



# **HUMAN RESOURCES POLICIES & PROCEDURES GUIDELINES**

As at March 2016

# HUMAN RESOURCES POLICIES & PROCEDURES GUIDELINES

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# ***OUR MISSION...***

*To facilitate and promote activities which enhance and diversify the economic environment of our communities through entrepreneurial development and innovative small business initiatives*

# **SECTION 1**

## **Overview**

### **1.1 What is the Community Futures Program?**

Community Futures is an initiative that assists communities to be innovators, leaders and directors in achieving their long-term economic goals. Since 1986, Community Futures has been assisting the Lac La Biche region to plan and restructure to meet the demands of a changing economy and labour market.

Through Community Futures, the private and public sectors form partnerships with non-metropolitan and smaller communities in transition. Community Futures participates in a local process to assess economic problems and opportunities and to achieve long-term employment stability, growth and adjustment.

To take part in Community Futures, communities must demonstrate a level of need that is greater than national or regional levels. Standard measures to demonstrate need include such things as the level of unemployment in the community, the level of dependence on social assistance or other income transfers, income levels, age of the workforce, the number of workers moving to other communities, workforce participation rates, and educational levels. However, demonstration of need is only part of the equation; communities must also show the potential to react to these forces in a positive way by planning and managing an effective local development process.

### **1.2 Who is Community Futures Lac La Biche?**

Community Futures Lac La Biche is the trade name for the Non-profit company titled Lac La Biche Regional Community Development Corporation. CF LLB brings together major players in the region to work toward the common goal of community economic development. The success of the Program, and its strength, lies in having the community take "ownership" in the organization. This is achieved by having a dedicated group of volunteers representing the Lac La Biche regional community on the Board of Directors.

## **1.3 Community Futures' Objectives**

CF LLB is not intended to compete with or duplicate existing community efforts. It has a complementary and facilitative role to play.

The organization's role is in the coordination and the implementation of programs that can supplement and support the initiatives of their communities and the private sector.

The objectives of Community Futures Lac La Biche, as per the Memorandum of Association dated February 16, 1995 are:

- ◆ To promote and encourage the co-operative effort of government, private and community sector in employment development activities and to plan and carry out such activities in the region served by the Lac La Biche Regional Community Development Corporation.
- ◆ To foster community employment by assisting business with planning, technical and professional resources within the context of local and regional development strategies.
- ◆ To foster community economic development – create a favorable employment climate; increase assessment base; improve quality of life
- ◆ To financially assist regional businesses so as to result in the creation of new and continuing jobs and to do so in accordance with the criteria or conditions that may from time to time be established by an authority issuing financial grants.
- ◆ To solicit funds, assets, property and rights and to administer the same by investment, reinvestment, sale, mortgage lease and in other legal and merchantable way whatever for the fulfillment of the objects herein.

## **1.4 The Board of Directors**

The Board of Directors is comprised of volunteers who act on behalf of the residents of the Lac La Biche region. The Board provides governance for the organization, represents it in the community, and ultimately, accepts legal responsibility for it.

The Board is charged with establishing a clear organizational mission, developing a clear strategic plan and overseeing and evaluating the plan's success. The Board is also responsible for hiring and supervising the General Manager.

## **1.5 Committees**

The Board has authority to appoint committees when appropriate. Committees act on behalf of the Board to make recommendations or decisions. The Board establishes the duties and responsibilities and the level of authority for a committee. Committees report back to the Board on a regular basis.

Community Futures Lac La Biche currently has one standing committee: the Investment Review Committee. Ad hoc committees have a defined purpose; once that purpose has been achieved the committee is disbanded.

## **1.6 Staff**

Staff perform functions which contribute to the achievement of the organization's mission and strategic plan. The outline in **Section 1.7** illustrates the current operating structure for Community Futures Lac La Biche. Established positions and job descriptions are subject to change. Refer to **Appendix A** for copies of current job descriptions.

The General Manager is responsible for management of the day to day operations. The General Manager performs duties relative to personnel administration. The duties are as follows:

- (1) conduct annual performance review and general evaluation with all staff
- (2) establish policy regarding personnel
- (3) delegate specific responsibilities to designated individuals and/or groups as outlined herein
- (4) approves the job description and salary range applicable to each staff position

## **1.7 Organizational Chart**

- i) The Board of Directors of up to 12 members represent local corporate, municipal and community organizations; two individual directors may be 'members at large'. The Board sets policy, verifies overall direction and approves major program plans.
- ii) The Board Executives: the Chair, Vice-chair and Secretary/Treasurer.
- iii) The Investment Review Committee has been established to review management recommendations and make decisions regarding the allocation of loans and other financial assistance from the Corporation.
- iv) The General Manager reports to the Board of Directors through the Chair of the Board.
- v) The staff report to the General Manager.

## **1.8 Service Area**

The communities served by CF LLB include Lac La Biche County, Wandering River, Caslan, Beaver Lake Cree Nation, Heart Lake First Nation, Buffalo Lake Metis Settlement and Kikino Metis Settlement.

From time to time services may be delivered beyond the geography indicated above on a short term basis. For long term contract services every effort will be made to hire locally to better serve the area.

## **1.9 Community Futures Program Options**

- a) community economic development such as tourism marketing and strategic planning
- b) business advisory services including business planning, business information, and entrepreneurship training to small and medium sized enterprises
- c) access to financial assistance to assist existing businesses or to help entrepreneurs to create new businesses



# SECTION 2

## Definitions

Within the contents of this manual the following definitions are used:

<b>Board:</b>	the Board of Directors for Community Futures Lac La Biche
<b>Community Futures:</b>	Community Futures Lac La Biche
<b>Client:</b>	any individual or group of individuals served by Community Futures Lac La Biche.
<b>Consultant or Contractor:</b>	a person who is not an employee retained to provide services to Community Futures Lac La Biche.
<b>Employee:</b>	any person deemed to be an employee by law or by this policy and includes: <ul style="list-style-type: none"> <li><b>a) regular employee:</b> a person employed to work on a continuous full-time or continuous part-time basis</li> <li><b>b) temporary employee:</b> a person employed for work which is not of a continuous nature, such as:               <ul style="list-style-type: none"> <li>(i) a seasonal position</li> <li>(ii) a position to carry out a special project or work which is not continuous</li> <li>(iii) a temporary position created to cover an employee on vacation, sick leave, leave of absence, or other leave</li> </ul> </li> <li><b>(c) contract employee</b> an employee working either full-time or part-time under an individual Contract Agreement.</li> </ul>
<b>Employer or Corporation:</b>	Community Futures Lac La Biche.
<b>ESA:</b>	Alberta Employment Standards Act and Regulation
<b>General Manager:</b>	The General Manager of Community Futures Lac La Biche.
<b>Immediate Family:</b>	Parent, grandparent, grandchild, former guardian, wife, husband, common-law spouse, same sex partner, child, brother, sister, father-in-law, mother-in-law, brother-in-law, sister-in-law, niece, nephew and any other relative permanently residing in the employee's household or with whom the employee permanently resides.
<b>Nepotism:</b>	Favoritism shown or patronage granted by persons to relatives or close friends
<b>Service or Anniversary Date:</b>	An employee's service date is the last date the employee was hired for the present period of employment. This date shall be used to determine eligibility for all benefit programs. By agreement between employer and employee, a service date, other than the above, may be established if such date is more equitable.
<b>Overtime:</b>	Work performed by an employee in excess of the employee's regular scheduled hours of work <b>with the prior approval of the employer.</b>
<b>Member:</b>	A Member refers to a person(s) recorded in the minutes of Lac La Biche Regional Community Development Corporation, and/or its operating name of Community Futures Lac La Biche, as a "member" of the corporation.

## **SECTION 3**

### **General Guidelines**

The policies in this manual are expected to contribute to a “TEAM” attitude between all employees, and assist in the efficient performance of work assignments.

In order to provide greater flexibility, any provision of this policy may be varied or additional benefits provided by mutual agreement between the employee affected and the employer.

New employees at the beginning of their employment shall read this policy manual. They must request clarification of any items that are not clearly understood.

In the event there is a conflict between the contents of this policy manual and any Federal, Provincial (i.e. Employment Standards Act and Regulation) or Municipal Act, regulation or by-law, the government regulation will supersede the terms of this policy manual.

Community Futures Lac La Biche subscribes to the Human Rights Code of Alberta. No one shall discriminate against any client, employee or applicant for employment on the basis of that person’s race, colour, ancestry, place of origin, religion, union affiliation, marital status, family status, physical or mental disability, gender, sexual orientation or age.

#### **3.1 The purpose of this manual is to:**

- (1) establish and maintain orderly, consistent administration of personnel policies
- (2) assist the Corporation in providing quality service to the community
- (3) establish and foster guidelines for effective working relationships at all levels of the Corporation

The personnel policies, procedures and practice will be subject to regular review and further development in the light of experience and change.

The RCDC General Manager and other supervisory staff implement personnel policy.

All inquiries will be directed only through the General Manager of CF LLB.

## 3.2 Updates

Accurate, up-to-date, copies of this manual shall be maintained at the office where CF LLB regularly conducts business. Copies shall be made available for perusal by employees. Employees shall have the opportunity to ask for and receive clarification of any personnel policy established by CF LLB.

Copies of pertinent statutes and regulations can be found online at:  
[http://www.qp.alberta.ca/570.cfm?search\\_by=alpha&letter=E](http://www.qp.alberta.ca/570.cfm?search_by=alpha&letter=E)

# SECTION 4

## Hiring

### 4.1 Selection

The General Manager or a **delegate**, will screen, interview and select staff. In the case of hiring a General Manager, the Board or a delegate will be responsible for selection.

### 4.2 Hiring Procedure

#### 4.2.1 Regular positions, temporary positions and consultants

- a) New positions shall be posted at the CF LLB office. Each position shall include a brief job description, qualifications required, salary range, name and address of the individual to whom applicants should address an application or inquiries, and closing date of the competition. Where appropriate, similar notices may be published in periodicals, posted with employment agencies, or advertised in some other manner.
- b) Each applicant for employment shall make application by submitting a resume or by completing and submitting an application form provided by CF LLB, whichever is required for that particular position.
- c) The General Manager, or an appointed delegate, shall review the application and, where appropriate, contact references and/or conduct interviews, and take other steps required to ensure, that the vacancy is filled by the best qualified candidate.
  - i) For the position of General Manager an interview panel shall consist of at least three members of the Board of Directors of Community Futures Lac La Biche, one of whom shall be the Board Chair & member of the Investment Review Committee (selected by the Investment Review Committee). The interview committee shall assess the suitability of all candidates for the position of General Manager and make recommendations to the Board of Directors.
  - ii) The General Manager will be responsible for the hiring process for all other staff members.
- d) Each person selected for employment will receive written notification of his or her appointment. Contents of the appointment letter will include the specific job title for which the person is hired, a brief description of the duties to be performed, channel of supervision for the new employee, the rate of compensation, and any special conditions of employment.
- e) The employee acknowledges, in writing, or signs the appointment letter and any subsequent written communication about major changes in assignment. All such

written communications to and from the employee will be filed in the employee's personnel folder.

- f) Members of an employee's immediate family (spouse, common-law companion, sons, daughters, etc.) or directors, may not be considered for employment where there is a conflict of interest.

#### **4.2.2 Contractual positions**

- a) Résumés may be accepted for competitive contractual work at any time and where appropriate. Notices of contract positions may be posted at the CF LLB office, and/or published in periodicals, posted with employment agencies, or advertised in some other manner.
- b) The General Manager or a delegate will interview and select prospective contractual workers.
- c) A person selected for employment will receive written notification of their appointment. Contents of the employment contract will include the specific job title for which the person is hired, a brief description of the duties to be performed, the channel of supervision for the new contractor, the rate of compensation, and any special conditions of employment.
- d) The contractor acknowledges, in writing, or signs the appointment letter and any subsequent written communication about major changes in assignment. All such written communications to and from the contractor must be kept on file.

# **SECTION 5**

## **Terms and Conditions of Employment**

### **5.1 Medical Exams**

A satisfactory medical examination may be made a condition of employment. Furthermore, CFLLB reserves the right to require medical examinations thereafter at its expense whenever it is deemed desirable or necessary.

