensive Community Plan (CCP)/Annual Update▪ Second Budget Call▪ Selection of Auditor▪ Canoe Journey Planning▪ All WWKFN Dev. Corp. Financial Report to Council
February	<ul style="list-style-type: none">▪ Third Budget Call▪ Quarterly Report
March	<ul style="list-style-type: none">▪ Council Approval of Plan and Budget

Biennial election planning will be undertaken in accordance with the Election Code.



Leadership Capacity Development Policy

Since poor governance costs more than learning to govern well, the Wei Wai Kum Council will invest in its governance capacity.

1. Council will ensure their knowledge and skills, individually and collectively, are sufficient to ensure good governance. To achieve this:
 - a. All new Council members will receive an orientation from the Chief that includes, but is not limited to a:
 - i. Review of all Governance Policies;
 - ii. Review of the most recent Governance Year End Report;
 - iii. Review of the current Strategic Plan, and progress to date;
 - iv. Review of all activities and reporting on outcomes from the Strategic Plan to date; and
 - b. Council will arrange for an evaluation (internal and/or external) of Council knowledge and skills compared to the competencies required to lead each annual upcoming Strategic Plan.
 - c. Council will identify annual training priorities, individually and collectively, to prepare Council members for their roles and responsibilities, and to increase their understanding of relevant issues. Based upon these priorities, Council will collectively, or individually, develop a training plan including planned activities, intended outcomes, and estimated costs.
 - d. Council will allocate funds for individual Council member training or for Council collectively only when finances permit. Training plans will include a description of the training, how it aligns with Council's work, intended outcomes and estimated costs.
 - e. Individual Council members who are approved and funded will prepare a report for Council that identifies how the training aligns with Council's work, actual activities training outcomes, and actual costs.



Portfolios and Committees of Council Policy

Portfolio Policy

Wei Wai Kum First Nation utilizes a portfolio system under which Councillors are assigned to two or more areas of responsibility where they have a particular interest, knowledge and/or past experience.

1. Portfolios will be established at the beginning of each Council term but may be added to or changed during the term if required.
2. Portfolio areas are reviewed and assigned to individual Councillors by the Wei Wai Kum Council as a whole at the beginning of each elected term.
3. The approval of each portfolio holder is approved by motion in a duly convened Council meeting.
4. Portfolio holders act as advisors to Council of their portfolio area and will be considered the experts for Council in their given portfolio subject area.
5. Portfolio holders will develop and provide Council an annual written plan that includes intended outcomes for the year, and an annual meeting schedule that advances progress on the strategic plan and realization of the vision, for approval by Council.
6. Portfolio holders will provide monthly written reporting to Council consistent with their respective approved intended outcomes, and advice on issues requested by Council.
7. The Chief will monitor Portfolio Holder adherence to this policy, specifically ensuring reporting to Council and realizing progress on the overall strategy and achievement of the vision.

8. Portfolios areas include:

Education

- Early childcare / pre-school/Daycare
- School district
- Post-secondary
- Professional development
- Capacity building

Language and Culture

- Language Revitalization
- Big House
- Community events and celebrations
- TRC Recommendations

Health



- Child and Family services
- Drugs and alcohol addictions
- Health care
- Medical transportation

Governance

- By-laws and Policy development
- Budget development and management
- External interactions
- Title and Rights
- CCP and Strategic Planning

Social and Recreation

- Community events/celebrations b. Youth programs
- Thunderbird Hall
- Spit Field
- Funerals

Land Code and Management

- Lands and trusts
- Zoning and bylaws
- Land code compliance
- Land use planning

Forestry

Housing

- CPs
- Renovations
- New building
- Rentals

Fisheries

- Attend Fisheries meetings
- Food fish

- Member of Atlegay Board of Directors
- Natural Resources

Treaty

- Attend Treaty community meetings
- Aboriginal Rights and Title
- Attend Main Table and Tripartite meetings

Capital Projects

- Operations and maintenance of infrastructure
- Public works
- Buildings
- Roads
- Capital planning

Public Security

- Emergency Preparedness
- Liaison with police and fire

Food Gathering and Distribution

- Hunting and gathering food
- Elk draw
- Distribution of food types
- Natural resources

Finance

- Financial planning
- Budget review
- Taxation

Community Services

- Child Welfare
- Social Assistance
- Work Readiness

Elders



- Programs and Services

Economic Development

- Thunderbird Campsite
- House of Treasures

- Liaison Wei Wai Kum General Partner
- BoD
- Wei Wai Kum Net Loft
- Forest Tenures and Licenses

Committees of Council Policy

1. Council as a whole may create committees for the purpose of:
 - a. Strengthening Wei Wai Kum internal organizational development (through supporting the development or amendment of required by-laws, policies, and procedures, for review/approval by Council); and
 - b. Aligning Wei Wai Kum operations with Council's annual Strategic Plan.
2. Committees are advisory in nature only, unless the authority to make decisions has been granted by Council as a whole.
3. Committees may be:
 - a. Standing (on-going activities); or
 - b. Ad-hoc (short-term or one-time activities that do not fall under the assigned function of a standing committee).
4. Within two (2) months of the start of each term Council will review and appoint Portfolio holders for each committee, including identifying Committee Chairs, for all Committees.

Limitations of Committees

1. Council as a whole is ultimately responsible, and potentially liable, for all actions of committees that it creates, therefore:
 - a. Council cannot delegate away its trustee role, or allow a committee to take it over;
 - b. Committee members will not make decisions that bind Council as a whole, and will only make recommendations to Council who, as a whole, are responsible for governing level decisions;
 - c. Each committee will act within a Terms of Reference that has been approved by Council that includes:
 - i. Committee purpose;



- ii. Specific outcomes that the committee should achieve, and report on;
 - iii. Representation (listing of Portfolio Holders for each Committee);
 - iv. The length of term for committee members;
 - v. What resources the Committee has access, and the authority, to use;
 - vi. Committee Chair;
 - vii. Committee Chair and Members roles and responsibilities;
 - viii. Recording and reporting requirements;
 - ix. Meeting schedule and quorum for committees; and
 - x. Rules of order.
- d. Committees are solely and directly accountable to Council as a whole;
 - e. Committees will not instruct, advise, help in or share in any responsibility delegated to the Band Office Manager, or other Wei Wai Kum Department Managers, or staff members;
 - f. Committees may not use Council or Wei Wai Kum Administration resources (human and financial) for their work, unless Council as a whole approves such resources;
 - g. Council will review and approve each Committee's annual work plan and ensure all required resources (human and financial) are available within from Council and/or Administration within available resources, (human and financial) as a part of Council's approval process;
 - h. Committees requesting resource (human and financial) support from Administration must receive prior approval from the Band Office Manager; and
 - i. Council will ensure that it reviews the overall effectiveness and necessity of all committees at least once per year, as part of the annual strategic planning process.

Roles and Responsibilities of Committee Chairs

1. The Chairs of Committees of Council, nominated by Council, are responsible for:
 - a. Calling and coordinating all meetings of their Committee;
 - b. Effectively Chairing the meeting according to Council's Rules of Order;
 - c. Ensuring meeting minutes, consistent with Council meeting minute



requirements, are developed and distributed to Committee members for each meeting;

- d. Providing all committee reporting and progress on strategic plan goals, objectives, outcomes, and financial reporting; and
- e. Performing those functions delegated to him/her by Council.

Council is responsible for monitoring the conduct the Committee Chairs, and if a Chair does not fulfill his/her responsibilities it is the responsibility of the remainder of Council to immediately draw attention to this. Breaches of appropriate conduct may be subject to discipline by the remainder of Council. See *Breaches Policy*.

