



NUNAVUT IMPACT REVIEW BOARD

OPERATIONAL AND ADMINISTRATION POLICIES

2019-2020

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INTRODUCTION

The responsibilities of the Nunavut Impact Review Board are set out in Article 12 of the Nunavut Land Claims Agreement. These Operational and Administrative policies are meant to guide the Board and staff in the day to day operations of the Nunavut Impact Review Board office.

Through the development of broad Board governance policies, Board Members establish and clarify the organization's mandate, values, and priorities that direct the work of the Board, and the Executive Director to achieve the Board's goals and fulfill its responsibilities

These policies reflect a results-based style of leadership that provides guidance and oversight, but leaves the operational part of the business to the Executive Director.

The Executive Director has the responsibility to develop and have approved Operational and Administrative policies that must be in alignment with Board Governance policies to meet the Boards mandate and goals. To this end, the Operational and Administrative policies are extensions of the Nunavut Impact Review Board Governance Operations Policies, the Executive Director Constraints Policies and the Nunavut Impact Review Board/Executive Director Relations Policies as they apply to Board Members and staff.

FINANCIAL POLICIES

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Policy Type: Financial

FP 2.1

Board Policy: BUDGET PROCESS, CONTROL AND REPORTING

Policy

This policy flows from the Executive Director Constraints Policies and provides guidance to the Nunavut Impact Review Board's Executive Director and senior management regarding the process to be followed in preparing the annual budget and the ongoing monitoring and control of expenditures.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Guidelines

Budget

- a. The annual core budget and public hearing budget(s) (where applicable) provides the authority to spend and control expenditures within approved limits for core operations and public hearing activities respectively.
 - i. In the month of January, the Executive Director and the senior management team prepare a draft budget(s), work plan and cash flow
 - ii. In the month of February, the draft budget, work plan and cash flow are presented to the Board Members for review and approval
 - iii. The approved CORE budgets are submitted to the Implementation Directorate of Aboriginal Affairs and Northern Development Canada (AANDC) on or before February 28th, or as otherwise required.
 - iv. The HEARINGS budget(s) and work plan(s) are also submitted to AANDC on or before February 28th for current projects and on an ongoing basis for emerging projects.
- b. Monitoring and Control
 - i. Since the budget is the vehicle by which the executive provides management the authority to spend, it is important that the exercise of this authority be monitored on a regular basis throughout the year. Actual expenditures should be compared to budgeted expenditures on a regular basis and significant variances investigated and explained.
 - ii. Management is ultimately responsible for the monitoring and control of expenditures charged against their operations. The following are the steps that have been established to ensure effective monitoring and control of budgets.
 1. Periodic Status Report
 - The Director of Finance and Administration will, upon request, prepare a monthly status report for the Executive Director containing information on all projects and including the following:

- Revenue and Expenses (Current Month and year-to-date);
- Comparison to Budget (Annual or year-to-date, depending on preference);
- Variance of Budget to Actual Expenses.
- The Director of Finance and Administration will monitor the bank balance and report to the Executive Director.

2. Quarterly Reporting

- One month after the end of each Fiscal quarter, the Director of Finance and Administration will provide to the Executive Director and Directors a detailed variance report setting out the year to date actual and budgeted expenditures and variances of actual expenditures from budget.
- i. Within ten (10) working days of receiving the quarterly budget report, Directors will review the reports and advise the Director of Finance and Administration of any discrepancies noted or any changes required and explanations for all budget variances.
- ii. A Directors meeting should then be convened at least once quarterly to review these reports and develop action plans to bring variances under control.
- iii. All Quarterly Variance Reports are forwarded to Board Members for their review and approvals no later than the next scheduled Board meeting.
- iv. The Board's annual report of activities is due to AANDC no later than July 29th for the prior fiscal year, or as otherwise required. The annual report shall include the audited statement of financial position.
- v. An interim activity report on operations and public hearings (if applicable) shall be filed with AANDC no later than November 1st for the current fiscal year, or as otherwise required.