### **5.2 Probation**

The first one hundred and eighty (180) days of employment, or of a contractual agreement, at Lac La Biche Regional Development Corporation o/a Community Futures Lac La Biche are considered to be a probationary period. The duration of the probationary period must be one hundred and eighty (180) days. If an absence occurs during this time, the probationary period shall be extended by the duration of the absence.

The probationary period represents, for the employee, an opportunity to learn his or her tasks and responsibilities, how the business functions, as well as get to know his or her co-workers.

During the probationary period, CFLLB will evaluate the employee's behaviour and ability to do the job.

At any time during the first one hundred and eighty (180) days, an employee may resign with no harmful effect on his or her record. If during this period the employee's work habits, abilities, attitude, attendance or performance do not meet the employer's standards, CFLLB may terminate the employee during the probationary period at any time, and the person on probation shall have no recourse.

In the middle of the probationary period at ninety (90) days, as well as at the end, CFLLB will meet with the employee to discuss his or her performance. During the second evaluation meeting, CFLLB will confirm whether the employee will be hired permanently.

Probationary employees are encouraged to present their comments and ideas during these discussions.

An Employee who has previously been employed by CFLLB may, at the discretion of the Employer, have such previous employment considered as part of the probationary period.

## **5.3 Staff Performance Appraisals**

A performance appraisal or performance review of each employee shall be conducted by the General Manager or departmental Assistant Manager(s) prior to the completion of his/her probationary period and at any other times deemed appropriate by the General Manager.

Reviews will be prepared to evaluate actual performance against the performance of duties as stated on the employee's job description.

All employee appraisals shall be reviewed prior to the end of the first anniversary. Ongoing employee performance evaluations shall be undertaken at least annually and may be a factor in determining salary or wage adjustments.

Salary or wage adjustments will not be considered without a performance appraisal.

All performance appraisals shall include a verbal and written review with the employee; the appraisal shall be endorsed by the employee and the person or persons conducting the appraisal.

The General Manager or delegate will appraise the performance of the staff. The Board of Directors will conduct the performance review of the General Manager.

Completed and endorsed performance appraisals shall be kept on record in the employee's personnel file.

## **5.4 Change of classification**

Changes in classification will be made if the staff member's job description or workload has changed significantly.

## **5.5 Disciplinary Action**

With the exception of very serious misdemeanors, CF LLB will utilize a corrective progressive discipline approach, which permits the employee an opportunity to respond to correction. In the event the employee does not respond, the next step in the procedure may be utilized.

The following steps in discipline are recognized in order of seriousness:

- (1) oral reprimand,
- (2) written disciplinary warning (specifying discharge if offence is repeated),
- (3) suspension, including warning of discharge or discharge.

Before using any of the above disciplinary measures, the disciplinary measure appropriate to the case will depend on many factors, including the following:

- (4) the nature and degree of the offence,
- (5) whether the offence was deliberate or a result of carelessness,
- (6) the employee's previous record of conduct,
- (7) interval since last violation,
- (8) aggravating circumstances,
- (9) interpersonal conflict.

## 5.6 Duration of Employment

CF LLB is funded by grants, service delivery contracts, and intermittent revenue generation. Because of such funding, employees **cannot** be assured job security beyond the current granting or budget period for the program. If CF LLB is successful in obtaining renewed funding, it is committed to provide employment continuity for those employees whose programs receive continued funding, who have completed the probationary period and who continue to meet CF LLB's standards of work performance and conduct. Therefore all employment even if full time is to be considered and written to reflect the definite duration as it aligns with our funding.



# **SECTION 6**

## **Personnel Records**

### **6.1 Personnel Record Documentation**

The file for each employee shall be established at the date of employment and permanently retained by CF LLB for seven (7) years after termination.

Each employee's individual personnel file shall contain all pertinent documents relating to the employee's status and job performance. The employee's file shall include the following pertinent documents wherever applicable:

- (1) The employee's application and resume;
- (2) Letters of reference from previous employers;
- (3) Correspondence with reference to the employee;
- (4) Letter of appointment or contract;
- (5) Copy of driver's license and business insurance, where applicable. Copies of certificates such as lifesaving, first aid, etc.
- (6) Up-to-date staff development records listing workshops attended, etc.
- (7) Evaluation of performance signed by the employee.
- (8) Copies of letter(s) of reference provided by Community Futures to others at the employee's request will be kept on file.
- (9) Copies of communications commending the employee.
- (10) Copies of communications pertaining to a suspension and/or termination.
- (11) Copies of communications pertaining to a resignation.
- (12) Copies of communications pertaining to a demotion.
- (13) Copies of communications pertaining to a retirement.
- (14) Copies of communications pertaining to an appeal.
- (15) Salary history.

An employee shall have access to their personnel file. It is the responsibility of CFLLB to ensure that personnel records contain current staff development information.

Time and attendance records, travel, leave, accrual and documents relating to pay shall be maintained in financial records.

## **6.2 Rights to Personnel Records**

It is the right of every employee or client:

- a) to see any information about themselves if the information is to be provided to a third party; the person must give permission for release of the information
- b) to see any records or information about themselves held by CF LLB unless the information was given in confidence by a third party
- c) to obtain copies of the above at that person's own expense

## **6.3 Personnel Record Information Changes**

Each employee is required to promptly inform CF LLB of any changes to the following information on file in their personnel records:

- (1) Address and telephone number.
- (2) Emergency contact information.
- (3) Number of dependents to be used for fringe benefits and withholding tax.
- (4) Social Insurance Number.
- (5) Designated beneficiary for survivor's benefits.
- (6) Updated Staff Development Form

## SECTION 7

# Employee Conduct

Employees are expected to conduct themselves in a manner that is acceptable to the type of activities carried out by CF LLB, with regard to appearance and relationships with the public. Each employee is responsible to perform his or her duties efficiently and punctually.

### 7.1 Reporting Inability to Work

Each employee shall inform the employer, as soon as possible, of their inability to report for work because of illness, injury, or other legitimate reason. The employee shall make every reasonable effort to inform CFLLB of the date of their return to work in advance of that date.

### 7.2 Abuse of Sick Leave, Special Leave or Benefits

No employee shall use sick leave, special leave, and other leave, or any benefit provided by CFLLB for any purpose other than that specified. No employee shall make a false claim for any leave or benefit, or submit falsified information in support thereof. Any employee who contravenes this section is subject to disciplinary action. **Absence on the day immediately prior to or immediately after a statutory holiday will not be paid as a sick day; it shall be taken as a vacation day.**

### 7.3 Dress Code

During office hours whether at the office or off site on CF LLB business all employees shall maintain a satisfactory standard of dress and general appearance appropriate to their duties. Clothing must be clean and professional in appearance (business casual). Clothing not acceptable includes but is not limited to: beach sandals, tee shirts & sweatshirts, short pants cut above the knees, halter tops, & torn, frayed, patched or ripped blue jeans.

However, blue jeans may be worn on any business day as long as it is neat in appearance and with the rest of the ensemble represents a professional appearance. If dress and appearance are deemed not acceptable for office or other business duties the employee may be asked to go home and change **on their own time**. The general manager or designate will be the final arbiter of what is acceptable.

The dress code at conferences may be more casual dependent on the activity.

### 7.4 Internet and E-mail Use

Internet access and e-mail will be used in an ethical and professional manner. CF LLB e-mail and user accounts will not be used for inappropriate behavior such as for sending offensive material or accessing offensive websites (including pornography, hate literature, or any material that contravenes the Alberta Human Rights Code). Employees will also ensure that their use

does not contravene any laws or regulations relating to copyright and licensing. Employees should be aware that CFLLB has access to all computers in the office and therefore personal information that the employee wishes to keep personal and confidential should not be on the system.

## **7.5 Supplementary Employment**

No employee shall engage in outside employment or activities which interfere with the efficient performance of the employee's duties and/or responsibilities. No employee, shall engage in outside employment and/or activities which will occupy time during the employee's working hours; neither shall outside employment and/or activities involve the performance of duties which the employee is required to perform as part of the employee's employment, without the express written consent of the General Manager.

Any such outside employment and/or activities shall not involve a conflict of interest or conflict with the employee's duties.

## **7.6 Conflict of Interest**

Any member (staff, committee or board member, or contractor) of the organization who has a conflict of interest in connection with any items or transactions before the Corporation shall make clear his/her position and withdraw from any and all Corporation proceedings regarding this interest.

Any member having a conflict of interest as per above and failing to withdraw from the Corporation proceedings affecting this interest shall be subject to possible disciplinary action, dismissal and/or legal action. Detailed 'conflict of interest' guidelines are attached.

## **7.7 Nepotism**

The Board does not condone nepotism in any form at any level of the organization.

Where there is an immediate family relationship between two employees, with one employee responsible for the other, another department head or a senior administrator will be responsible for the employee's evaluation. Other arrangements shall be made for daily supervision of employees where the person normally responsible is an immediate family member.

## **7.8 Acceptance of Gratuities**

Employees are prohibited from accepting gifts in excess of \$100.00 from any person receiving benefits and/or services or any other person otherwise in a position to benefit from an employee's action. The receipt of gifts such as a gift/fruit basket/chocolates, etc. are acceptable, but money/cash is not acceptable.

## 7.9 Political Affiliation or Involvement

Employment with CF LLB shall not be offered as a consideration or reward for the political support of any political party or candidate for public office. No employee shall, during working hours, or as a representative of CF LLB, engage in partisan political activity.

## 7.10 Political Activity

a) *Municipal and/or School Board Office*

Employees may seek election to Municipal and/or School Board office provided that the duties of the Municipal and/or School Board office, other than regular Council or Board meetings, do not impinge on normal working hours as an employee of Community Futures.

b) *Federal and Provincial Office*

There are no restrictions on an employee engaging in political activities on their own time as a campaign worker. If an employee is nominated as a candidate for election, the employee shall upon request, be granted leave without pay, to engage in the election campaign. If elected to Provincial or Federal office, the employee can request, and may receive, an appropriate unpaid leave of absence.

## 7.11 Confidentiality

Effective January 1, 2004 the corporation will adhere to the 'Personal Information Protection Act' of Alberta and the federal 'Personal Information Protection and Electronic Documents Act'.

Each CF LLB Board member, client, employee, applicant for employment, or any other such person has the right to have all information about that person kept strictly confidential.

Unauthorized disclosure of confidential information by a staff member or contracted staff will subject him/her to disciplinary action, dismissal and/or legal action.

No case record or personnel file shall be made available and no reports shall be made on any person unless:

- a) that person has given permission to CF LLB, in writing, for such information to be disclosed, or
- b) the CF LLB General Manager deems it is necessary for providing services to the client, or
- c) it is information requested by a funding body and the CF LLB General Manager finds it necessary to release the information.
- d) the information is requested under a 'Court Order' or equivalent
- e) the information is required to be divulged according to contractual agreements with funding agencies

## **SECTION 8 Hours of Work**

### **8.1 Office Hours**

The regular work week is 35 hours per week. The regular office hours of the Corporation are 8:30am to 4:30pm Monday to Friday excluding statutory holidays. The office is closed during the noon break.

### **8.2 Hours of Work**

The average weekly hours of work for a full-time employee, exclusive of meal and break periods, is thirty-five (35) hours. The regular workday for a full time employee shall be seven hours per day, exclusive of the meal and break periods. An employee may choose a one hour meal break, or a half hour meal break and two fifteen minute “coffee” breaks. The regular workday shall normally be scheduled between the hours of 8:30 a.m. and 4:30 p.m. Flexible work schedules will be considered in case of extraordinary situations. If agreement cannot be reached, CFLLB will set the hours based on operational requirements.

### **8.3 Rest Periods**

Each employee is granted two (2) fifteen (15) minute rest periods away from their workstation. Rest periods shall not begin until one (1) hour after commencement of work or not later than one (1) hour before meal period or end of a shift. If an employee chooses to skip a rest period, the rest period time can be added to their lunch break, but cannot be accumulated to be used as time off in lieu of work. In the interest of customer service and good public relations the employee shall interrupt the break and resume when the customer(s) have been looked after. The inability to take a break either during the morning or afternoon will not result in any extra time given for the next scheduled break.