Committee Member Responsibilities

1. Each Committee, as a whole, will prepare an annual Terms of Reference to be approved by Council within two months of the new fiscal year.
2. Each Committee, as a whole, will also prepare an annual work plan to be approved by Council within two months of the new fiscal year. See 'Appendix A' to this policy for Work Plan/Reporting Form Template.
3. Committee members will be guided by Council's Policies for meetings (including specifically code of conduct) while participating in Committee meetings.
4. Committee members will actively undertake the work of the Committee through strategic efforts (e.g. policy and strategic plan focused, and advocacy).
5. The Committee, as a whole, will prepare and submit written reporting as part of each regular meeting of Council, and provide if needed, copies of meeting minutes.
6. During Council meetings the Committee Chair will provide all reporting and receive all inquiries from the remainder of Council.
7. Committee members will also perform those functions delegated to him/her by Council and/or the Chair.

Council is responsible for monitoring the conduct the Committee members, and if a member does not fulfill his/her responsibilities it is the responsibility of the



remainder of Council to immediately draw attention to this. Breaches of appropriate conduct may be subject to discipline by the remainder of Council. See *Breaches Policy*.



Standing Committee Structure

Committee	<i>Admin & Finance Committee</i>	<i>Intergovernmental Affairs, Land Code, Natural Resources & Treaty Committee</i>	<i>Economic Development Committee</i>
Purpose	By-laws, policies, procedures, community services and safety	Strategic relations, sustainable resource management, & assertion of rights	Strengthen the relationships, and reporting with Nation economic interests.
Portfolios	Relevant Portfolio Holders, appointed by Council, as a whole, to each committee annually.		



Monitoring Council Performance Policy

Council has a responsibility to hold themselves accountable for the overall performance of their responsibilities and to evaluate their effectiveness.

1. Council will review their performance, in writing, by monitoring whether they have:
 - a. Adhered to Council Governance policies;
 - b. Reviewed and amended policies, as needed, to ensure their effectiveness;
 - c. Established, at a minimum, Wei Wai Kum strategic goals, objectives, and budget as part of an annual Strategic Plan; and
 - d. Monitored the Band Office Manager; Council as a whole; the Chair, and Council Committees to ensure adherence to all by-laws, policies and procedures, funding and service agreements, and achievement of strategic plan outcomes.
2. The only criteria to be used in monitoring these areas are Wei Wai Kum's by-laws, policies and procedures.
3. The only data to be used for monitoring will be data that shows whether or not Council policies are being met, and Strategic Plan measures of success demonstrate progress.
4. Monitoring data can come from three sources:
 - a. *Internal*: Band Office Manager report on Council compliance with approved Council policies;
 - b. *External*: Neutral third parties who assess compliance (e.g. accountant); and
 - c. *Direct*: Council, as a whole, may assess its compliance based on policy criteria, and completion of Strategic Plan measures of success. Council members may also assess their own compliance and contributions as a Council member.
5. The standard for compliance is “any reasonable interpretation” of the Wei Wai Kum policy, within the limitations set in the policy.

Council members are responsible for immediately informing, in writing, the remainder of Council when there has been a contravention to policy, or a risk is identified.



Council Remuneration Policy

Chief and Council are remunerated for their work in accordance with the Council Remuneration Policy and will develop an annual budget for the Chiefs salary, Council honorariums, and Council related expenses (e.g. travel), which will form part of the regular reporting to citizens.



Policy Approval and Amendment Policy

Policy:

The development of new policy, policy reviews, and revisions, are expected to occur on a regular basis as the Wei Wai Kum organizational capacity grows and the internal and external environment changes.

Council is responsible for approving all governance and/or operations policy and procedure development and revisions, and will ensure that:

1. All new policy and policy revisions must adhere to current applicable legislation;
2. All Wei Wai Kum Council members, the Band Office Manager, employees, and citizens may propose a policy change (utilizing the appropriate form, see Appendix A) for consideration by Council as a whole;
3. To improve the effectiveness and mitigate risk for all new policies and policy revisions;
 - a. Council as a whole will seek input from the appropriate parties that may be affected (e.g. issues affecting staff, issues affecting citizens) in the policy drafting and revision(s); and
 - b. Council will ensure that additional support is engaged as needed (e.g. legal counsel, auditor).
4. Policy or procedures requiring minor revision (text or procedure edits) will be approved as a procedural matter at a regular Council meeting through a written motion;
5. Policy or procedures requiring substantive revision (affecting the spirit or intent of the policy) will be approved by Council through a Special Community Meeting;
6. Once approved Council will ensure that all Councillors and affected parties (e.g. the Band Office Manager, all staff, citizens) are oriented and provided a copy of approved new and revised policy to ensure compliance; and
7. All approved policy revisions and new policies are included in the regular review of policies undertaken by Council to ensure their effectiveness.

Procedures:



1. Council will deliberate and decide whether to accept recommended amendments through a motion approved by quorum.
2. If accepted, the Band Office Manager will make the amendments to the policy and procedures manual. The Band Office Manager will then ensure all Council and staff receive the amended policies and acknowledge receipt and understanding by signing Oath of Office Form.
3. The Band Office Manager will update the Policy with the amendment approval date.



Breaches Policy

Council has the authority and responsibility to make, amend, and enforce by-laws, policies and procedures for Council. All Council members will immediately self-disclose any known breach, or witnessed breach by another Councillor who contravenes Wei Wai Kum or other applicable laws, policies, or procedures in writing to the remainder of Council.

Council members who are found negligent in adhering to Wei Wai Kum laws, Council policies and procedures (including Code of Conduct), other Wei Wai Kum policies and procedures, or other applicable legislation will be disciplined by the remainder of Council. Where agreement cannot be reached Council will solicit a third party to mediate. Just cause for discipline includes, but is not limited to the following:

- a. Failure to attend meetings, or unbecoming participation at meetings;
- b. Dishonesty (e.g. theft, intentionally providing misinformation);
- c. Failure to disclose a known conflict of interest;
- d. Insubordination (refusal to follow the direction of Council);
- e. Personal or sexual harassment of employees, community citizens or any other persons;
- f. Disclosure of confidential information; or
- g. Conviction of an indictable offense.

Procedure

Council members have agreed to formally commit to upholding the policies it sets (e.g. signing of Council Oath of Office and Council approval of this *Governance Policy Manual*). As such, Council members will:

- a. Report any contraventions of policies and laws to Council;
- b. Support Council members to voluntarily remedy the relevant situation and affected parties;
- c. Enforce the policies when violated by a Council member; and
- d. Support those enforcing the policies if a Council member is disciplined.

Discipline will be administered using a progressive discipline approach in a fair and reasonable manner, and as determined by a majority of the remaining Council members. Discipline may include a verbal warning, letter of reprimand, removal from Committees,



suspension with or without remuneration, or removal from Council in accordance with the Wei Wai Kum First Nations Election Code.

Any disciplinary measure of a Council member will be recorded as needed and as determined by Council (e.g. recording required for legal issues).

Consistent with traditional practice once a disciplinary issue is resolved in accordance with the Nations policies, or applicable legislation to the satisfaction of Council, and/or affected parties the issue will be considered closed by Council.



Issue Resolution Policy

Purpose:

The purpose of this policy is to outline a culturally relevant process to manage concerns, issues, and conflicts, with the goal of achieving satisfactory resolution for all parties, a healthy work environment, transparent, accountable government, and maintain healthy relations.