c. Year-end Requirements

- i. In order to accurately reflect the results of the Nunavut Impact Review Board's operations in its year-end financial statement, it is important that all liabilities existing at the March 31st fiscal year-end for work performed, goods received, services rendered or other items are recorded in the accounts.
- ii. By March 15th of each fiscal year the Director of Finance and Administration will notify each Director of this policy and provide detailed instruction as to the nature of liabilities to be reported, the reporting deadline and reporting format so that revised work plans can be prepared as necessary.

d. Budgetary Revisions

- i. Revisions to budgets which will result in the addition of expenditure line items that were not in the original approved budget (e.g., a new program activity) are documented, and subject to approval through a motion of the Board.

e. Reporting Surplus or Deficit

- i. When it becomes apparent that budgets may result in a surplus or a deficit position, the Director of Finance and Administration will advise the Executive Director. The Executive Director will submit recommendations to the Board for approval.

Audited Financial Statements

- a. Audited financial statements will be prepared by the accounting firm appointed by the Board.
- b. The Director of Finance and Administration will arrange for the audit to take place within three (3) months of the fiscal year end.
- c. A draft of the financial statements will be submitted to the Director of Finance and Administration and Executive Director for review as soon as possible.
- d. The final copy will be approved during a Board meeting the first quarter of the year and signed by the Secretary/Treasurer and Chairperson.
- e. An approved auditor will conduct an interim audit to be undertaken during the third or fourth quarter and no later than January 31st. The Director of Finance and Administration shall provide notification of the approved auditor to AANDC.

Disbursement of Funds

- a. The Director of Finance and Administration is responsible for proper administration of:
 - i. Accounts Payable
 - ii. Issuance of Cheques
 - iii. Cheque control
 - iv. Accounts Receivable
 - v. Invoicing & Collections
 - vi. Travel disbursement/credits
 - vii. Management of Contribution Agreements

Accounts Receivable

- a. The Director of Finance and Administration is responsible for proper administration of:
 - i. Accounts Receivable Listing
 - ii. Staff Receivables
 - iii. Invoicing
 - iv. Collection

Payroll

- a. The Director of Finance and Administration is responsible for proper administration of:
 - i. Staff Documentation and Personnel files
 - ii. Maintenance and accounting of contracts

- iii. Terms of Payment
- iv. Government Remittances

Administrative Costs

- a. The Director of Finance and Administration is responsible for proper administration of:
 - i. Freight
 - ii. Long Distance calls
 - iii. Office Supplies
 - iv. Any other administrative costs (e.g. rent, leases, insurances, etc.)

Policy Type: Financial

FP 2.2

Board Policy: CREDIT CARDS

Policy

It is the policy of the Nunavut Impact Review Board to provide credit cards to employees and Board Members to cover travel and accommodation costs and to cover the cost of low value purchases of goods, for Nunavut Impact Review Board business only, where it is efficient, economical and operationally feasible to do so.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Definitions

Credit Card means an authorized Board credit card issued by a financial institution that is used by the Board for the purchase of goods and services.

Card Holder means an employee or Board Member who has been issued a Board credit card.

Low value means goods and services purchased with a value less than the single transaction limit.

Guidelines

- a. The Director of Finance and Administration is responsible to administer the use of credit cards by:
 - i. Making arrangements with a financial institution/s to supply or cancel credit cards for Board Members and employees.
 - ii. Having Board credit cards issued to employees and Board Members (cardholders)
 - iii. Establishing with the financial institution that issues the credit card an upper limit per transaction
 - iv. Establishing with the financial institution that issues the credit card an upper limit per total credit card usage
 - v. Defining allowable items such as travel, accommodation and low value meeting related items
 - vi. Defining restricted items such as use for personal needs, non-Board related purchases, etc.
 - vii. Defining items for operational needs, Board related purchases, business expenses, unforeseen travel expenses, etc.
 - viii. Maintaining an inventory of all approved NIRB credit card holders and their respective credit limits