### **8.4 Meal Periods**

- a) Meal period will be granted according to the ESA which provides for minimum of 30 minutes unpaid time off for every 5 consecutive hours worked.
- b) A meal period shall be scheduled as close as possible to the middle of the workday. The length of the rest period must not be less than thirty (30) and not more than sixty (60) minutes (if “coffee” breaks are not utilized).
- c) Employee shall be entitled to take their unpaid meal period away from the work station.
- d) If CFLLB or delegate, requests that an employee work during the meal period, the meal period shall be considered time worked.
- e) If an Employee chooses to work during their meal period, that time worked cannot be banked as time off in lieu of work.

## **8.5 Authorization and Application of Overtime**

An employee who is required to work overtime shall be entitled to time off in lieu of overtime compensation when the overtime worked is authorized in advanced by the employer. CFLLB and employees will enter into a written agreement whereby employees receive time off with regular pay equal to the number of overtime hours worked.

Compensatory banked time may be approved for each authorized hour of overtime. Accrued overtime may not exceed 35 hours (5 days) at any given time.

An employee is entitled to overtime under the ESA. The standard work day in Alberta is 8 hours per day and the standard work week is 44 hours per week.

## **8.6 Use of Compensatory Time**

Compensatory banked time off shall be taken within three (3) months of when the overtime was worked and cannot be banked without prior approval as per the “Requested Time Off Form”, obtaining approval for sick, OT, Vacation time or etc. time off in advance.

Compensatory banked time off must be requested using the “Requested Time off Form” and may be scheduled at the discretion of the General Manager to ensure there is a minimum of service disruption.

## **8.7 Travel Time**

Employees are working when they are providing services to CFLLB. Work includes the time employees spend at meetings or training that you request them to attend and time spent travelling between job locations which would include meeting and training location. It does not include the time employees spend travelling to and from work.

## **8.8 Employee Agreement**

A formal agreement between management and an employee to modify and/or adjust hours of work can be arranged prior to employment. This agreement would supersede the above policies of Section 8.5.

## SECTION 9

# Compensation and Allowances

### 9.1 Pay Periods

An employee's wages shall be paid by cheque, semi-monthly. A pay statement shall accompany the month end cheque confirming the wages earned and paid, including any deductions made.

### 9.2 Group Benefit Plans

A Group Benefit Plan will be provided for all full-time regular employees and their dependents, through the Plan Carrier selected by the employer, covering the Community Futures Programs.

The coverage will include the following:

- (1) Group Life Insurance through the Health Care program
- (2) Extended Health Care including prescription drugs
- (3) Group Business Travel Insurance
- (4) Health Spending Account \$ \_\_\_\_/year – if an employee has proven coverage under another Health Care Plan, and signs the waiver for “Refusal of Participation”.

### 9.3 Travel Allowance Policy

An allowance will be paid to an employee for travel, on behalf of CF LLB business at a rate commensurate with the Federal Government Treasury Board schedule for travel allowance.

### 9.4 Travel Allowance Supplementary Policy

- 1) Where the function attended, such as a conference or workshop, has a meal included it is expected that the employee eat at that function. If unable to attend the meal for whatever reason, except a late departure due to work having to be completed at the office, vehicle breakdown, weather conditions, or dietary restrictions the **‘make – up’ meal expense will not be reimbursed.**



- 2) When employees are traveling as a group the actual cost of the meals will be reimbursed rather than the separate meal allowance payable under the Federal Treasury Board schedule.
- 3) Spousal travel. The office will not pay for double occupancy charges for spouses traveling together for conference purposes. Conference 'partners program' charges, for example, meals and admissions, will not be paid by the employer; these shall be the employees' responsibility.
- 5) Travel expenses for jury duty and other court appearances will only be paid if such appearance is for community futures business. See 11.9.

## 9.5 RRSP Benefit

### ~~Group Registered~~ Retirement Savings Plan

- i) After one year of employment CFLLB will contribute matching contributions up to 5% of gross salary into a RSP or TFSA managed by the employee
- ii) for those employees with ten plus years' service CFLLB will provide matching contributions up to 7.5% of gross salary
- iii) For employees with 20 plus years' service CFLLB will provide matching contributions up to 10 % of gross salary.

## 9.6 Miscellaneous Allowances

- 1) Childcare expenses. In the event that the employee has to work outside of normal office hours of work or be away on trade show duty CFLLB will accommodate the extra child care expenses. These child care expense will be determined on a case by case basis prior to the event.

Child care expense allowance does not apply for travel relating to conferences and other professional development activities

## 9.7 Bonus Account Benefit

- (1) Bonus Account – after one year employment (up to \$1,000 per year per employee. Employer paid)

The benefit may be used for the following:

- health & wellness
- continuous learning
- technology utilization

The funds cannot be used for consumables associated with the above activities.

Reimbursement will be made once paid receipts are provided. While the parameters

are broad the manager has final approval to authorize payments. This benefit is reviewed on an annual basis and is dependent on affordability.

## **SECTION 10**

### **Annual Vacation Leave**

#### **10.1 Definitions:**

<b>Vacation Year</b>	For the purpose of this article a vacation year shall be the employment year commencing on the date of engagement.
<b>First Vacation Year</b>	The first vacation year is the first employment year.
<b>Anniversary Date</b>	The annual date from first date of employment.
<b>FTE</b>	Full time equivalent
<b>Vacation Entitlement</b>	means the number of days available to an employee for use as Vacation in the current year
<b>Vacation Credit Year</b>	means the 12 month period between an employee's anniversary dates.
<b>Vacation Entitlement</b>	means the number of days available to an employee for use as Vacation in the current year

#### **10.2 Statutory Holidays**

Absence on the day immediately prior to or immediately after a statutory holiday will not be paid as a sick day; it shall be taken as a vacation day.

When a paid holiday falls on a Saturday or Sunday, the paid holiday will be observed on the following business day.

Employees hired as definite term and especially for fixed temporary periods may not be extended Statutory Holidays superior to ESA.

**CFLLB recognizes the following paid holidays:**

New Year's Day – January 1*
Alberta Family Day – Third Monday in February *
Good Friday – Friday before Easter *
Easter Monday – Monday after Easter Sunday
Victoria Day – Monday before May 25 *
Canada Day – July 1 except when it falls on a Weekend, then it is July 2 *
Heritage Day – or in Lac La Biche as we know it Pow Wow Days – First Monday in August
Labour Day – First Monday in September *
Thanksgiving Day – Second Monday in October *
Day of Truth and Reconciliation – Last Day in September*
Remembrance Day – November 11 *
Christmas Eve – December 24
Christmas Day – December 25*
Boxing Day – December 26
Unless there are mitigating circumstances, we are also closed between December 27 and December 31st. This is in addition to the vacation offered. Employees will receive the base pay they regularly receive for their normal day's work. Where an employee is scheduled and required to work on one or more of these days off, s/he will receive straight time pay and an alternate day off with pay in lieu of the designated paid day off at a mutually agreeable time (no more than 6 months later).
Where one or more paid holidays fall within an employee's vacation, such paid holidays will not be counted as part of the employee's vacation.
Where an employee is hospitalized during his/her vacation, the duration of his/her hospitalization will be charged against his/her sick leave and will not be counted as part of his/her vacation, provided s/he can demonstrate his/her hospitalization to the satisfaction of the Employer. Vacation time not taken as a result of such stay in hospital will be taken at a mutually agreeable later date.

\* These dates are statutory holidays. All others are at the discretion of the Community Futures Lac La Biche.

## 10.3 Vacation Entitlement

A staff member's vacation credits depend upon the duration of service. Employees start earning vacation credits on their first day of employment. After six months of employment employees are entitled to a pro-rated vacation period reflecting the period they have worked. Employees who have not successfully completed the first six months of employment with RCDC will not be entitled to utilize vacation credits unless an agreement to do so was reached during the original employment contract negotiation.

Vacation credit utilization must receive prior approval as per the "Requested Time off Form in advance

A regular full-time employee will have annual vacation entitlement as follows:

- a) Unless otherwise negotiated, for full-time employees hired the following vacation schedule applies:

First year to 5 years	three weeks
5 years to 8 years	four weeks
8+	five weeks
- b) Part time employees will receive the same vacation entitlement on a full time equivalent basis.
- c) Management staff shall receive 5/12 days per month (5 days per year) in lieu of overtime pay.

## 10.4 Earned Vacation Credits

Vacation credits for a full time regular employee will be earned on the basis of each calendar month of service with CFLLB as follows:

- a) At commencement of appointment:  
Earning rate of 1 ¼ work days per calendar month  
(i.e., 15 work days every 12 calendar months of service);
- b) Upon completion of five years of service (60 calendar months); earning rate of 1 2/3 work days per calendar month  
(i.e., 20 work days every 12 calendar months of service);
- c) Upon completion of 8 years of service (96 calendar months); earning rate of 2 ½ work days per calendar month  
(i.e., 25 work days every 12 calendar months of service);

## 10.5 Vacation Carry Over

The General Manager may grant an employee to carry over up to five (5) days' vacation leave per vacation year. The employee must request their vacation carry over in writing. An employee cannot carry over vacation leave for more than one vacation year.

As per Employment Standards, CFLLB is permitted to determine when vacation may be taken provided it is taken no later than twelve (12) months after it is earned. If CFLLB and employee cannot agree on a mutually agreeable date on which the employee's vacation is to start, CFLLB must give the employee at least two (2) weeks written notice of the date on which the employee's annual vacation is to start and the employee must take the vacation at that time.

## **10.6 Vacation Scheduling**

- a. With the exception of authorized vacation carry-over under Section 10(2.2), the scheduling and completion of vacations shall be on an employment year basis.
- b. The year in which an employee's first anniversary falls shall be the first vacation year. For the purpose of additional leave entitlement, the calendar year in which the fifth anniversary falls shall be the fifth vacation year, in which the sixth anniversary falls shall be the sixth vacation year, etc.
- c. An employee earns, but is not entitled to receive vacation leave in the first one hundred and eighty (180) days of continuous employment, because it is the employee's probationary period.
- d. Preference in the selection and allocation of vacation time shall be determined on the basis of length of service within each work unit. Where an employee chooses to split their vacation, the employee's second choice of vacation time shall be made only after all other employees concerned have made their initial selection.

### **10.6.1 Call Back on Vacation**

Employees who have commenced their annual vacation shall not be called back to work except in cases of extreme emergency and at the expense of the employer.

## **10.7 Birthday Day Off**

In recognition of service to the Employer, employees will receive their Birthday Day off. If their birthday falls on a weekend or holiday as defined in 10.2, then they will have the option to take the next business day off. This day is always a day off separate from sick and (or stat holiday) vacation time.

## **SECTION 11**

### **Other Leave**

#### **11.1 Family Responsibility Leave**

Benefit is unavailable. See 11.2 and 11.3 below.

#### **11.2 Sick Leave Entitlement**

Employees are entitled to ten (10) days per calendar year for sick leave for personal or immediate family member illness. Any time taken that exceeds this entitlement shall be taken from earned and allowable vacation time. In the event of illness during vacation leave, there will not be any extension of vacation leave. Any medical time off beyond three consecutive days, will automatically require a medical note.

#### **11.3 Employee Emergency Leave with Pay**

An employee may take up to five (5) days emergency leave per calendar year for family purposes. The time off is flexible in that time off does not have to be one day at a time. The time off can be taken by the hour, or as otherwise required. Any time taken that exceeds this entitlement shall be taken from earned and allowable vacation time.

#### **11.4 Medical Reports**

An employee must notify their supervisor when taking sick leave. CFLLB may request that a report from a qualified medical practitioner accompany the application for sick leave if the absence is more than five (5) days. CFLLB may also request a report from a qualified medical practitioner when it appears that a pattern of consistent absence is developing.

#### **11.5 Deduction of Sick Leave**

An absence on a normal working day, as a result of medical and/or dental appointments, illness or injury, with the exception of a work related injury, (exclusive of statutory holidays) shall be charged against an employee's sick leave credits.

#### **11.6 Ineligible for Sick Leave**

An employee is not eligible for sick leave with pay for any period during which the employee is on leave of absence without pay, under suspension, or on lay-off.