Policy:

1. Council will make an interest-based resolution process available to administrative staff, Council members, and citizens of the Wei Wai Kum community who feel that:
 - a. A policy has been incorrectly/inconsistently applied;
 - b. A real or perceived impropriety regarding financial or operational matters have been witnessed (also known as a whistle blower incident), which may be reported directly to any Councillor;
 - c. Full and known information was not adequately considered during a decision; and/or
 - d. They have been unfairly or unjustly treated.

Council will manage all issues involving the Band Office Manager, while the Band Office Manager will manage all operational issues.

2. All issues communicated to Council will be treated with confidentiality, due care for the safety of all parties involved, and documented to ensure fair treatment and accountability. All person(s)/group(s) submitting an issue can do so without fear of retribution.
3. The availability of the interest-based resolution process no longer applies if:
 - a. The appellant to the dispute fails to follow the steps of the process (e.g. bypasses a step);
 - b. Either party retains legal counsel to resolve an issue; or



- c. Either party refers the matter in dispute to a court or other competent jurisdiction.

Persons respectfully bringing forward valid concerns will be treated with respect, due care and assured of confidentiality. Intentionally submitted false claims that undermine this policy will not be tolerated and may result in disciplinary action, or possible legal action.

Procedure:

1. For any issue or concern, appellants are encouraged to raise the matter in a timely manner directly with the person involved, unless there is a legitimate reason to not do so (e.g. fear of reprisal or harassment), in which case the appellant is encouraged to submit their concern to a trusted Councillor/Council).
2. Appellant may request support from the Band Office Manager or a Councillor to complete a letter detailing the issue however, the concern must be made directly from the individual not a third party. The written communication must include:
 - a. The nature of the concern,
 - b. The parties involved,
 - c. When the issue occurred,
 - d. Any actions taken to date to attempt to resolve the issue,
 - e. Any supporting information regarding the concern,
 - f. Their contact information,
 - g. How and when they wish to be contacted, and
 - h. If/why they feel the appellant is in an emergency situation.
3. The recipient is then responsible for immediately reporting the issue to Council who are responsible for identifying and directing an unbiased individual to initiate the issue investigation. Council may retain an independent third party (e.g. mediator, arbitrator), depending upon the severity and nature of the issue.
4. Council will respond in writing within 2 (two) business days to the appellant to acknowledge receipt of the appellant's letter, identifying the approved investigator and his/her contact information, and seek the appellant's written



- approval of the investigator within 2 (two) business days, and summarize procedures outlined in this policy.
5. If the appellant does not approve the investigator appointed, Council will determine and appoint an unbiased Council member to engage the applicant and identify a mutually approved investigator within three (3) business days. At the same time Council will establish a budget for the investigator (e.g. Council member additional meeting costs), which will be reviewed and set once the approved investigator is identified.
 6. The approved investigator is responsible for immediately researching all documentation regarding the issue (policies, prior decisions, and applicable legislation), interview witnesses, and preparing a report for Council that includes unbiased recommendations to resolve the concern and any recommended policy changes that mitigate future risk within 5 (five) business days. The investigator will ensure that the summary of what is written to describe the applicants' issue is reviewed and approved by the applicant, while keeping all other investigation notes and sensitive information confidential.
 7. If the nature and severity of the issue warrants additional time to complete the investigation the investigator will seek approval from Council for additional time of no more than 5 (five) business days, and advise the applicant in writing of the approved extension and rationale for doing so.
 8. Council is responsible for thoroughly reviewing the report and providing a decision that is consistent with existing policy and prior decisions of Council for the benefit of all citizens within 5 (five) business days to the investigator.
 9. The investigator is responsible for communicating the decision of Council to the appellant and all relevant parties in writing within 2 (two) business days.

Follow Up

10. The investigator is responsible for following up with the appellant in writing within 10 (ten) business days to ensure that the decision was implemented effectively, all resolution efforts have been realized, and that relationships have been maintained.



11. The outcomes of this follow up must be reported to Council within three (3) days before the issue is considered closed.

Appeal:

1. If the appellant is still not satisfied with the decision he/she may submit a letter appealing the decision with Council.
2. The appeal must be done in writing and contain information regarding the initial application, areas of remaining dissatisfaction, and any supporting information.
3. Council will follow the same procedures to initiate the second investigation, as outlined in the initial application.
4. The decision of Council for all appeals is final.

The Wei Wai Kum respects the right of all appellants to pursue action through legal counsel, or a competent jurisdiction at any time. This policy no longer applies should Council or an appellant pursue legal action. This issue resolution process is intended to also assist an appellant to ensure effective resolution regardless of their chosen avenue of resolution.



Council CONFIDENTIAL Issue Management Form

The purpose of this form is to provide leadership with a form to investigate, manage, and document issues as they arise so policy is adhered to and risk is mitigated.

Name of Appellant:		Date:	
Name of Advocate: <i>(if requested – not in conflict of interest)</i>		Appellant approval of Investigator:	
Date of Issue: <i>(recommended to be reported a.s.a.p.)</i>		Council Member receiving issue:	
Has the applicant been made aware of the Issue Resolution Policy/Process?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Does this issue specifically involve the Band Office Manager or Council? If no, please refer issue to the Band Office Manager.	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Will the applicant follow the Issue Resolution Policy?	<input type="checkbox"/> Yes	<input type="checkbox"/> No. If no, this process no longer applies.	
Has the appellant documented their Direct Discussion(s) including: <ul style="list-style-type: none"> a. Concern b. Persons involved (Levels: i. direct, ii. SFN Band Office Manager, iii. Council) c. Date of issue d. Contact information? <i>(Please request copy of letter for issue investigation).</i>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Description of Appellant’s Direct Discussion Actions/Concerns (attach appellant letter/appeal), to be reviewed and approved by the appellant.			
Description of appellant’s interests in resolving the issue ⁹), to be reviewed and approved by the appellant.			

⁹ The intent of identifying the parties’ interests, which results in improved resolution outcomes, satisfaction, relationships, and reduce costs versus a rights-based approach that is prone to becoming adversarial.



Recommended Applicable Policy(ies)	
Recommendations (include issue resolution, risk mitigation, and policy needs/gaps, if needed):	
Recommendations:	
Actions Approved (by Council):	Date:

Issue Management Form, continued (page 2 of 2)



Monitoring:			
1. Written Response <i>(declaring receipt of issue/appeal)</i> . Please attach application/appeal.		Band Office Manager/ Council:	(Name and Signature of Recipient/Investigator)
2. Review of issue and written response <i>(response within ten days following receipt of application, or appeal within fifteen days)</i> . Please attach documentation.		Band Office Manager/ Council:	(Name and Signature of Investigator)
2. Follow Up (within twenty days). Please attach documentation.		Band Office Manager/ Council:	(Name and Signature of Investigator)
Notes:			



Council Relationship to the Band Office Manager Policy

The Band Office Manager is the only link between Council and all administrative staff's conduct and achievement. Therefore, these policies have been developed by Council to ensure the effective management of the Band Office Manager and all staff he/she is responsible for.

Limits of Council Authority

1. Only decisions made by Council as a whole are binding on the Band Office Manager.
Therefore:
 - a. Instructions of individual Council members or Committees are not binding on the Band Office Manager except in rare situations when Council has specifically authorized in writing the exercise of such authority.
 - b. If individual Council members or Committees request information or assistance from the Band Office Manager without Council authorization, the Band Office Manager may refuse those requests that require (in the opinion of the Band Office Manager) a material degree of staff time or funds, or are disruptive.
2. Council will never give instructions to persons who report directly or indirectly to the Band Office Manager.
3. Council will refrain from evaluating, either formally or informally, any staff other than the Band Office Manager.