- ix. Receiving monthly credit card statements and validating purchases made by staff or Board Members
 - x. Having approved Finance and Administration staff use credit cards to book travel for staff and Board Members
 - xi. Identifying and reporting inappropriate purchases and credit card misuse to the Executive Director
- b. The Executive Director is responsible for:
- i. Approving payment of credit card statements
 - ii. Ensuring all employees and Board Members are fully aware of and complying with the procedures, rules and restrictions for use of a Board credit card
 - iii. Exercising corrective action¹ and making arrangements for repayment by an employee or Board Member (in consultation with the Chairperson) when a credit card has been misused
 - iv. Having a credit card revoked when an employee or Board Member continues with misuse of a credit card
- c. Employees and Board Members are responsible to:
- i. Understand and comply with all procedures, rules and restrictions related to the use of Board credit cards
 - ii. Be aware of the consequences for misuse of a Board credit card up to termination for an employee and removal from the Board for a Board Member
 - iii. Ensure the credit card is not used for unauthorized expenses as per Guidelines a. v-vii, unless expressly authorized by the Executive Director or Chairperson
 - iv. Recovery of expenses shall be made on the next payroll, without exception, unless an employee or Board Member makes any and all payments back to the Board for intentional or unintentional misuse of a Board credit card
 - v. Notify, immediately, the Director of Finance and Administration if the credit card is lost or stolen; who in turn notifies the institution that issued the credit card.
- d. Should Board credit cards accumulate rewards points (e.g. Diners' Club cards), the individual card holder may redeem points for rewards at their discretion. The Executive Director shall oversee redemption of points for rewards for all NIRB corporate expense cards used for general purchases.

¹ See Operations and Administration Policy on Corrective Action or Governance Policy Standards of Conduct and Professional Responsibility

Policy Type: Financial **FP 2.3**

Board Policy: **DELEGATION OF FINANCIAL AND OPERATIONAL AUTHORITY**

Policy

It is the policy of the Nunavut Impact Review Board to entrust its Executive Director with the responsibility to delegate financial and operational authority to Directors, managers and/or employees in order to enable them to administer programs under their jurisdiction.

Application

This policy applies to the Executive Director and employees of Nunavut Impact Review Board.

Guidelines

- a. The Executive Director must formally delegate and communicate financial authorities in writing and establish an appropriate division of responsibilities in order to ensure that controls are applied in spending public money.
- b. The Executive Director must establish policies and procedures that will ensure an adequate level of control over delegated financial and operational authorities and that persons with delegated authorities are well informed of their responsibilities in this regard.
- c. No person shall be permitted to exercise financial or operational authorities unless the Executive Director has formally delegated these authorities to that person.
- d. The process must ensure that the signatures of persons authorized to exercise financial or operational authorities can be authenticated before or after the processing of the transaction.
- e. Authorities must be delegated to positions identified by title, not to individuals identified by name.
- f. Persons properly designated to exercise financial or operational authorities shall not delegate these authorities.
- g. Banking authority can only be made with a motion from the Board.

Procedure

1. The Board must review and update all delegated financial and operational authorities at least annually.
2. The Executive Director must carry out control measures periodically to prevent the improper use of the authorities delegated to subordinates.
3. In assigning responsibility to individuals involved in the expenditure process, the Executive Director must ensure that the following functions are kept separate:
 - i. Procurement;
 - ii. Certification of the receipt of goods and the provision of services;

- iii. Determination of entitlement, verification of accounts, and preparation of requisitions for payment or settlement; and
 - iv. Certification of invoices for payment or settlement.
- 4. In assigning responsibility to individuals involved in the technical operations process, the Executive Director must ensure that the following functions are delegated when necessary:
 - i. Signing of outgoing reports and documentation
 - ii. Approval of leave for technical staff
 - iii. Signing of exemption letters under NLCA s. 12.4.3
 - iv. Media communications
 - v. Chairperson communications relating to disciplinary matters
 - vi. Board communications relating to screening, review and monitoring files
- 5. Should the expenditure process or other circumstances not allow such separations of duties, alternate control measures must be implemented (e.g. acquisition cards and other credit cards).
- 6. Though appointment of a new Executive Director does not automatically nullify existing delegations of authorities, The Director of Finance and Administration must prepare a new document of delegation as quickly as possible for the new Executive Director's approval.
- 7. Spending authority must be delegated to Directors in relation to their budgetary responsibility to ensure they have adequate authority and full responsibility for their decisions.
- 8. The Executive Director can delegate payment authority to the Director of Finance and Administration who can independently verify how other employees exercise spending authority.
- 9. The Board must establish adequate controls to ensure that a specimen signature document is prepared as soon as a new employee is appointed to a position with delegated authorities. This document and delegation documents must be available in all locations where the signatures will have to be recognized and honored. This document must be cancelled and withdrawn as soon as the incumbent gives up the duties of the position, and withdrawn and replaced when organizational reorganizations or policy changes modify any of the information it contains.
- 10. The Board will conduct internal audits of their compliance with this policy.
- 11. The Board will monitor the effectiveness of this policy by reviewing internal audit reports.