## 11.7 Marriage Leave with Pay

Marriage leave is not available. The employee may take vacation leave with pay.

## 11.8 Bereavement Leave with Pay

For the purpose of this clause, immediate family is defined as: father, mother, step-parent, or foster parent, brother, sister, spouse, common-law spouse or partner, employee's child, step-child or ward, father-in-law, mother-in-law, brother-in-law, sister-in-law, niece, nephew & grandchildren.

Where a member of the employee's immediate family dies, the employee shall be entitled to leave with pay for a period of up to five (5) days.

Bereavement leave with pay for other relatives may be granted at the discretion of the General Manager.

## 11.9 Court Leave with Pay

CFLLB shall grant leave with pay to an employee for the period of time the employee is required to:

- (1) be available for jury selection;
- (2) serve on a jury;
- (3) by subpoena or summons to attend as a witness in any proceeding held: in or under the authority of a court of justice or before a grand jury; before a court of justice or before a court, judge, magistrate or coroner; before the Senate or House of Commons, otherwise than in the performance of the duties of the employee's position; before a legislative council, legislative assembly, or any committee thereof that is authorized by law to compel the attendance of witnesses before it; before an arbitrator or umpire or a person or body of persons authorized by law to make an inquiry and to compel the attendance of witnesses before it.

**Whether the requirement under this section is for personal or CF LLB business any and all jury duty/witness pay shall be reimbursed to the employer.** Jury duty not described above, may be approved by the General Manager.

Travel expenses will not be borne by the employer, unless the court appearance is for CF LLB business. Additionally, if any per diem or other expense reimbursement is given while on CF LLB business, those funds received shall also be turned over to CFLLB as the employee will be reimbursed for travel related expenses under section 9.4 Travel Allowance Policy.



## 11.10 Examination Leave with Pay

Leave with pay may be granted to an employee to write an examination which takes place during the employee's scheduled work hours. Such leave will be granted only where, in the opinion of the employer, the course of study is directly related to the employee's duties and will improve the employee's qualifications relating to the employee's duties.

## 11.11 Maternity Leave and Parental Leave

Maternity leave and parental leave are employee entitlements set out in the Alberta Employment Standards Code. The legislation entitles employees, who qualify, to a period of leave without pay at the end of which they must be reinstated in their old jobs or equivalent jobs. Employees must have 52 weeks consecutive weeks of employment with CFLLB to be eligible for maternity and/or parental leave. This requirement applies to both full-time and part-time employees.

Birth mothers can take up to 52 consecutive weeks of unpaid job-protected leave. This is made up of 15 weeks of maternity leave and 37 weeks of parental leave.

Fathers and/or adoptive parents are eligible for up to 37 consecutive weeks of unpaid, job-protected parental leave. Adoptive parents can take parental leave regardless of the age of the adopted child.

Parental leave may be taken by one parent or shared between two parents but the total combined leave cannot exceed 37 weeks.

For further detail look under <http://www.employment.alberta.ca/documents/Maternity-Leave-and-Parental-Leave.pdf>

## 11.12 Other Parental Leave without Pay

In the event of critical illness of a child a leave of absence without pay may be authorized at the discretion of the General Manager. .

## 11.13 Request for Leave

An employee must give CFLLB at least six weeks written notice about when she intends to start maternity leave.

If the employee fails to give the necessary notice, she is still entitled to maternity leave if she notifies CFLLB within two weeks of her last day at work and provides a medical certificate. An employee who takes maternity leave is not required to give her employer notice before going on parental leave, unless she originally agreed only to take 15 weeks maternity leave.

## 11.14 General Leave

Notwithstanding any provision for leave in this policy, CFLLB may grant leave of absence without pay to an employee requesting such leave for an emergency or unusual situation. The request must be in writing. Approval is at the discretion of the General Manager.

All “Other Leave” days are prorated, per calendar year, cannot be carried over, and not subject to payout.

## 11.15 Voting Day Leave

Community Futures Lac La Biche encourages all employees to participate in the electoral process, including voting in all municipal, territorial and federal elections. To ensure that employees have adequate time to exercise their franchise to vote Community Futures Lac La Biche will not prevent employees from having four consecutive hours free to vote during the hours the polls are open. Community Futures Lac La Biche reserves the right to schedule this leave and will endeavour to minimize the time away from work (e.g. if the polls are open from 9 a.m. to 8 p.m. and the employee works until 4 p.m. no time from work will be given, as there are four free hours to vote between 4 p.m. and 8 p.m.)

## **SECTION 12**

### **Safety**

CFLLB and the employee agree that regulations made under the Alberta Worker's Compensation Act, or other Statute of the Province of Alberta pertaining to the employee's work environment, shall be fully complied with.

#### **12.1 Health & Safety Management System (Health and Safety Manual)**

This manual has been prepared to assist the COMMUNITY FUTURES LLB and its employees in understanding some of their obligations under Alberta Occupational Health and Safety Legislation (Alberta OH&S). It is not intended to replace the Alberta OH&S and reference should always be made to the official and most current version of Legislation.

It is the responsibility of COMMUNITY FUTURES LLB to ensure compliance with Alberta OH&S Legislation. This manual does not constitute legal advice. If you require assistance with respect to the interpretation of Alberta OH&S Legislation and its potential application in specific circumstances, please contact the appropriate COMMUNITY FUTURES LLB representative.

## **SECTION 13**

# **Staff Education and Professional Development**

Where, in the interest of CF LLB, employees may be assigned to special training programs on full pay and allowances. In such cases, the employee may be asked to undertake a continuing service contract for up to 12 months following completion of training.

For some highly specialized training, even if beneficial to the employer, the employee may be asked to cost share the total expenditure in a mutually agreed upon formula.

In cases where the employee wishes to undertake training that is not directly in the employer's interest, unpaid general leave may be granted.

Where the employee is undertaking professional training or skill upgrading outside of work hours, CFLLB may pay all tuition and supply costs, subject to successful completion of the training and while the employee continues to be employed with CF LLB.

An employee requesting such assistance must receive approval from the General Manager before committing to the course or reimbursement will not be considered.

For seminars or information courses, the employee will be required to obtain an attendance certificate.

## SECTION 14

# Harassment in the Workplace

The management of Community Futures Lac La Biche believes that all employees of the organization are entitled to work in an environment that is supportive of the self-esteem and dignity of each individual.

*Note: The Personal and Sexual Harassment Policy of the organization is not intended to restrict normal and accepted forms of socializing between co-workers.*

This policy applies to all employees, including those in management. The Policy also applies to those persons who conduct business with our organization, including service people, suppliers, delivery personnel, consultants and clients.

Every person has the right to file a complaint through the Alberta Human Rights Commission.

### 14.1 Harassment Definition:

Harassment occurs when an employee is subjected to unwelcome verbal or physical conduct because of race, religious beliefs, colour, place of origin, gender, physical or mental disability, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation. Alberta human rights law prohibits workplace harassment based on these grounds.

Examples of harassment that will not be tolerated in Community Futures Lac La Biche are: verbal or physical abuse, threats, derogatory remarks, jokes, innuendo or taunts related to any employee's race, religious beliefs, colour, gender, physical or mental disabilities, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation. Alpha Company also will not tolerate the display of pornographic, racist or offensive signs or images; practical jokes that result in awkwardness or embarrassment; and unwelcome invitations or requests, whether indirect or explicit.

The [\*Alberta Human Rights Act\*](#) prohibits discrimination based on the ground of gender, including sexual harassment. Unwanted sexual advances, unwanted requests for sexual favours, and other unwanted verbal or physical conduct of a sexual nature constitute sexual harassment when:

#### 14.1.1 Definition of sexual harassment

1. submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; or
2. submission to, or rejection of, such conduct by an individual affects that individual's employment.

Sexual harassment can include such things as pinching, patting, rubbing or leering, "dirty" jokes, pictures or pornographic materials, comments, suggestions, innuendoes, requests or demands of a sexual nature. The behaviour need not be intentional in order to be considered sexual harassment.

All harassment is offensive and in many cases it intimidates others. It will not be tolerated within our company.

## 14.2 Procedures

Employees are encouraged to resolve a complaint directly with the other party. The complainant may bring the complaint to the General Manager for an informal or formal investigation.

**Note:** *The Board of Directors will assume conduct of a complaint filed against the General Manager. The Board may also utilize the services of an independent investigator and/or mediator in such cases.*

An individual who brings a complaint forward, and wishes later to withdraw the complaint, may do so; however, the organization reserves the right to investigate the matter to ensure the harassment policy is being upheld in the workplace.

If the conduct is found to be harassment, whether or not it was intentional, it is still harassment.

a) ***Informal Action:***

If the complainant does not want to confront the other party directly, or has made an approach that did not resolve the matter, the complainant may bring the complaint to the General Manager. If the complainant and the General Manager agree that the conduct described does not constitute harassment, the General Manager will take no further action. There will be no record retained on file. If harassment is confirmed, the complaint will be processed by direct action or formally.

b) ***Direct Action:***

An employee who believes they have been subjected to harassment is encouraged to bring the matter to the attention of the other party. The employee should advise the other party verbally or in writing. The complainant should clearly identify the conduct that brought about the complaint and describe the effect the conduct had on the complainant. The complainant should also advise the other party to refrain from similar conduct in the future. [(i.e.) "I find your brushing up against me and touching me makes me feel uncomfortable and I want you to stop it."] An apology from the other party, and no further incidents, will resolve the matter.

c) ***Formal Complaint Process:***

The written complaint must contain:

- (1) a description of the conduct complained of,
- (2) the time(s) and date(s) of the conduct,
- (3) the identity of the person(s) responsible for the conduct, and
- (4) the effect of the conduct on the complainant.

The formal written complaint will be given to the General Manager. The General Manager will advise the person named in the complaint and the person will have 7 working days to file a response to the complaint. The response will be provided to the General Manager who will provide a copy to the complainant.

Once the exchange of information is completed, the General Manager will conduct an investigation into the allegations in a timely manner. The General Manager may utilize the services of a private investigator/mediator to investigate the allegations. The person investigating will determine whether or not harassment has taken place, and recommend an appropriate remedy.

At the conclusion of the investigation, a written Report will be prepared with a copy to the complainant and the person named in the complaint. The General Manager will determine the appropriate remedy.

If the complaint is upheld, the complaint records will be maintained on file. The complainant and the person named in the complaint will be advised of the remedy, including any discipline imposed on the person found to be at fault.

If the complaint is dismissed, the records will not be retained and no further action will be taken.

An employee filing a complaint in good faith will not be subject to any adverse employment action. If it is found that the complaint is frivolous, vexatious or was not filed in good faith the complainant may be subject to disciplinary action.

A complaint against a non-employee will be investigated. The complaint and all relevant information, must be provided to the General Manager as soon after the conduct complained of occurred.

### 14.3 Confidentiality

The organization appreciates the difficulties in filing a complaint of harassment and recognizes the complainant's concern regarding confidentiality.

In order to protect the interests of the complainant, the person named in a complaint and any witnesses involved during the investigation of a complaint, confidentiality will be maintained to the extent possible under such circumstances.

Accordingly, all records concerning complaints, information gathered as the result of any investigation, will be kept confidential, except where disclosure is required due to the investigation, the imposition of discipline or other remedial action.

**Conclusion:** All formal written complaints will be investigated thoroughly. Anyone found to be in violation of this Policy may be subject to discipline, up to, and including, termination of employment.

The remedy or discipline imposed under this Policy is final and binding.

## **SECTION 15**

### **Grievances**

#### **15.1 Working Policy of proper channels to express grievances**

CF LLB assures each employee fair and equal treatment and consideration. Where, in the opinion of the employee, unfair treatment has been rendered under these policies, or some other problem arises, the following procedure applies:

- a) The employee shall discuss the matter with their immediate supervisor within seven (7) working days from the day the grievance occurred.
- b) If the grievance remains unresolved after discussion with the supervisor, the employee will then take the grievance to the CF LLB General Manager within three (3) working days. The General Manager will then conduct a personal interview involving the employee and any other involved person(s) and endeavor to resolve the grievance.
- c) If the grievance involves the General Manager then it will be brought to the attention of the Board.
- d) The General Manager or Board may forward a grievance or complaint to an Independent Mediator for resolution.
- e) The Board, General Manager or Independent Mediator is the final level in which the grievance or complaint may be reviewed. One of the above may accept or dismiss the grievance or complaint, with reasons stated in writing.