Direction & Delegation to the Band Office Manager

1. Council tasks the Band Office Manager to implement the annual Wei Wai Kum Strategic Plan, within the approved budget, and within other limits defined by Council.
2. Direction to the Band Office Manager will be undertaken by the Chair on a day to day basis, consistent with the direction of Council as a whole.
3. Direction to the Band Office Manager will be undertaken in the form of a motion or 'action items', approved by Council as a whole. Motions will be made in accordance with the *Decision-Making Policy (Meeting and Agenda Setting Policy)*,



while Action Items will include: Responsibility Centre, Deadline, Budget (if any), and Reporting Requirements.

4. The Band Office Manager is authorized to decide, take all actions and develop all activities that are consistent with, and support the realization of, the annual Strategic Plan and adhere to Wei Wai Kum policies.
5. Council will respect the Band Office Managers choices and decisions on an issue if Council has not written a limit for that issue. Council may rescind areas of the Band Office Managers authority through regular policy review processes that are based upon research, and/or substantive variances of Strategic Plan outcomes.

Limits of the Band Office Manager

The Band Office Manager is responsible for ensuring the effective development, and functioning of all administrative systems and operations, and for achieving the annual goals and objectives set by Council. These policy limits are intended to minimize micro-management, risk, and improve the effectiveness of Council and the Band Office Manager in fulfilling each of their respective roles and responsibilities. In performing her/his duties, the Band Office Manager will adhere to the following limitations:

1. Administration:

The Band Office Manager will not fail to:

- a. Develop and regularly update administrative policies and procedures that are consistent with Council governance policies and ensure operational and administrative efficiency and effectiveness;
- b. Ensure timely monthly Administrative reporting that includes updates for all departments and consolidated financial reporting (budget, YTD, and variance) with the Band Office Manager's analysis and recommendations; and
- c. Ensure that Band Office Manager pay, expense reimbursement, and time off is approved by the Finance Committee Chair.

2. Treatment of Staff:

The Band Office Manager will not operate without Council approved written operations policies and procedures that:



- a. Clarify Human Resource, Safety, Finance, Departmental Operating, and other Wei Wai Kum rules for all staff.
- b. Clarify budgets, responsibilities, and lines of accountability.
- c. Clarify monthly written reporting requirements to Council, and quarterly reporting requirements to Council for community including financial reporting that ensures a balanced budget and realization of the Strategic Plan; and
- d. Clarify the timely monthly written and financial reporting requirements that support the realization of the Strategic Plan.

Also, the Band Office Manager will not fail to:

- a. Coach and provide progressive discipline to staff, as needed, to ensure effective operations;
- b. Provide for the effective handling of disputes; and
- c. Protect a staff member for expressing an ethical dissent without penalty.

3. Treatment of Contract Workers and Consultants

The Band Office Manager will not:

- a. Promise or imply permanent or guaranteed contracting, outside of the Wei Wai Kum contracting process;
- b. Fail to establish a clear written contract that outlines expectations, costs, and deadline dates; or
- c. Fail to ensure that all Wei Wai Kum intellectual property is protected.

4. Fiscal Planning:

The Band Office Manager will not depart significantly from the Council approved Strategic Plan or jeopardize the fiscal standards of Council. Therefore, the Band Office Manager will not:

- a. Permit accounting and reporting systems to operate outside of *Canadian Public Sector Accounting Standards*, and funding partner requirements.
- b. Run a deficit budget; that is, will not plan or expend more operating funds than are conservatively projected to be received in any given fiscal year.



- c. Produce an annual budget and monthly financial reporting that contains too little information to allow for:
 - i. A relatively accurate projection of revenues and expenses.
 - ii. A reliable cash flow projection, and
 - iii. Subsequent audit trails.
- d. Reduce current liquid assets below a level that can meet Wei Wai Kum current liabilities.

5. Financial Conditions and Activities:

The Band Office Manager will ensure the Wei Wai Kum is financially sound, and will not allow financial risk to develop, nor jeopardize his/her ability to allocate funds with integrity. Therefore, the Band Office Manager will not:

- a. Fail to immediately report to Council, and provide recommendations to mitigate risk, when an individual Council member(s), or Council as a whole, is presented with a potential liability or risk. The Band Office Manager may only contract legal counsel to support resolve operational issues (e.g. Human Resource Management), while retaining legal counsel for all other matters must be approved in writing by Council.
- b. Neither commit nor expend more funds than have been provided for in the annually approved budget, without Council's approval.
- c. Indebt the Wei Wai Kum beyond any levels provided for in the annually approved budget.
- d. Use any long-term reserves without written authorization from Council.
- e. Conduct inter-fund transfers between departments or Wei Wai Kum organizations without the approval of Council.
- f. Fail to settle payrolls and debts quickly and according to supplier terms.
- g. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- h. Make a single purchase or financial commitment of greater than \$5,000 beyond the annual Council approved budget and/or Council, without Council's approval.



- i. Acquire, encumber, or dispose of real property, without the Council's approval.
- j. Fail to aggressively pursue receivables after a reasonable grace period.

6. Asset Protection:

The Wei Wai Kum's assets must be properly cared for, including property, equipment, member lists, and computerized data. The Band Office Manager will not allow Wei Wai Kum's assets to be unprotected, inadequately maintained, or unnecessarily risked.

Therefore, the Band Office Manager will not:

- a. Fail to insure against theft and casualty losses to at least 80% of replacement value.
- b. Fail to insure against liability losses to Council members, staff, and Wei Wai Kum in no greater amount than the average for comparable operations.
- c. Fail to ensure the secure management of all electronic information, including multiple redundancies and backups.
- d. Allow the licensing of computerized equipment, software, or data or other intellectual property, utilized by the Wei Wai Kum to be held or owned outside of Wei Wai Kum, unless there is expressed written permission by Council.
- e. Allow non-bonded personnel to access material amounts of funds.
- f. Subject infrastructure and equipment to inadequate maintenance and improper wear and tear.
- g. Unnecessarily expose the Wei Wai Kum, Council, or staff to claims of liability.
- h. Make any purchase:
 - i. Where normally careful protection has not been given against conflict of interest.
 - ii. For contracted services or for purchases of more than \$5,000, without having attempted requests for three or more comparative prices and quality. Obtaining quotes should be undertaken as part of a purchasing process regularly (monthly or quarterly).



- i. Receive, process or spend funds under controls that are insufficient to meet Councils' auditor standards.
- j. Invest or hold operating capital in insecure instruments, including:
 - i. Uninsured chequing accounts and bonds of less than AA rating.
 - ii. Non-interest-bearing accounts.
- k. Endanger the Wei Wai Kum' public image or credibility, particularly in ways that would hinder accomplishment of its strategic goals.

7. Compensation and Benefits:

With respect to employment, compensation, and benefits for employees, consultants, contract workers and volunteers, the Band Office Manager will not:

- a. Change his/her own compensation and benefits.
- b. Promise or imply permanent or guaranteed employment, outside of Wei Wai Kum employment processes.
- c. Establish compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- d. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
 - i. Incur unfunded liabilities;
 - ii. Provide less than some basic level of benefits to all full-time employees; or
 - iii. Allow any employee to lose benefits already accrued from any foregoing plan.

8. Communication and Support to Council:

The Band Office Manager will inform and support Council in its work. Therefore, he/she will not:

- a. Neglect to submit written monthly, quarterly, and annual Band Office Manager reports (including monthly administrative, monthly financial reporting, quarterly, and annual community reporting summaries in the form determined by Council) in a timely, accurate, and understandable fashion.