Policy Type:	Financial	FP 2.4
Board Policy:	DIRECT DEPOSITS AND ELECTRONIC BANKING	

Policy

It is the policy of the Nunavut Impact Review Board to make as a payment option, where feasible and convenient for the Board, direct-deposit and internet-banking for regular accounts payable situations such as invoices from vendors and suppliers, payment of staff per diems and payroll or Board honoraria.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Guidelines

- a. The Director of Finance and Administration will develop the processes and procedures for establishing direct-deposit and electronic payment through internet-banking for vendors, suppliers, staff, Board Members or any other situation where regular payments from Accounts Payable are made to those requesting direct deposit payment.
- b. The Director of Finance and Administration will establish a dynamic list of Accounts Payable in the General Ledger where direct-deposit and electronic payments through internet-banking are the form of payment.
- c. All invoices and requests for payment are reviewed and processed by the Director of Finance and Administration as per usual Accounts Payable practice.
- d. All processed invoices or requests for payments must be authorized and approved by the Executive Director or Chairman approved designate as per usual Accounts Payable practice.
- e. The Director of Finance and Administration will make direct-deposit payments through electronic internet-banking for authorized and approved invoices or requests for payment to those accounts that have been established with this form of payment.
- f. The Director of Finance and Administration will then print off a confirmation for each payment made by direct-deposit payment through internet-banking and attach that confirmation to the authorized and approved invoice or request for payment; make the necessary data entry in the General Ledger and file that paid invoice or request for payment.
- g. Director of Finance and Administration will ensure the integrity and security of the financial system and internet banking through the establishment of and monitoring of industry accepted secure passwords.

Policy Type:	Financial	FP 2.5
Board Policy:	EXPENDITURES	

Policy

This policy flows from the Nunavut Impact Review Board Governance Policies to pay all amounts that represent a legitimate obligation in a timely manner.

Application

This policy applies to all legitimate business expenditures made by employees and Board Members of the Nunavut Impact Review Board.

Guidelines

- a. All expenditures must be properly authorized in accordance with the levels of authorization as set out in the 'Spending Authority' policy.
- b. Where individual expenditures form part of a larger overall commitment (e.g. leases) it is the total amount of money being committed that requires authorization.
- c. Where a series of expenditures forms part of a larger overall total commitment (e.g. professional fees, accommodation, travel, facility rental, participant travel, per diems and accommodation and onsite translation related to a single workshop or event) it is the total commitment that requires authorization.
- d. No person shall exercise spending authority with respect to an expenditure from which he or she personally may benefit directly or indirectly.
- e. All expenditures must adhere to the procurement requirements set out in the 'Purchasing and Procurement Policy'.
- f. Prior to the payment and settlement of accounts the accuracy of the expenditures must be verified by the Director of Finance and Administration. Account verification involves certification that:
 - i. The work has been performed, the goods supplied or the services rendered or in the case of other payments, the payee is entitled to or eligible for the payment
 - ii. Relevant contract or agreement terms and conditions have been met including price, quantity and quality
 - iii. Where a payment is made before completion of work, delivery of goods or rendering of services, that such advance payment is required by the contractual terms of the contract
 - iv. The transaction is accurate and the financial coding has been provided.
- g. Where an expenditure has been initiated through the issuance of a contract, verification of the performance of service or receipt of the goods will be made and approval for payment will be made either by having an authorized staff member sign the original invoice upon receipt of goods or services or indicating approval for payment by signing a faxed copy of the invoice

which will be forwarded to the Director of Finance and Administration. Status of goods received shall be verified prior to payment.