## **SECTION 16**

### **Termination of Employment**

Termination of employment may take place upon the initiation of either CF LLB or the employee. Termination by CFLLB will be consistent with the Alberta Employment Standard Act (ESA).

#### **16.1 Compensation or Notice Required**

CFLLB shall not terminate an employee without giving the employee written termination notice of at least: Full details available in ESA.

- a) Less than 180 days, no notice or pay in lieu required
- b) One (1) week, if employed more than 180 days but less than 2 years
- c) Two (2) weeks, if employed 2 years but less than 4 years
- d) Four (4) weeks, if employed for 4 years but less than 6 years
- e) Five (5) weeks, if employed 6 years but less than 8 years
- f) Six (6) weeks, if employed 8 years but less than 10 years
- g) Eight (8) weeks, if employed over 10 years

If the employee is given written notice of termination, the employee will be allowed to work out the notice period, although the Manager should examine confidentiality and potential conflicts carefully and consider compensation carefully.

If any severance pay over and above the statutory minimum is offered along with the termination the employee will be required to sign a 'RELEASE'. The employee will have a period of seven (7) days to obtain independent legal advice. The severance pay will be paid upon receipt of the duly executed 'RELEASE'.

#### **16.2 Compensation or Notice Not Required**

If the employee is dismissed for proper cause, there will be no compensation or notice given to the employee.

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## **APPENDIX A**

### **Position Descriptions**

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# Janitor

**REPORTS TO:** Administrative Coordinator

**CORPORATE MISSION STATEMENT:**

*“To facilitate and promote activities which enhance and diversify the economic environment of our communities through entrepreneurial development and innovative small business initiatives.”*

**PURPOSE OF THE POSITION**

Under the supervision of the Administrative Coordinator, provide cleaning services as described below ensuring strict and complete confidentiality with information viewed or heard while providing said services.

**KEY RESPONSIBILITIES**

- Empty office garbage and recycling containers (minimum twice per week or as needed)
- Dust and clean office furniture (desks and filing cabinets/shelves) and window sills (minimum twice per week or as needed)
- Vacuum carpeted floors, wash tile floors and wash chair mats (minimum twice per week or as needed)
- Dust ledges, picture frames, door/window frames including tourism display area at the front of office (minimum bi-weekly or as needed)
- Remove garbage including cardboard boxes and place in garbage disposal bin at the back of the building. (Minimum twice per week or as needed)
- Clean glass front entrance doors (minimum twice per week or as needed)
- Clean office windows in the interior of the building (minimum once per month or as needed)
- Wash exterior windows at the front of the building (once per month or as needed between April and October)
- Clean counters and tables in the Boardroom and Kitchen. (minimum twice per week or as needed)
- Wipe down doorknobs and chair handles/armrests. (minimum once per week or as needed)
- Spot clean/dust walls. (As needed)
- Clean washrooms including toilets, urinals and sinks, replace/restock toilet paper, hand soap and paper towels, empty garbage containers (minimum twice per week or as needed)
- Clean individual staff/tenant's offices. Dust, change garbage's, vacuum and clean desks.
- Steam clean carpets. Equipment will be provided upon request. (Twice a year, once in the spring time and once in the fall)
- Pressure wash exterior of building. Equipment will be provided upon request. (Once a year between August – September)

- 
- Other duties as requested and agreed upon by both parties.

## **GENERAL**

1. The term of this Agreement (the "Term") will begin on the date of this Agreement and will remain in full force and effect for 6 months, subject to earlier termination as provided in this Agreement. The Term of this Agreement may be extended by mutual written agreement of the Parties.
2. In the event that either Party wishes to terminate this Agreement, that Party will be required to provide thirty (30) days written notice to the other Party. **If there is any breach in confidentiality including, but not limited to, information obtained through access to the location and/or offices, the employer may terminate the agreement without prior notice.**
3. Except as otherwise provided in this Agreement, the obligations of the Cleaning Services Provider will terminate upon the earlier of the Cleaning Services Provider ceasing to be engaged by the Customer or the termination of this Agreement by the Customer or the Cleaning Services Provider.
4. This contract can be renewed in six months as a Contract for Service, but not as an employment contract as the intention is that this is a contracted position and business advisory

## **CONFIDENTIALITY**

1. Confidential information (the "Confidential Information") refers to any data or information relating to the business of the Customer which would reasonably be considered to be proprietary to the Customer including, but not limited to, accounting records, business processes, and client records and that is not generally known in the industry of the Customer and where the release of that Confidential Information could reasonably be expected to cause harm to the Customer. **If there is any breach in confidentiality including, but not limited to, information obtained through access to the location and/or offices, the employer may terminate the agreement without prior notice.**
2. The Cleaning Services Provider agrees that they will not disclose, divulge, reveal, report or use, for any purpose, any Confidential Information which the Cleaning Services Provider has obtained, except as authorized by the Customer. The Cleaning Services Provider further agrees that they will not disclose, divulge, reveal, report or use, for any purpose, any personal information of the Customer, without the prior written consent of the Customer. This obligation will survive indefinitely upon termination of this Agreement.

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## **Administrative Coordinator**

**REPORTS TO:** General Manager or Assigned Supervisor

**CORPORATE MISSION STATEMENT:**

*“To facilitate and promote activities which enhance and diversify the economic environment of our communities through entrepreneurial development and innovative small business initiatives.”*

**PURPOSE OF THE POSITION**

Under the supervision of the General Manager and/or Assigned Supervisor, provide reception, administrative and secretarial support to the corporation ensuring strict and complete confidentiality.

**KEY RESPONSIBILITIES**

**GENERAL**

- Complete complex word processing assignments including correspondence, reports, form letters, and various corporate documents utilizing advanced knowledge of word processing applications.
- Diligent proofreading for accuracy of grammar, formatting, spelling and punctuation.
- Complete month end mail out (including match, fold, stuff & stamp mail outs)
- Update and maintain network computer files, databases, and directories for use by all personnel.
- Maintain a current list of names, addresses and telephone numbers of the Community Futures Lac La Biche Board of Directors and committees thereof.
- Maintain a file of signed “Oaths of Confidentiality” from all Community Futures Lac La Biche Board Members, committee members, staff and any other contractor or persons who may have access to client information intentionally or otherwise.
- Provide information for the corporation by coordinating distribution of memos, faxes, and meeting minutes to staff, Board of Directors and Committee Members.
- Maintain website
- Set up for all Board and IRC Meetings and Take-down (including arrange and pick up food)
- Participates in supporting the team including listen to and understands information and ideas presented through spoken words or sentences.
- Provides overall leadership with respect to the operation(s) of the facilities including, but not limited to, equipment, office supplies, vehicles, signage, maintenance, janitorial, exterior and interior of the building, lay-out and office set-up, general operations and procedures.
- Attend meetings, record and process minutes when and if required.
- Assist with preparation of monthly board meeting information packages for distribution.
- Operate and maintain a variety of business machines as required.
- Maintain administrative filing systems by filing general office and client correspondence and general publications as received.
- Pick up and receive mail, date stamp and distribute to appropriate employees. Dispatch outgoing mail and courier packages.
- Receive and direct telephone calls for the staff as necessary.
- Welcome clientele and potential clientele by greeting them as initial contact to Community Futures Lac La Biche either in person or by telephone, identifying their needs, responding/assisting to inquiries, and

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referring them to appropriate area or personnel.

- Provide brochures and other resources of the Corporation (including library items) to clients and others as appropriate.
- Communicate service information clearly and concisely; answer basic questions; refer complex questions.
- Maintain a list of inventory and notify the manager when items are required. Order stationary and office supplies, and ensure maintenance of office equipment.
- Maintain a list of capital assets and equipment.
- Cooperatively and actively participate in corporate meetings as requested.
- Provide input into development of tactical plans and progress.
- Record all key contact information for loan clients in TEA and occasionally assist other staff to ensure their contacts are recorded in a timely fashion.
- Maintain current and accurate files and records for use by all employees, directors, committee members, auditors and WED officials, as appropriate.
- Ensure safekeeping of all cheques, corporate seals and incorporation documents.
- Develops and manages schedules and key activities in accordance with the Operational Plan and/or direction of the General Manager.
- Perform other related duties as may be assigned from time to time. (These duties may vary and may not always be completely reflected in the position description)

## **RECORDKEEPING RELATED ACTIVITIES**

- Perform all normal Administrative banking duties, including record and deposit all cheques.
- Ensure all deposits are deposited into correct bank accounts and recorded into existing database(s) for the Business Development Manager and Bookkeeper.
- Enter cheques received from clients into spreadsheet and then forward onto Business Development Manager for further processing
- Label all client and other files and ensure all files are properly sorted and arranged in filing cabinet
- Ensure that deposits are clear and correctly received and identify any issue with the payee, the Business Development Manager and/or Bookkeeper.
- Provide the General Manager, in writing, with reminders to ensure bank's signing authorities are accurate and current.
- Maintain records for "petty cash", "library book", and "staff" fund. Responsibility for these funds is solely that of this position.
- Ensure all financial information is scanned and saved for access by the book keeper.
- Deposit all loan payments and fees into correct accounts.
- Prepare monthly Board Member expense claims.
- Contact clients that have NSF's, to notify them of such, first by telephone and failing contact by this manner, notification is to be completed in writing.
- Notify all clients in writing of arrears and interest payments as per direction by the Business Development Manager.
- Input initial client contact information into TEA
- Assist with the annual preparation of operating financial records for audit. Assist with responses to all audit inquiries for same.
- Perform other related duties as may be assigned from time to time.

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## **MEETINGS**

- Assist with arranging any and all committee meetings for Community Futures business or functions, including dates, times, locations and refreshments.
- Ensure that any meeting area is tidied and cleaned before and after use by Board members, Committee members or anyone else.
- Assist with the organization of seminars, trade shows, workshops and any other meeting of function as required or requested by Manager.
- Attend meetings of the Corporation's Board of Directors or committees of the Corporation or any other related organization as required or requested by the Manager.
- Take minutes of the Community Futures Lac La Biche monthly general meetings or any special meetings as required or requested by the Manager. (This will include the formal production, distribution, filing and management of these minutes for future reference).

## **REQUIRED SKILLS**

- A positive attitude and work ethic is an absolute must along with a willingness to train in areas where skill sets may be weak.
- Understands and able to communicate the mandate of the organization in a professional and accurate manner, including any programs or services offered to the general public
- Guided by established standards and procedures, work is routine but varied; and making normal decisions with the use of some judgment is required.
- Strong written communication skills; spelling, grammar, and structure.
- Able to monitor/assess performance of self, others and individuals, or organizations to make improvements or take corrective actions.
- Compose complex letters and memos from verbal instruction.
- Communicate clearly and concisely, effective telephone and listening skills.
- Working knowledge of business skills.
- Highly developed organizational abilities,
- Reception efficiency and effective telephone technique.
- Working knowledge of computer network technology, keyboarding, PC skills, Windows, word processing, desktop publishing, spreadsheets, and database applications.
- Excellent word processing skills.
- Superior capability of composition, editing and proofreading.
- Advanced knowledge of general office equipment.
- Filing and records management.

## **EDUCATION AND EXPERIENCE**

Office Education Program or 1 to 3 years or job related experience, or an equivalent combination of education and experience.

## **CONTACTS**

Clients/potential clients

Other Community Futures organizations

## **Business Advisor**

### ***Reports to Compensation***

Business Development Manager  
Dependent on Experience

### **Overview**

Reporting to the Senior Business Development Manager, you will be principal contact responsible for attracting, coaching and guiding clients to success in their proposed or existing businesses including providing one-on-one business coaching and lending services. You will seek to add value to each business and be responsible for all aspects of proposing, administering, perfecting, monitoring and collecting within a loan portfolio. In addition, you will be evaluating, achieving and reporting the goals of the investment portfolio within an entrepreneurial environment.