- b. Fail to advise Council of relevant trends, anticipated adverse media coverage, risks, significant external and internal changes (transfers, acquisitions, etc.), particularly changes in the assumptions upon which any Council and/or Wei Wai Kum policy or decision has previously been established.
- c. Present information in unnecessarily complex or in a form that fails to differentiate between monitoring information and decision preparation (e.g. prepared briefings and recommended motions).
- d. Fail to collect information, analyze, and include in briefings an unbiased summary from as many staff, citizens, and external points of view, issues, and options as needed to support Council informed decision-making and effective operations.
- e. Fail to advise Council if, in the Band Office Managers' opinion, Council is not in compliance with its own policies, particularly in the case of Council behaviour that is detrimental to the working relationship between Council and the Band Office Manager.
- f. Fail to deal with Council as a whole except when fulfilling individual requests for information that have been authorized in writing by Council as a whole.
- g. Fail to report in a timely manner his/her non-conformance with any Council and/or Wei Wai Kum policy.
- h. Fail to report all information delegated to the Band Office Manager yet required by law or contract to be approved by Council, along with the monitoring assurance required for the issue.

Monitoring Band Office Manager Performance

1. Council will utilize the Wei Wai Kum Human Resource, Finance, and Operations policies, and applicable legislation to manage the Band Office Manager.
2. Council will utilize the Wei Wai Kum Performance Evaluation and Professional Development Form (see appendices) to document the Band Office Manager' Annual Review. Council will only assess the Band Office Manager' performance by monitoring whether the Band Office Manager has:
 - a. Adhered to the limits imposed by Council, his/her Job Description, and Wei Wai Kum policies; and



- b. Achieved reasonable progress on the annual Strategic Plan.
3. The only criteria to be used in monitoring these areas are, respectively:
 - a. The Limitations of the Band Office Manager and all Wei Wai Kum policies;
 - b. The Band Office Manager' Job Description; and
 - c. Annual Strategic Plan outcomes, as outlined in written monthly, quarterly, and annual reporting submitted to Council by the Band Office Manager.
4. The only measure to be used for monitoring will be data that reflects whether or not the criteria listed above are 'reasonably' being met or adhered to.
5. The Band Office Manager will inform Council in writing immediately when he/she has contravened a Wei Wai Kum policy or contravened a limitation set by Council.



Council Relationship to Citizens Policy

Council has a direct reporting relationship and accountability to Wei Wai Kum citizens. Council believes that decisions are improved when leadership effectively engages and collaboratively plans with citizens, and that citizens have a right to be involved in frequent, and meaningful dialogue, and participate in forming the decisions that affect the Wei Wai Kum.

The primary engagement mechanisms are:

- a. Quarterly Community Meetings with Wei Wai Kum citizens;
- b. Annual General Meetings with Wei Wai Kum citizens; and
- c. Special meetings, as needed.

Councillors are also encouraged to participate in community functions with the intent of encouraging citizen participation and cooperation.

Quarterly Meetings

A minimum of three (3) Community Meetings will be held in each calendar year. The purposes of Quarterly Community Meetings are to:

- a. Report on Council and Wei Wai Kum activities, budget, and progress on achievement of the annual Strategic Plan, based upon summarized reporting from the Band Office Manager;
- b. Share information on opportunities and collect feedback (e.g. opportunities, decisions, and progress reports). This feedback will be documented, analyzed and used to inform the remainder of the years plan and subsequent years plan;
- c. Provide copies of all approved Wei Wai Kum policies and approved meeting minutes for citizen review and reference; and
- d. Allow for citizens to ask questions, enquire and/or voice concerns related to decisions or planning through a respectful and safe dialogue.

Annual General Meeting



A minimum of one Annual General Meeting will be held in each calendar year. The purposes of Annual General Meetings are to:

- a. Report on Council and Wei Wai Kum activities, budget, and progress on achievement of the annual Strategic Plan, based upon summarized reporting from the Band Office Manager;
- b. Share the findings of the annual audit;
- c. Share information on opportunities and collect in person and/or secure on-line live broadcast any feedback (e.g. opportunities, decisions, and progress reports). This feedback will be documented, analyzed and used to inform the remainder of the years plan and subsequent years plan;
- d. Provide copies of all approved Wei Wai Kum policies and approved meeting minutes for citizens review and reference; and
- e. Allow for citizens to ask questions, enquire and/or voice concerns related to decisions or planning through a respectful and safe dialogue.



Special Meetings

The purposes of Special Meetings are to (in extenuating circumstances):

- a. Provide reporting on urgent/emergency issues that cannot be accommodated through the monthly meeting agenda; and/or
- b. Gather the immediate feedback of citizens for substantive decisions.

Community Meeting Notice

Citizen will be notified about Quarterly and the Annual General Meeting:

- a. With no less than thirty (30) days' notice;
- b. With weekly meeting reminders;
- c. With an agenda and relevant materials that fully disclose in an unbiased and easy to understand fashion all information needed to support understanding of agenda items, and informed, effective feedback;
- d. Using communication methods preferred by citizens, based upon annual/biennial (2 years) communication preferences research findings that include but are not limited to: the community newsletter, written notices delivered to citizens homes, social media, Wei Wai Kum website, and on community bulletin boards; and
- e. Council makes the necessary steps to ensure that all citizens may participate, including ensuring that citizens who live outside of the Campbell River area have access to meetings through secure live streaming which includes posting meeting packages on the Wei Wai Kum First Nation website.

Citizens will be notified about Special Meetings:

- a. As soon as humanly possible using (either citizens preferred communication methods or unique methods intended to support immediate awareness of urgent issues); and
- f. With an agenda and relevant materials that fully disclose in an unbiased and easy to understand fashion all information needed to support understanding of meeting issues, and informed, effective feedback.

Agenda Development



- a. Council is responsible for setting the agendas for Quarterly Community Meetings, and Special Meetings, with the support of the Band Office Manager.
- b. Citizens wishing to propose a meeting agenda item for standing Quarterly Community Meetings may do so directly in writing to Council and/or Band Office Manager. Submissions must be received no less than ten (10) business days prior to the meeting date.
- c. If Council determines that additional time is required to undertake due diligence/research on any item requested to be on the agenda (for Quarterly Community Meetings) additional time that requires more than five business days the item may be scheduled/rescheduled for the next meeting, and the applicant will be notified in writing no less than five (5) business days following submission of the agenda item along with an explanation of the rationale for the extension.

Meeting Conduct

- a. A meeting end time will be established, which will not be exceeded unless there are just reasons for doing so and those present generally agree.
- b. The first spaces on the agenda will be allotted to any “visitors” so that they can be excused from the rest of the meeting after their agenda item is completed. Alternately, visitors will be scheduled and will attend only during their allotted time, unless invited by Council to stay for other portions of the meeting.
- c. Issues of higher importance will be addressed early in the agenda to ensure the issues are given adequate time.
- d. To ensure a safe space for all citizens, those who are under the influence and may represent a risk to others will not be permitted to enter the meeting.

Chairperson

- a. The Chief will normally take on the role of the chairperson.
- b. The Chief may delegate the role to another Council member, but still remains accountable for the role and conduct of the Chair.
- c. The Chair will ensure a minute taker is established to record discussion, action items and recommendations or motions.



- d. The job of the chairperson is to ensure the integrity of the meeting and how it is conducted. This means ensuring that all speakers follow and maintain the meeting agenda, rules of order, group agreement that are consistent with Wei Wai Kum values (e.g. respect the right of Elders to speak), and any policies relevant to Community Meetings.
- e. The Chair will ensure upon completion of the meeting that the minutes are circulated to Council as a whole, all staff, and made available to community citizens, in a timely manner.
- f. The Chair will ensure that all action items and feedback are documented and carried forward by the Band Office Manager to the appropriate parties, and that citizen feedback is analyzed, summarized and provided to inform Council decision-making and operations effectiveness and planning, on a regular basis.