You should have excellent organization, oral and written communication skills, be analytical and very familiar with Microsoft Office. Applicants must have a valid driver's licence and access to a vehicle while at work. A degree in Commerce or related field is preferred, but previous lending administration and documentation experience will be considered. Strong local and regional business contacts are assets. Salary is dependent on Experience.

This is a salaried position. Extended Health Benefits are available, on a Cost Shared basis, upon successful completion of a three month probationary period.

### **Key Functions & Duties Coaching**

- Respond to initial enquiries regarding specific financing requirements, business ideas, funding options, and general information pertaining to Community Futures' services.
- Provide guidance and information in the development of business plans, cash flows, and/or loan applications, on business taxes and regulations, on government programs and other financing options and about general business topic areas.
- Advise on various small business management issues, including sales, marketing, financing, financial management, bookkeeping, human resources management, e- business, legal considerations, exporting, inventory management, and taxation and source deductions.
- Coach clients, provide aftercare and growth support and ensure appropriate and effective referrals.
- Communicate the commercial lending process to small business clients.
- Assist clients and assess feasibility of ventures by utilizing key business-related websites and business research.
- Deliver workshops for clients on small business topics and provide small business training options to clients.

### **Loan Analysis and Management**



- 
- Assist clients in the preparation of loan applications and supporting materials – business plan, marketing plan, financial forecasts, etc.
  - Review and analyze applications for financing, including assessing financial viability, management capability, social and community impact, repayment ability, job creation, feasibility and security.
  - Undertake financial statement analysis, business plan analysis, loan analysis and investigation, credit and PPR checks, loan submission to the Board, loan disbursements, loan security Registration and ongoing monitoring of loan clients:
  - Perform due diligence checks in the preparation of proposals, including:
    - o Credit checks
    - o Personal Property Security Act (PPSA) searches
    - o Title searches
    - o Historical financial statement analysis
    - o Revenue Canada, GST, WCB, personal income tax
    - o Other third party verifications
  - Make loan recommendations taking into account Community Futures goals and risk management.
  - Prepare letters of offer and other loan security documents.
  - Liaise with solicitors, insurance agencies, accountants and/or financial institutions.
  - Conduct annual file reviews and field calls, including financial statements, outcome and summary, etc.
  - Research and prepare requests for loan modifications or alterations for approval by the Business Development Manager and appropriate committee.
  - Initiate and manage collection of delinquent accounts, bankruptcies and foreclosures.
  - Help to establish and evaluate commercial credit policies and processes within Community Futures.

### **Administration**

- Act as a resource in conducting and compiling labour market research, business development research, ratio comparatives and other statistical information as required.
- Enter client information and statistics into client management system (e.g. The Exceptional Assistant (TEA)).
- Prepare and submit monthly, quarterly and annual reporting requirements.
- Attend and participate in staff, department and other appropriate meetings.
- Assist with budget and operating plan projections.

### **Qualifications Requirements** *(please only apply if you meet all required qualifications)*

- *A valid driver's license and access to a vehicle while at work*
- *A degree in Commerce or related field is preferred, but previous lending administration and documentation experience will be considered.*
- *Excellent written and oral communications skills including the ability to make effective oral presentations.*
- *Excellent organizational skills including the abilities to manage time, multitask and prioritize.*
- *Good listening and interviewing skills.*
- *Proficient computer skills including in Outlook, Word, Excel & PowerPoint.*
- *Sound business acumen.*
- *Impeccable judgment, ethics and morals.*

### **Assets**

- 
- Entrepreneurial experience and business ownership background (a minimum of five years).
  - Must demonstrate strong sales and/or strategic project leadership skills.
  - Ability to coach clients and provide business advice.
  - Good workshop facilitation skills.
  - Superior interpersonal skills including the ability to build strong relationships.
  - Can work comfortably with many kinds of people regardless of socio-economic status, urban/rural, educational levels, race, gender, religion, disability/ability.
  - Strong customer service skills including a sense of urgency and commitment to cooperation.
  - Ability to represent the organization in a positive manner.
  - Adaptable.
  - Highly motivated.
  - Understanding of relevant legislation and policies.
  - Strong local & regional business contacts are assets.
  - Knowledge of Community Futures and the Community Futures Lending program.

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## **Business Development Manager**

### ***Reports To*** ***Compensation***

General Manager  
Dependent on Experience

### **Overview**

Reporting to the General Manager, the Senior Business Development Manager is the principal contact for all loan and business development clients. The main duties include attracting, coaching and guiding loan clients to success. The Senior Business Development Manager is also responsible for all aspects of the commercial lending process, growth of the loan portfolio, collections, business counselling, and assessing feasibility of client business ideas/proposals/plans. You will execute all loan agreements, negotiate rates and security, recommend loan applications to the Investment Review Committee (IRC) and oversee the administration and perfecting, monitoring and collecting within the loan portfolio. In addition, you will be evaluating, achieving and reporting the goals of the investment portfolio.

### **Key Functions & Duties Coaching**

- Respond to advanced enquiries regarding specific financing requirements, business ideas, funding options, and general information pertaining to Community Futures' services.
- Review business plans, financials, projections, and/or loan documentation.
- Advise on various small business management issues, including sales, marketing, financing, financial management, bookkeeping, human resources management, e- business, legal considerations, exporting, inventory management, and taxation and source deductions.
- Monitor clients, provide aftercare and ensure appropriate and effective referrals.
- Monitor the commercial lending process to small business clients.

### **Business Growth**

- Develop and maintain a network of referral sources (e.g. banks, insurance agents, partners, etc.) through an effective strategy of community involvement and stakeholder presentations to achieve loan growth objectives.
- Complete 60 individual site visits annually and develop monitoring programs for new and existing clients.
- Meet with and market to existing growth-oriented businesses that could help grow and diversify our local economy with assistance from our Community Futures organization.
- Seek out or attract businesses and clients so loan targets can be achieved or exceeded.
- Produce a minimum of 45 loan applications per year, with \$ 2 million in lending, while maintaining
  - less than five (5) percent default rate.
- Develop partnership opportunities with other lending institutions, including other Community Futures

### **Loan Analysis and Management**

- Monitor the Business Advisor as they assist clients in the preparation of loan applications and supporting materials – business plan, marketing plan, financial forecasts, etc.
- Review and analyze applications for financing, including assessing financial viability, management capability and security.

- 
- Monitor and provide direction to the Business Advisor II as they provide financial statement analysis, business plan analysis, credit and PPR checks, loan submission, loan disbursements, loan security registration and ongoing monitoring of loan clients.
    - Ensure all loan client files have properly prepared documentation, including (But Not Limited To):
      - o Credit checks
      - o Personal Property Security Act (PPSA) searches
      - o Title searches
      - o Historical financial statement analysis
      - o Revenue Canada, GST, WCB, personal income tax
      - o Other third party verifications
  - Make loan recommendations considering Community Futures goals and risk management.
  - Execute letters of offer and other loan security documents.
  - Liaise with solicitors, insurance agencies, accountants and/or financial institutions.
  - Manage collection of delinquent accounts, bankruptcies and foreclosures.
  - Provide advice to the IRC and the Board with regards to the establishment of credit policies and processes within Community Futures.

## **Administration**

- Help establish confidentiality policies and adhere to privacy legislation.
- Act as a resource for the General Manager in conducting and compiling labour market research, business development research, ratio comparatives and other statistical information as required.
- Monitor the Business Advisor II as they enter client information and statistics into the client management system (e.g. The Exceptional Assistant (TEA)).
- Oversee the preparation and submission of monthly, quarterly and annual reporting requirements.
- Attend and participate in staff, department and other appropriate meetings.
- Assist with budget and operating plan projections.

- **Qualification Requirements:** *(please only apply if you meet all required qualifications)*

- *Degree in business or relevant field (e.g. Canadian Bankers Institute Training).*
- *Previous banking and lending experience at a chartered bank and/or credit union.*
- *Proven history of experience with the lending process from pre-lending to post-care.*
- *Strong analytical skills including financial statement and ratio analysis.*
- *Excellent written and oral communications skill.*
- *Excellent organizational skills including the abilities to manage time, multitask and prioritize.*
- *Good listening and interviewing skills.*
- *At least two years' experience working for a Community Futures*
- *Proficient computer skills including in Outlook, Word, Excel & PowerPoint.*
- *Sound business acumen.*
- *Impeccable judgment, ethics and morals.*

- **Assets:**

- Entrepreneurial experience and business ownership background (a minimum of five years).
- Must demonstrate strong sales and/or strategic project leadership skills.
- Ability to coach clients, staff and provide business advice.

- 
- Superior interpersonal skills including the ability to build strong relationships.
  - Can work comfortably with many kinds of people regardless of socio-economic status, urban/rural, educational levels, race, gender, religion, disability/ability.
  - Strong customer service skills including a sense of urgency and commitment to cooperation.
  - Ability to represent the organization in a positive manner.
  - Adaptable.
  - Highly motivated.
  - Understanding of relevant legislation and policies.
  - Strong local & regional business contacts are assets.
  - Knowledge of Community Futures and the Community Futures Lending program.
  - Valid driver's license.
  - Access to a vehicle while at work.

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# **Community Economic Development Coordinator**

## **Position Description**

### **Objective**

The Community Economic Development Coordinator will develop and implement projects with the aim of developing the local economy. The coordinator will support the tourism marketing portfolio held by Community Futures Lac La Biche for the Lac La Biche County and the development of potential projects with community organizations in the region. This position reports to the General Manager.

### **Essential Functions**

**The following statements describe the principal functions of this job and its scope of responsibility, but should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned, including working in other functional areas to cover absences or relief, to equalize peak work periods or otherwise**

### **Community Capacity Building**

- Support community economic projects by completing daily tasks such as taking minutes, coordinating events and stakeholder meetings, and responding to inquiries
- Develop project proposals and manage projects that are promote tourism or economic development
- Support the implementation of tourism and economic development research development projects in line with the region's priorities
- Assist in managing sponsor contracts and benefit packages, and ensures sponsor satisfaction with festivals and events
- Coordinate effectively with other Community Futures Staff, assisting with festivals and community events
- Assist in the creation and production of effective advertising, marketing, and publicity for festivals and events; write copy for brochures, posters, newspaper supplements, flyers, ready artwork, match prints, blue-lines, and registration.
- Develop and implement community engagement, communications and social media strategies

### **Volunteer Management and Community Relations**

- Supervise work of, and serve as liaison to, vendors, sponsors, outside organizations, volunteer committees, and/or other persons related to implementation of festivals and events
- Communicate and coordinate courteously and effectively with the public, County employees, officials, vendors, corporate sponsors, volunteers, and other outside organizations
- Develop and maintain positive working relationships with County supervisors/managers/employees and the public
- Maintain a system of contact and dialogue with major employers in the region and high-impact companies and facilitate an interface between these companies
- Establish strong working relationships with appropriate County departments such as Planning, Communications
- Liaise with community groups, committees and community representatives such as Lac La Biche Pow Wow Association, Chamber of Commerce

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## **Coordination of Information and Resources**

- Assist in the development and ongoing coordination of the economic development strategies through surveying and interviewing local commercial, industrial and retail businesses.
- Identify needs and opportunities to support existing businesses and develop programs as appropriate.
- Actively develop an external network to respond to inquiries.
- Represent the community of Lac La Biche in a professional and positive manner with business leaders in order to promote Lac La Biche as a place to conduct business.
- Prepare periodic reports on activities of the Economic Development Division
- Preparing financial reports and monitoring project expenses
- Gathers, interprets and prepares data for studies, reports and recommendations and regularly updates our websites
- Record keeping and progress reporting to funding agencies
- Update our internal database with own activities and activities of General Manager
- Makes procedural and operational recommendations to the General Manager
- Conducts or participates in developing short and long range fiscal, operational and quality improvement strategic plans.
- Completes special projects as assigned.

## **Qualifications and Requirements**

The successful candidate will have experience with community collaborations, social media such as Facebook, familiar with Microsoft office suite. Access to a vehicle and valid driver's licence are required.

This is a non-union, full time position with a starting salary of \$48,000. Some evening, weekend and out of town work is required.

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## **Loan Program Manager Position Description**

The Loan Program Manager manages the ongoing expansion and development of the Community Futures Lac La Biche loan program. The ideal candidate is an experienced lender, takes a systems approach to program management and is a practiced adult education professional who enjoys working with diverse communities. This position is key to implementing Community Futures programs and increasing its capacity to better serve more clients throughout the Community Futures Lac La Biche geographic boundaries. The Loan Program Manager reports to the General Manager.

### **Essential Functions**

**The following statements describe the principal functions of this job and its scope of responsibility, but should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned, including working in other functional areas to cover absences or relief, to equalize peak work periods or otherwise**

### **Essential Responsibilities:**

#### **Program Development and Oversight**

- Analyze applicant's financial status, credit, asset/property/security evaluation, to determine feasibility of granting loans.
- Prepare reports for Investment Review Committee that adequately and reliably support the recommended decision
- Monitor loan portfolio quality and work with Investment Review Committee to manage risk and mitigate potential problems with loans.
- Prepare reports to send to customers whose accounts are delinquent and forward irreconcilable accounts for legal and/or collector action.
- Ensures that CFLLB is adequately secured on loan advances.
- Ensure that loan closing process is efficient and timely.
- Ensure that Loan renewals are conducted in a timely fashion.
- Manage and oversee development, refinement, coordination and implementation of financial capability and loan program to ensure efficiency, effectiveness, and adherence to Community Futures policies and procedures.
- Manage borrower and loan fund information in CFLLB loan management software and related databases.
- Supervise Program Coordinators, interns and office volunteers (if applicable).
- Oversee the production of all client outreach tools like billboards and brochures.
- Continuously improve monitoring and evaluation activities necessary to assess program impact.
- Develop and maintain a pipeline of potential loans sufficient to deliver outcomes as per the annual operations plan.

### **Investment Review Committee Relations**



- 
- Cultivate and maintain relationships with members of the Investment Review Committee
  - Cultivate relationships with banks and other local businesses that could result in loan referrals.

### **Financial and Operations Management**

- Manage the day to day loan program systems.
- Complete data tracking and analysis of clients' progress and report to General Manager.
- Assist the General Manager in maintaining up to date financial information in Simply Accounting, issuing cheques to borrowers, managing loan funds, managing budgets.
- Process borrowers' payments.
- Produce and send loan program reports to Western Economic Diversification in a timely fashion.
- Produce and send activity reports to Western Economic Diversification in a timely fashion.

### **Other**

- Act as defacto Manager in the absence of the General Manager.
- Maintain confidentiality
- Assist General Manager in proposal and report writing as well as other fund development and public relations initiatives.

### **Required Qualifications:**

- An independent, self-motivated, creative and resourceful individual with a commitment to the mandate of CFLLB.
- Must possess a minimum of five years of lending experience in consumer, microenterprise, small business financing.
- Fluent use of Microsoft Office Suite
- Analytical and detail oriented
- Ability to use independent judgement
- Evidence of decision making skills

This is a non-union, full time position with a starting salary of \$48,000. Some evening, weekend and out of town work is required.

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## **General Manager Position Description**

### **General Purpose**

- To serve as General Manager for CFLLB by providing overall leadership and effective management of the organization while adhering to the policies and directions of the Board of Directors as well as Western Economic Diversification.

### **Essential Functions**

**The following statements describe the principal functions of this job and its scope of responsibility, but should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned, including working in other functional areas to cover absences or relief, to equalize peak work periods or otherwise**

### **Planning and administration**

- Provide leadership and vision to the organization by assisting the Board and staff with the development of long range and annual plans, and with the evaluation and reporting of progress on plans.
- Oversee preparation of an Annual Report summarizing progress on short and long range plans.
- Research and write analysis documents, proposals as needed to assist the organization in determining and meeting its long and short term goals.

### **HR Management**

- Recruitment and contracting of staff.
- Employee development and training
- Policy development and documentation
- Employee relations
- Performance management and improvement systems
- Employment and compliance to regulatory concerns and reporting
- Organization wide committee facilitation including planning, staff and Board of Directors, including arranging meetings and agendas, attending and minute taking.

### **Marketing and PR**

- Manage advertising opportunities in local media and social media
- Oversee content, production and distribution of all marketing and publicity materials (posters, program, flyers, mail outs, brochures etc)

### **Financial Management**

- Oversee investments and cash strategies
- Oversee preparation of annual budget, regular variance statements and annual audit
- Provide vision regarding overall financial health of the organization
- Provide vision and leadership in long range fiscal planning to ensure the continuity and solvency of the organization

- 
- Oversee fund development efforts.

### **Administrative Management**

- Ensure client file integrity (documents, analytical information where required, communication notations etc.)
- Maintain general oversight and ensure accuracy of records including accounts payable, accounts receivable, etc.
- Develop forms and tools to increase organizational efficient and risk management.

### **Required Qualifications**

- A minimum of five years of experience in business management, planning and financial oversight.
- A minimum of five years of experience in personnel management, including hiring, supervision, evaluation and benefits administration.
- A Minimum of three years' experience working with a Board of Directors and committees.
- Proven skills in business and financial management.
- Demonstrated ability to work in a diver and inclusive organization.
- Excellent, proven interpersonal, verbal and written communication skills
- Experience with organizing and implementing fund development campaigns.

This is a non-union, full time position. Some evening, weekend and out of town work is required.

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## **APPENDIX B**

### **Individual Overtime Agreement**

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## Individual Overtime Agreement

1. It is agreed between:

\_\_\_\_\_ of \_\_\_\_\_  
Employee Name Employee Address

And

\_\_\_\_\_ of \_\_\_\_\_  
Employer Employer Address

that either wholly or partly the employer will provide and the employee will take, time off with pay in place of overtime pay for those hours worked in excess of 7.0 hours in a day or 35.0 hours in a work week, whichever is greater.

2. The time off with pay in place of overtime pay shall be provided, taken and paid at the regular rate of wages at a time that the employee could have worked and received wages from the employer.
3. The time off with pay shall be provided, taken and paid within 3 months of the end of the pay period in which it was earned.
4. If the time off with pay instead of overtime is not provided, taken and paid in accordance with paragraph 2, the employee shall be paid overtime pay of at least 1.5 times the employee's wage rate for the overtime hours worked.
5. Time off in place of overtime shall be treated as hours of work and remuneration paid in respect to time off in place of overtime pay shall be treated as wages.
6. The employer shall provide a copy of this agreement to the employee.
7. No amendment or termination of this agreement shall be effective without at least one month's notice in writing by one party to the other.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_

Signed by \_\_\_\_\_  
For Employer

\_\_\_\_\_  
Employee

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## **APPENDIX C**

### **COMPENSATION ADJUSTMENT FORM**

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# Lac La Biche Regional Economic Development Corporation O/A COMMUNITY FUTURES LAC LA BICHE

## COMPENSATION ADJUSTMENT FORM

### EMPLOYEE INFORMATION

Employee Name: \_\_\_\_\_  
*Last* *M.I.*

### ADJUSTMENT INFORMATION

**\*\*NOTE** – Attach all supporting documentation such as performance/probation reviews, etc.

### ADJUSTMENT DETAILS

Effective Date: \_\_\_\_\_ Next Review Date: \_\_\_\_\_  
Change Amount: \_\_\_\_\_ New Salary Amount: \_\_\_\_\_

### SIGNATURES

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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**APPENDIX D**

**NEW EMPLOYEE JOB OFFER**

**TO INCLUDE OVERTIME AGREEMENT AND POSITION DESCRIPTION**



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## Formal Job Offer

New employee Name

June 22, 2012

Dear \_\_\_\_\_;

We are pleased to make you a formal job offer for the position of Community Economic Development Co-ordinator at Lac La Biche Regional Community Development Corporation operating as Community Futures Lac La Biche. You will find the following information, which is part of your “Hiring Contract”, in the attached documents.

- **The work schedule and responsibilities of the position in the “Job Description”**
- **The policy for the probationary period**
- **The salary and benefits that you have been offered**

Should you accept our offer, your start date would be \_\_\_\_\_ at \_\_\_\_\_. to begin your orientation and probationary period. \_\_\_\_\_, General Manager will meet with you that morning and introduce you to the staff. If this date is not convenient for you, please advise us as soon as possible.

If you decide to accept our offer, please sign at the bottom of the page. This document must be returned to us no later than \_\_\_\_\_.

We are confident that you will contribute to the success of our business. We hope to have the pleasure of working with you very soon.

Sincerely,

General Manager

Signed at Lac La Biche Alberta, \_\_\_\_\_

I have read the information. I accept your job offer. I agree to respect the conditions as stated in the hiring contract.

\_\_\_\_\_  
Employee Name \_\_\_\_\_

X \_\_\_\_\_  
Signature of employee

---

**Salary and Benefits**  
**Employee Name**

Your annual salary will ..... \_\_\_\_\_

Your first day of work will be ..... \_\_\_\_\_

Your salary will be paid ..... twice monthly

You will receive your first pay on ..... \_\_\_\_\_

Your probationary period will end on ..... \_\_\_\_\_

**Paid Vacation and Statutory holidays**

After completing your probationary period, you will be eligible for 3 weeks of paid vacation. As well, you are entitled to 9 paid statutory holidays per year. Vacation and statutory holidays surpass the employment standards for Alberta as per the list below:

New Year's Day – January 1
Alberta Family Day – Third Monday in February
Good Friday – Friday before Easter
Easter Monday – Monday after Easter Sunday
Victoria Day – Monday before May 25
Canada Day – July 1 except when it falls on a Sunday, then it is July 2
Heritage Day – or in Lac La Biche– First Monday in August
Labour Day – First Monday in September
Day of Truth and Reconciliation – Last Day in September
Thanksgiving Day – Second Monday in October
Remembrance Day – November 11
Christmas Eve – December 24
Christmas Day – December 25
Boxing Day – December 26
Unless there are mitigating circumstances, we are also closed the week between Christmas and January 2. This week is in addition to the three weeks vacation offered.

**Since the responsibilities of the position title often means working evenings and weekends, all staff must sign the time off in lieu of form included in this offer.**

---

### Group Benefits

(Available the first of the month following completion of the probationary period)

	Cost sharing	
	Employee	Employer
Life Ins, Disability Ins, AD&D	100(%)	0 (%)
Health and Dental Insurance		100% to a maximum of 50% of the employee's total coverage
Group RRSP up to a maximum of 5% of annual salary	5(%)	5 (%)

---

## Probationary Period Policy and Procedures

### Policy

The first ninety (180) days of employment, or of a contractual agreement, at Lac La Biche Regional Development Corporation o/a Community Futures Lac La Biche are considered to be a probationary period. The duration of the probationary period must be ninety (180) working days. **If an absence occurs during this time, the probationary period shall be extended by the duration of the absence.**

### Procedure(s)

The probationary period represents, for the employee, an opportunity to learn his or her tasks and responsibilities, how the business functions, as well as get to know his or her co-workers.

During the probationary period, the employer will evaluate the employee's behaviour and ability to do the job.

At any time during the first ninety (180) days, an employee may resign with no harmful effect on his or her record. If during this period the employee's work habits, abilities, attitude, attendance or performance do not meet the employer's standards, the employer may terminate the employee during the probationary period at any time, **and the person on probation shall have no recourse.**

In the middle of the probationary period at ninety (90) days, as well as at the end, the employer will meet with the employee to discuss his or her performance. **During the second evaluation meeting, the employer will confirm whether the employee will be hired permanently.**

Probationary employees are encouraged to present their comments and ideas during these discussions.

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## **APPENDIX E**

### **CASUAL EMPLOYEE TIME SHEET**

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**CASUAL EMPLOYEE TIME SHEET**

DATE	START TIME	END TIME	TOTAL HOURS	Signature

---

## **APPENDIX F**

### **EMPLOYEE EXPENSE CLAIM**

CFLLB BOARD / STAFF EXPENSE CLAIM FORM									
Name of Claimant:									
		(Surname)	(Given Name)						
Mailing Address:						Date			
		(Postal Code)							

								A	B	C	D
--	--	--	--	--	--	--	--	---	---	---	---

I hereby certify that the whole of the expenditure amounts claimed have not been previously paid to me or on my behalf.