Rules of Order

- a. The procedures used at Community and Special Meetings will be in accordance with Wei Wai Kum values and practices, approved Wei Wai Kum Community Meeting Guidelines for Conduct, and will promote the full, open, and orderly discussion of matters brought before the citizens for discussion and decision.
- b. To aid in fulfilling his/her responsibilities, the Chair has the authority and responsibility to:
 - i. Extend meeting times, with the approval of all present, to accommodate citizens who raise a valid issue;
 - ii. Rule when someone is out of order or out of turn;
 - iii. Apply a process that allots a time limit on how long people talk in order to allow more opportunities for others to speak;
 - iv. End the discussion in a respectful manner if tempers arise, repetition occurs, the agenda is strayed away from, or an individual continues on at too much length;
 - v. Ask an individual to be excused from the meeting if that person breaches Rules of Order or prevents the Chair from fulfilling their meeting responsibilities; and



- vi. Adjourn the meeting early in the interest of maintaining a safe and respectful environment that citizens will feel comfortable returning to, at a later date.

Community Meeting Decision Making Process

- a. Where a motion has been proposed, the following decision-making procedures will be followed:
 - i. At the meeting, Council will provide any necessary background information and the motion;
 - ii. The Chair will keep a list of persons wishing to speak on the motion and persons will speak in order;
 - iii. No motion may be substantially amended at the meeting. Any motion that has been proposed to be substantially amended, will be brought back for consideration at a subsequent meeting, to allow Council to undertake any required due diligence;
 - iv. Voting rights at special meetings will be limited to those citizens normally entitled to vote in community elections (see Elections Code); and
 - v. Voting on substantive decisions requires 51% support of no less than fifty-one percent (25%) of voting citizens (See levels of decision making, in the *Meeting and Agenda Setting Policy* for a definition of substantive decisions).

Additional Communications with the Community

Outside of the reporting requirements of Council, and in addition to information available at Community and Special Meetings with community citizens, Council will:

- Publish only non-confidential material; and
- Survey citizens biennially (once every two years) to identify/update citizens preferred methods of communication, which will inform the updating of the Wei Wai Kum Communication Strategy, which will also consider also efficiency, effectiveness and cost.

These methods will be used to supplement, but not replace regular reporting undertaken at Quarterly Community Meetings.



Council Standing Agenda for Quarterly & Annual General Meetings

Agenda Items (Topic, Presenter, and Reference Documents)	Purpose (Information, Discussion, Decision)	Time Allocated
Opening Comments/Prayer		
1.0 Opening Statement from the Chief		
2.0 Confirmation of Agenda a. Revisions as needed	Decision	
3.0 Visitors	Informational	
4.0 Reporting (based upon measures of success from the CCP, including financial reporting and audit for the AGM) a. Council Reporting b. Committees Chair Reporting c. Council and/or Band Office Manager Reporting for all Departments d. Citizens Questions and Answers	Informational	
5.0 Feedback	Discussion	
6.0 Next Steps (Action Items)		
Closing Comments/Prayer		

The Band Office Manager is responsible to provide copies of all approved Wei Wai Kum policies and approved meeting minutes for citizen review and reference at each Quarterly Meeting.



Citizen Rights & Responsibilities

Rights of Citizens

The rights of Wei Wai Kum Citizens includes, but is not limited to:

- a. Selecting and voting for Council;
- b. Being represented by good government;
- c. Participating in community meetings and special meetings;
- d. Following the appropriate procedures if they request a meeting with Council (apply to Band Office Manager utilizing appropriate forms);
- e. Sharing feedback, asking questions, and providing recommendations to Council on issues;
- f. Fair and equal treatment;
- g. Exercising their Aboriginal Rights;
- h. Having access to an issue resolution process; and
- i. Having reasonable access to Council approved meeting minutes, all Wei Wai Kum Policies, quarterly and annual financial reports.

Responsibilities of Citizen

In the process of citizens exercising the above rights, they have the responsibilities of:

- a. Factually knowing what their rights and responsibilities are;
- b. Attending community meetings, listening, participating respectfully, and adhering to Wei Wai Kum policies for any submissions of agenda items;
- c. Informing themselves of Council and Wei Wai Kum business;
- d. Treating Council, staff, advisors and each other courteously with dignity and respect;
- e. Ensuring that Council members have the necessary skills, experience and values to represent and lead their community effectively; and
- f. Monitoring Council and holding accountable those to whom they have delegated authority.



Tools Available to Citizens

To assist citizens in exercising and protecting their rights, and fulfill their responsibilities, the following tools are available to them:

- a. Council Governance Policies, Committees of Council Terms of Reference, Annual Strategic Plan, and Approved Minutes; and
- b. All Wei Wai Kum Administrative Policies, including an Issue Resolution Policy.



Council Strategic Planning and Reporting Policy

Strategic Planning Policy

Purpose

The purpose of this policy is to outline the principles, roles, responsibilities and processes that Council utilizes to initiate/update comprehensive community planning that improves leadership decision-making and opportunity identification to achieve the vision, while also building organizational capacity and efficiencies.

Principles

- The Strategic Plan (utilizing a comprehensive community plan¹⁰ approach) of the Wei Wai Kum is a rolling 3 to 5-year plan. This plan will be reviewed and renewed annually to achieve progress through the collaborative efforts of Council and the Band Office Manager, until such time as a comprehensive community plan is reinitiated, every 3 to 5 years;
- The planning process will be initiated by the Council, informed by the Band Office Manager and Department Managers, and completed and approved by the Council;
- Annual planning updates of the Strategic Plan includes renewing the: Wei Wai Kum values, vision and mission, and detailing how Wei Wai Kum will achieve its vision through updated annual goals and objectives, tasks, performance measures, and associated budget; and
- When the Strategic Plan is completed and approved it will be communicated to all community citizens, Wei Wai Kum staff, and other groups, as determined by the Council.

Policy

¹⁰ For more information on how to conduct a CCP see the INAC CCP Handbook (https://www.aadnc-aandc.gc.ca/DAM/DAM-INTER-BC/STAGING/texte-text/ccphb2013_1378922610124_eng.pdf), and/or NRT CCP Best Practices (<http://www.newrelationshiptrust.ca/wp-content/uploads/2017/04/comprehensive-community-planning-long-version.pdf>).



1. Council is responsible for ensuring that Strategic Plan is updated annually, before the end of the calendar year. The Band Office Manager is responsible for assisting with research and coordination Strategic Planning.
2. Council controls the planning process by setting the strategic direction, which includes:
 - a. Reviewing prior year outcomes from quarterly reporting;
 - b. Establishing/renewing the Wei Wai Kum values, vision, mission, goals, objectives and performance measures; and
 - c. Approving the final plan and associated budget.
3. The Band Office Manager participates in the development of goals and objectives by providing Council with operational information that enables them to undertake due diligence and make informed decisions. This work will be undertaken with Department Managers based upon quarterly reporting that includes:
 - a. Prior year plan progress on performance measures;
 - b. Current and prior Wei Wai Kum operational capacity, and identified areas of capacity development; and
 - c. A summary of feedback from community citizens and other relevant Wei Wai Kum internal and external environmental information.
4. The Band Office Manager is responsible for finalizing activities designed to meet Council identified goals and objectives, performance measures, responsibility centers, and draft budgets in a timely manner, for Council review/approval before April 1st.