---

## Appendix B - Kilometric Rates - Modules 1, 2 and 3

**Effective July 1, 2015**

The rates payable in cents per kilometre for the use of privately owned vehicles driven on authorized government business travel are shown below:

Province/Territory	Cents/km (taxes included)
ALBERTA	44

## Appendix C - Allowances

**Effective Date: July 1, 2015**

1.1 Private non-commercial accommodation allowance	\$50.00
1.2 Meal allowances	
Breakfast 100%	\$16.55
Lunch 100%	\$16.80
Dinner 100%	\$44.40
Meal Allowance Total	\$77.75
1.3 Incidentals	\$17.30
Daily Total	\$95.05

---

## **APPENDIX G**

### **OVERTIME TIME TRACKING SHEET**

Overtime  
Tracking  
hours

Name:

Month:

**SUBMIT THIS FORM ON 1ST OF EACH MONTH**

Date	O/T Hours Worked	Purpose of OT	O/T Hours Taken in Lieu of Pay	Casual Illness (do not deduct from OT unless exceed 10 days)	Emergency Leave with Pay (do not deduct from OT unless exceeds 5 days)
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25					
26					
27					
28					
29					
30					
31					
<b>TOTALS:</b>					
TOTAL HOURS OT REMAINING			0		

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## **APPENDIX H**

### **Community Futures Network of Alberta Group Insurance Plan Benefit Guide**

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## **Your Group Insurance**

### **COMMUNITY FUTURES NETWORK OF ALBERTA**

**Policy No. 647022**

**Non-taxable Long Term Disability Benefit**

**For information regarding Claims, Administration or  
Billing Inquiries, you may contact our:**

**Group Customer Contact Centre**

**Toll-Free number: 1-800-263-1810**

**You may also access Claim forms and other information online at:**

**[www.desjardinsfinancialsecurity.com](http://www.desjardinsfinancialsecurity.com)**

This document is an integral part of the Insurance certificate. It is a summary of your Group Insurance Policy. Only the Group Insurance Policy may be used to settle legal matters.

This electronic version of the booklet has been updated on April 1, 2014. Please be advised that this electronic version is updated more frequently than the printed copy of your booklet. Therefore, there may be discrepancies between the paper and electronic copies.

Use of masculine is intended to include both women and men.

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## BENEFIT SCHEDULE

### GENERAL GUIDELINES

**Participation:** Optional

#### Eligibility Requirements

**Number of hours worked per week:** A minimum of 20 hours per week.

**Eligibility Period:** The date the Employee has completed 3 months of continuous service for the Employer.

#### Waiver of Premium

**Benefits for which premiums are waived in the event of Total Disability:**

- Basic Participant Life Insurance Benefit
- Dependent Life Insurance Benefit
- Participant Accidental Death and Dismemberment Benefit
- Participant Weekly Indemnity Benefit
- Participant Long Term Disability Benefit

**Beginning of Waiver of Premium:** At the end of the Elimination Period of the Participant Long Term Disability Benefit.

---

## **BASIC PARTICIPANT LIFE INSURANCE BENEFIT**

**Amount of Insurance:** \* 3 times annual Earnings, rounded to the next higher \$1,000, if not already a multiple, up to a maximum of \$500,000.

**Non-Evidence Maximum of Insurability:** \$340,000

**\* Reduction of Amount:** On the 65th birthday of the Participant, the amount applicable to the Participant will be reduced by 50%.

### **Benefit Termination**

**Age Limit:** Age 70 of the Participant, or retirement whichever occurs first.

---

## **DEPENDENT LIFE INSURANCE BENEFIT**

**Amount of Insurance:** Spouse: \$10,000  
Each Child: \$5,000

**Commencement of  
Newborn Children  
Insurance:** After 24 hours

**Reduction of Amount:** On the 65th birthday of the Participant, the  
amount applicable to the Spouse will be  
reduced by 50%.

### **Benefit Termination**

**Age Limit:** Age 70 of the Participant, or retirement  
whichever occurs first.



---

## **PARTICIPANT ACCIDENTAL DEATH AND DISMEMBERMENT BENEFIT**

**Amount of Insurance:** Amount is equal to the Basic Participant Life Insurance Benefit amount.

**Benefit Termination**

**Age Limit:** Age 70 of the Participant, or retirement whichever occurs first.

---

## **PARTICIPANT WEEKLY INDEMNITY BENEFIT**

<b>Percentage and Maximum of Benefit:</b>	70% of weekly Earnings, rounded to the next \$1, if not already a multiple, up to a maximum of \$1,500. The maximum amount under this Benefit cannot be lower than the maximum benefit payable under the Employment Insurance Act for the plan to be eligible under the Employment Insurance Premium Reduction Program.
<b>Carve Out with Employment Insurance Act:</b>	None
<b>Elimination Period:</b>	14 days in case of Accident 14 days sickness or if Hospitalized.
<b>Payment Basis:</b>	7 days (calendar)
<b>Maximum Benefit Period:</b>	17 weeks
<b>Taxability of Benefits:</b>	Taxable
<b><u>Benefit Termination</u></b>	
<b>Age Limit:</b>	Age 70 of the Participant, or retirement whichever occurs first.

---

## **PARTICIPANT LONG TERM DISABILITY BENEFIT**

**Percentage and Maximum of Benefit:** 66 2/3% of monthly Earnings, rounded to the next \$1, if not already a multiple, up to a maximum of \$7,000.

**Non-Evidence Maximum of Insurability:** \$5,300

**Elimination Period:** 17 weeks or the end of the Maximum Benefit Period of the Weekly Indemnity Benefit, whichever is later.

**Maximum Benefit Period:** To age 65

**Taxability of Benefits:** Non-taxable

### **Benefit Termination**

**Age Limit:** Age 65 of the Participant, or retirement whichever occurs first.

## **PARTICIPANT ASSISTANCE PROGRAM BENEFIT**

**PLEASE CHECK WITH YOUR EMPLOYER TO VERIFY IF THIS COVERAGE IS AVAILABLE.**

**Product:** Posaction®

### **Benefit Termination**

**Age Limit:** Age 70 of the Participant, or retirement whichever occurs first.

---

## EXTENDED HEALTH CARE BENEFIT

### Deductible Amount

Drug Co-pay:	Nil
Hospitalization Expenses:	Nil
Travel Insurance:	Nil
Eyeglasses, Lenses and Eye surgery:	Nil
Other Expenses:	Nil
<u>Drug Payment Card:</u>	Direct

### Percentage of Reimbursement

Drugs:	<ol style="list-style-type: none"><li>1) Generic drugs: 100% of the lowest priced equivalent drug available on the market</li><li>2) Brand name drugs:<ul style="list-style-type: none"><li>• 100% of the brand name drug if no equivalent drug is available on the market</li><li>• 100% of the lowest priced equivalent drug available on the market</li></ul></li></ol>
Hospitalization Expenses:	100%
Travel Insurance:	100%
Referral Treatment:	80%
Other Expenses:	100%
<u>Eyeglasses, Lenses and Eye surgery</u>	
Eyeglasses, Contact Lenses and Eye surgery:	100%
Contact Lenses: (Special conditions)	100%

---

**Limits for Eligible Expenses**

**Drugs:**

- **mark-up:** Reasonable and Customary Charges
- **dispensing fee:** Expenses not covered

**Short-Term Hospitalization Expenses:**

The cost of a semi-private room for each day of Hospitalization with no limit as to the number of days.

**Long-term Hospitalization Expenses:**

**Palliative Care Establishment:**

Payable amount of \$40 per day and a maximum of 60 days.

**Convalescent and Rehabilitation Centre:**

Payable amount of \$40 per day and a maximum of 180 days per hospitalization period.

**Nursing Care:**

Payable amount of \$10,000 per Insured Person each Calendar Year.

**Paramedical Services:**

Payable amount of \$40 per visit, up to a maximum payable amount of \$500 for each discipline per Insured Person each Calendar Year.

**Eyeglasses, Lenses and Eye surgery:**

Payable amount of \$200 per Insured Person once in any 24 month period for adults and any 12 month period for children under 18.

**Travel Insurance:**

Lifetime maximum payable amount of \$5,000,000 per Insured Person.

**Benefit Termination**

**Age Limit:**

Age 70 of the Participant, or retirement whichever occurs first.

---

## DENTAL CARE BENEFIT

<b><u>Fee Guide Year:</u></b>	Current year
<b><u>Deductible Amount:</u></b>	Nil
<b><u>Percentage of Reimbursement</u></b>	
<b>Preventive Services:</b>	80%
<b>Basic Services, Endodontics and Periodontics:</b>	80%
<b>Major Restorative Services:</b>	50%
<b>Orthodontics:</b>	50%
	Eligible Expenses for children under age 18 only.
<b><u>Maximum Benefit</u></b>	
<b>Preventive Services, Basic Services, Endodontics, Periodontics and Major Restorative Services:</b>	Combined maximum of \$1,500 per Insured Person each Calendar Year.
<b>Orthodontics:</b>	Lifetime Maximum of \$1,500 per Insured Person.
<b><u>Frequency:</u></b>	6 months
<b><u>Limitations:</u></b>	Reimbursement of fees for composite restorations performed on posterior teeth <u>are not limited</u> to the fees for amalgam restorations.
<b><u>EDI:</u></b>	Yes
<b><u>Benefit Termination</u></b>	
<b>Age Limit:</b>	Age 70 of the Participant, or retirement whichever occurs first.

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## **APPENDIX I**

### **Oath of Confidentiality**

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Community Futures Lac La Biche  
“A Community Futures Organization”  
OATH OF CONFIDENTIALITY

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## Confidentiality Agreement

I, the undersigned do pledge myself to observe strict secrecy regarding the Community Futures Lac La Biche’s personal affairs of all bodies, individuals, and subjects which I would learn while exercising my functional capacity. I fully understand that no information of any kind, in relation to the operations or clients of the organization, may be disclosed to any person at any time. In the event that my current position is terminated, I will continue to preserve the confidential nature of such information for a period of not less than two (2) years.

I have read, understood, and agree to comply with the Oath of Confidentiality of the Community Futures Lac La Biche, as outlined above.

Date: \_\_\_\_\_ Signature: \_\_\_\_\_

Per: Community Futures Lac La Biche      Signature: \_\_\_\_\_



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## **APPENDIX J**

### **Vacation Request Form**

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## Vacation Request Form

I, \_\_\_\_\_ (Please Print Name), request the following vacation day off:

- Vacation Start Date: \_\_\_\_\_ (Month), \_\_\_\_\_ (Day), 20\_\_\_\_ (Year)
- Vacation End Date: \_\_\_\_\_ (Month), \_\_\_\_\_ (Day), 20\_\_\_\_ (Year)
- Total Vacation Days: \_\_\_\_\_ Total # of Days
- Total Vacation Hours: \_\_\_\_\_ Total # of Hours

*"I have reviewed the Human Resource Policy and/or my Employment Agreement with Community Futures Lac La Biche. I have validated the total number of Vacation Days remaining and can attest that my requested time is within the remaining limits. I have also checked with my fellow workers and have verified that there is sufficient staff present and available within the office to cover the operations of Community Futures Lac La Biche while I am on Vacation."*

☐ Approved ☐ Declined

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
General Manager's Signature

\_\_\_\_\_  
Date of Signature

\_\_\_\_\_  
Date of Signature

---

## **APPENDIX K**

### **Overtime Request Form**

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## Community Futures Lac La Biche

### OVERTIME REQUEST FORM

EMPLOYEE: \_\_\_\_\_

#### REQUEST FOR OVERTIME:

HOURS REQUESTED: \_\_\_\_\_

Description of overtime work:

Employee Signature \_\_\_\_\_

Date \_\_\_\_\_

General Manager \_\_\_\_\_

Date \_\_\_\_\_

Payroll Officer \_\_\_\_\_

Date \_\_\_\_\_

---

#### REQUEST TO TAKE TIME OFF IN LIEU OF BANKED OVERTIME:

HOURS REQUESTED \_\_\_\_\_

Description of time off in lieu:

Employee Signature \_\_\_\_\_

Date \_\_\_\_\_

General Manager \_\_\_\_\_

Date \_\_\_\_\_

Supervisor \_\_\_\_\_

Date \_\_\_\_\_