Accountability & Reporting

Preamble:

Council members have a fiduciary responsibility to the Wei Wai Kum, and its citizens therefore regular organizational reporting that plays an essential role in the effective functioning of a community is a key responsibility of Council. Research has also demonstrated that the effectiveness of an organization's reporting as an indicator of how well the organization is managed¹¹.

To ensure effective reporting this policy outlines an integrated (strategic plan, evolving community needs and interests, and alignment with policy/legislation) systematic reporting format that the Wei Wai Kum will use, which supports the use of best practices, and creates a clear blueprint for the future using a reporting system that builds and aligns cultural integration/relevancy, structure of the organization and behavioral capacity critical to the effective long-term development for the Wei Wai Kum and its citizens.

Policy:

Council is directly accountable to all Wei Wai Kum citizens.

1. Council (not Wei Wai Kum staff) will report to the Wei Wai Kum community on a quarterly and annual basis.
2. Council is solely responsible for ensuring that the Band Office Manager provides all Council reporting in a timely manner, using clear and understandable language and formats.
3. Quarterly Reporting will include, but is not limited to:
 - a. Accountability Statement attesting to the quality and approval of the report, from the Chief (including an outline of the report format),
 - b. Council values and vision,
 - c. Wei Wai Kum vision, mission, strategic goals, objectives, and associated accomplishments to date,

¹¹ Source: Chartered Institute of Management Accountants (<http://www.cimaglobal.com/Thought-leadership/Research-topics/Financial-reporting/Corporate-reporting-is-no-longer-working/>).



- d. Quarterly financial statements by Department that identify:
 - i. Department Budgets;
 - ii. Year to Date; and
 - iii. Variance.

4. Annual Reporting will include, but is not limited to:
 - a. Accountability Statement attesting to the quality and approval of the report, from the Chief (including an outline of the report format),
 - b. Council values, vision, mission, strategic goals, objectives, and annual accomplishments to date,
 - c. Audited financial statements, and
 - d. Coming year priorities.

5. Council will ensure additional copies are made available for viewing at Wei Wai Kum Community Meetings, and at the entrance to the Administration Building. The Annual Report will also be posted on the Wei Wai Kum website.

6. As a part of overall reporting, Council will also ensure that the Band Office Manager provides a complete set of Council and Wei Wai Kum policies, approved Council meeting minutes, and most recent report (including financial statements) for viewing at all Wei Wai Kum Community Meetings.



Appendix A: Policy Proposal to Amend a Policy or Law

Name: _____

Position/Role: _____

Proposed Policy to be Amended (Policy Title): _____

1. Rationale for proposed changes:

2. Research supporting the proposed change(s):

3. Proposed Change: (Please Identify Intended Changes and Intended Outcomes).

Please include planning required to ensure enforcement measures and resourcing of enforcement is in place for any new or amended laws.

Band Office Manager Review Date (required for all proposed amendments, other than those proposed by Council as a whole): _____



Band Office Manager Approval to Present to Council (required for all proposed amendments, other than those proposed by Council as a whole):

(Signature)



Appendix B: Performance Evaluation

Preamble

The Wei Wai Kum First Nation Band Office Manager' annual performance review is only part of an on-going process to: build the Band Office Manager capacity and satisfaction; build organizational management capacity to monitor and support improved performance from the Band Office Manager; and improve performance outcomes to support the organization in achieving its annual goals and objectives.

A performance review should build the self-awareness and the responsibility of the Band Office Manager to do his/her best work, build the capacity of the Council to manage the Band Office Manager effectively, and build long-term organizational capacity and succession through good management and the achievement of organizational goals and objectives.

Policy

Council will ensure the Band Office Manager receives an annual employee performance review on the anniversary date of the employment with Wei Wai Kum First Nation. The performance review will be completed by Chief and Council, will be conducted utilizing the Wei Wai Kum First Nation Performance Evaluation and Professional Development Form attached as an appendix to this manual, and will include:

1. Self-evaluation,
2. Reviewing/updating the Band Office Manager' job description,
3. A professional development plan, and
4. Council feedback.

Council is responsible for ensuring that the Band Office Manager' job descriptions is up to date and relevant to the Band Office Manager' responsibilities, job duties, and job functions to achieve the organization's goals and objectives. Council is also responsible for setting operational performance indicators and targets for the Band Office Manager. The job description and performance indicators are the two primary measures that the Band Office Manager will be evaluated against.



The main data sources to evaluate the Band Office Manager' performance include the Band Office Manager' self-evaluation, job description, and feedback from Council. Council may, at any time, wish to establish feedback from subordinates, citizens, and other stakeholders as additional data sources for an overall 360-degree review.

Procedures

1. Council will utilize the forms for the Wei Wai Kum First Nation Performance Evaluations and Professional Development Plan.
2. In this process, the Band Office Manager is responsible for
 - a. Being aware of their responsibilities, job duties and essential functions, and making recommendations to Council, as a whole, if there is any discrepancy between what is outlined, what is practiced, and what is required to support department and organization operations and the achievement of annual goals and objectives;
 - b. Adhering to all policies and making recommendations to update policies where inefficiencies may be present over time that encumber the organization from achieving its goals and objectives.



Wei Wai Kum First Nation Performance Evaluation and Professional Development Plan Template

PART I - PERFORMANCE OBJECTIVES

To be completed by Council and the Band Office Manager at the *beginning* of the performance review period.

Last Name:	First Name:	Initials:	Position:
Department:	Review Period:		Date of Review:

Identify each major area of responsibility from the job description, and specify the performance objectives/standards for each area:

Major area of responsibility:

Insert area of responsibility from job description

Objective Performance Standard:

Major area of responsibility:

Insert area of responsibility from job description

Objective Performance Standard:

Major area of responsibility:

Insert area of responsibility from job description

Objective Performance Standard:

Major area of responsibility:

Insert area of responsibility from job description



Objective Performance Standard:

PART II - PERFORMANCE REVIEW

To be completed at the *end* of the performance review period.

Performance Checklist

Summarize the Band Office Manager' performance in each major area of responsibility (from Part I) by identifying both the Band Office Manager' strengths and any areas requiring development/improvement.

Performance reviews should only cover the areas of responsibility that have been relevant to the evaluation period.

Major Areas of Responsibility

List each major area of responsibility from Part I, describe the result achieved (including Strategic Plan outcomes/measures of success) and rate the Band Office Manager based on a scale of A-E:

- A - Consistently Exceeds Requirements
- B - Meets Requirements and Often Exceeds Them
- C - Consistently Meets Requirements
- D - Occasionally Fails to Meet Requirements
- E - Consistently Fails to Meet Requirements

Results Achieved

Performance Standard & Results Achieved:

Rating:

Results Achieved

Performance Standard & Results Achieved:



Rating:

Results Achieved

Performance Standard & Results Achieved:

Rating:

Results Achieved

Performance Standard & Results Achieved:

Rating:

Copy and paste/delete the above sections (a-d) as needed to complete outline all results achieved

General Performance Characteristics & Core Competencies

On each of the following factors, indicate the Band Office Manager performance rating based on a scale of A-E:

- A - Consistently Exceeds Requirements
- B - Meets Requirements and Often Exceeds Them
- C - Consistently Meets Requirements
- D - Occasionally Fails to Meet Requirements
- E - Consistently Fails to Meet Requirements

		Comments:
Job knowledge & development of job skills and self-confidence	Rating:	
Service Orientation & Transparency	Rating:	
Cultural Skills	Rating:	
Ability to make decisions	Rating:	
Organizational Awareness	Rating:	
Developing Others	Rating:	
Self-Motivation	Rating:	



Teamwork and Collaboration	Rating:	
Adaptability	Rating:	
Ability to communicate effectively	Rating:	
Conflict Management & Issue Resolution	Rating:	
Innovation/Problem Solving	Rating	

Level of Overall Performance

Upon completion of the performance review checklist, check the box below that most accurately describes the Band Office Manager' overall performance.

- Exceptional - Consistently exceeds all job requirements.
- Above Average - Consistently meets all job requirements and often exceeds one or more major requirements.
- Fully acceptable - Consistently meets all major job requirements.
- Acceptable - Meets most major job requirements and has demonstrated the capacity to improve.
- Learning - Has not attained acceptable standard but is making satisfactory progress.
- Unacceptable - Consistently fails to meet most major job requirements and has not demonstrated the capacity to Health improve sufficiently. Unsited to position.

Supplementary Comments

Any other pertinent points about performance, potential, limitations, etc., that have not been covered or need further expression.

Major Strengths

What parts of the job does the Band Office Manager do best? (Limit the list to not more than four specific responsibilities or particular activities within those responsibilities.)



Specific reference should be made to the job description, the previous development plan and specific tasks or objectives, which were established for the year and not to personality traits.

- .
- .
- .
- .

Major Development Needs

What parts of the job most require improvement? (Limit the list to not more than four specific responsibilities, or particular activities within those responsibilities). You may include items that relate to a responsibility that would be encountered in the next higher position, or areas of strength, which can be improved upon further.

- .
- .
- .
- .

Signatory for Chief and Council

Date



Band Office Manager Comments

State any comments you have on the overall Performance Review:
Career Interest:
Signature: (Does not necessarily imply agreement, merely that the report has been reviewed and discussed with the Band Office Manager).

Band Office Manager Signature

Date



Part III – PROFESSIONAL DEVELOPMENT PLAN

When establishing development objectives, key job responsibilities and duties as outlined within the Band Office Manager' current job description should act as the main guide and reference.

Objectives should set out what is expected, and how it will be achieved. For example, the "what" covers quality or quantity expected, deadlines to be met, cost to deliver, etc., and the "how" refers to the behaviour demonstrated to achieve outcomes, for example, focus on attention to detail or community engagement.

Development objectives may also include capacity building through means such as courses or mentoring.

Development Objectives <i>(developed from part II, and indicate specific action to be taken by Band Office Manager)</i>	Responsibility of Council	Target Date for Completion

Signatory for Chief Councillor and Council

Date

Band Office Manager' Signature

Date



Appendix C: Wei Wai Kum Rules of Order

The essential purpose of rules of order for a meeting is to provide a framework of established procedures for the orderly and fair conduct of the meeting's business. In these rules of order significant authority is given to the Chair, whose judgment should be respected by the meeting and who will conduct matters in the best interests of the nation.

RULES OF ORDER

Rules 1 and 2 are mandatory; the remaining rules serve as guidance to the Chair and are subject to Rules 1 and 2.

Rule 1: Role of the Chair

Authority for conduct of the meeting is assigned to the Chair, who will be responsible for timely, fair and reasonable conduct of the meeting's business.

Rule 2: The Rules and Governing Law

The rules of conduct of the meeting are subordinate to laws and policies of the Wei Wai Kum Nation and other applicable legislation.

Rule 3: The Agenda

Council is responsible for developing the agenda, in consultation with the Band Office Manager, will ensure that the agenda is developed, circulated, and amended in accordance with this policy manual.

Rule 4: Convening the Meeting

The Chair will be responsible for ascertaining and announcing the presence of a quorum and the due convening of the meeting.

Rule 5: Approval of Minutes and Reports as Submitted

By announcement of the Chair, unless an objection is raised, previously circulated minutes of meetings and reports not requiring action may be approved as submitted. If an objection is made, approval will be presented in the form of a motion.



Rule 6: General Discussion

Issues that require consideration of the meeting may be discussed with or without formal motion. An issue may be resolved by recording (a) the general consensus or will of the group, or (b) by a formal motion.

Rule 7: General Principles for Discussion or Debate

Discussion of any issue is subject to regulation by the Chair to assure adequate consideration of relevant points of view in the best interests of the organization. The objectives of discussion are to:

- a. Determine the will of the body and to articulate decisions for conduct of business;
- b. Ensure sufficient discussion and consideration of issues so that all pertinent points of view are considered;
- c. Maintain at all times the dignity of the meeting so that each recognized speaker's views are made known to voting participants and to ensure that appropriate respect is accorded all members; and
- d. Present the consideration of business in a manner understood by all participants.

Rule 8: General Consensus or Sense of the Meeting

When the meeting participants embrace a course of action by a clear consensus, the Chair may, if there is no objection, state that action upon the issue is resolved by "general consensus". A ruling as to general consensus will be recorded in the minutes.

Rule 9: Use of Motion Practice

Where a consensus cannot be determined with reasonable certainty, or where by reason of importance of the matter formal approval or a count of the votes is desired, the Chair or any member may state the proposal as a motion.

Rule 10: Motion Practice

The rules of motion practice will be applied as a guide to the Chair in disposition of formal motions, which are resolved by a vote of the meeting.

Rule 11: Motion Practice and Precedence



Under these Rules, motions should be limited to those set forth below.

- a. When any motion is pending, any motion listed above it in the list is in order;
- b. Where a required vote is stated, reference is made to those eligible to vote.

Rule 12: Elections

Elections are initiated by the process of nomination set forth in the Elections Code.

Rule 13: Adjournment

Upon completion of the meeting's agenda, if no further business is indicated, the Chair will adjourn the meeting. Adjournment may be accomplished by motion or announcement of the Chair. A motion to adjourn prior to completion of the agenda is out of order.

Rule 14: Minutes

Minutes of the meeting will be recorded for approval at a subsequent meeting of Council.



Appendix D: Band Office Manager and Department Manager Reporting Form

MONTHLY Band Office Manager and DEPT. MANAGER REPORT for Wei Wai Kum First Nation COUNCIL

Date: _____

Update on Strategic Plan Department Goals, Objectives and Tasks:
Goal
Objective
Task (including: Key Milestones Achieved, Due Date/Actual Date/Variance)

FINANCE / BUDGET UPDATE:			
<i>Department Budget items to achieve strategic goals</i>	<i>Budget</i>	<i>Year to Date</i>	<i>Variance</i>
Notes to financials:			

CRITICAL ISSUES and RISK MGMT. RECOMMENDATIONS, if any:



PROPOSAL UPDATES (Key Milestones Achieved and Change Requests for Approval, if any):	
Approval Date:	Approved By (Supervisor or Band Office Manager):

CAPACITY & COLLABORATION DEVELOPMENT UPDATE:

OTHER UPDATES:

UPCOMING PLANS FOR COMING MONTH (Highlights, Events, etc.):



Appendix E: Citizen Request to Meet with Council

Name: _____ Date of Submission: _____

Address: _____

Phone: _____

Email: _____

Date of Proposed Meeting with

Council: _____

Please describe the topic that you wish to discuss with Council and the desired outcome.
If applicable, detail the steps that you have taken with the administrative staff.

The above statements are true and accurate to the best of my knowledge:

Print Name:

Signature: _____



NOTE: If your request is approved, you will have 15 minutes to address Council and will be required to conduct yourself respectfully. Threats, foul language or speaking disrespectfully will not be tolerated, failure to comply can result in removal from the meeting and/or the right to address Council in the future. Recording devices are not permitted in the Council chambers.

Band Office Manager Approval (signature): _____ Approval

Date: _____