- h. Where an expenditure has been initiated by a travel authorization, prior to processing a payment the Director of Finance and Administration will ensure that the travel agency itinerary matches the approved travel authorization on file with the Finance Department.
- i. Where an invoice is received by the Director of Finance and Administration for services rendered under a service contract, prior to processing for payment, the Director of Finance and Administration will confirm that the invoice is in accordance with the terms of the contract and will confirm that the contracted services have been rendered.
- j. Payment of periodic charges under a lease agreement (e.g. for services such as maintenance, computer rental, equipment rental where the periodic payment is normally the same each period) must be verified by the Director of Finance and Administration by comparison to a copy of the lease agreement on file within Finance.
- k. Payment of telephone bills, where practical, should be supported by call accounting systems, which identify the person making the call.
- l. For all other requests for payment, the Director of Finance and Administration will verify receipt of goods or services prior to payment.
- m. The Director of Finance and Administration may request that the individual who originated the request provide appropriate documentation or information to support the verification of the accuracy of the payment.

Policy Type: Financial

FP 2.6

Board Policy: PHYSICAL ASSETS

Policy

It is the policy of the Nunavut Impact Review Board that all physical assets must be accounted for by the Director of Finance and Administration on the Board's records until disposal or write-off. This policy applies to all physical assets acquired by Nunavut Impact Review Board.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Guidelines

a. Accounting and Reporting

- i. All physical assets with a normal life expectancy of one year or longer and an acquisition cost of one thousand dollars (\$1,000) or greater are to be recorded in the accounting records at their acquisition cost and amortized over their estimated useful lives as noted in the financial statements.

b. Custody and Control

- i. Upon acquisition of a physical asset the Director of Finance and Administration shall be notified of such purchase and be provided with the necessary purchase information in order to record the asset. The Director of Finance and Administration shall be provided the following information:
 - Asset description- Make, Model, Serial Number unique to the asset
 - Acquisition cost
 - Name of department and person who has been given custodial responsibility
- ii. This requirement applies not only to assets purchased by the Nunavut Impact Review Board, but also to donated assets (e.g., carvings, prints and other works of art).
- iii. All physical assets provided to Board Members or employees for use in premises other than the Board's offices must be signed for and returned upon completion of employment or Board appointment.
- iv. The Director of Finance and Administration will maintain a physical asset listing, ensuring that all additions, disposals and changes are recorded in the ledger and properly reflected in the Board's financial statements.
- v. On an annual basis, the Director of Finance and Administration shall have an Inventory of Physical Assets undertaken. The Director of Finance and Administration shall retain a record of the results of the annual inventory.

- vi. Board Employees and Board Members are responsible for ensuring that all physical assets for which they have custody are adequately protected against loss through theft or misuse.

c. Disposal of Physical Assets

- i. Directors and managers must advise the Director of Finance and Administration of the planned disposal of physical assets including the planned method of disposal and the estimated recovery value if any.
- ii. Where the asset to be disposed of has an estimated recovery value of ten thousand dollars (\$10,000) or greater it should be disposed of through the tender process, public auction or such other method as will maximize the recovery proceeds to the Board.
- iii. The Director of Finance and Administration will provide written authorization to Directors and managers for both the disposal and the planned method of disposition.
- iv. A write-off of a physical asset is required when the annual physical count of assets is completed and the counts indicate that the Board has fewer assets than are recorded in the accounting records.
- v. Employees and Board Members will be requested to provide a written explanation providing the reasons why an asset cannot be accounted for.
- vi. A summary of all assets written-off and the reasons why shall be provided to the Executive Director by the Director of Finance and Administration.
- vii. The summary of assets written off shall be approved annually by the Board no later than February 28th.
- viii. Losses of capital assets through either theft or negligence must be reported immediately to the Director of Finance and Administration. The Board's insurance carriers must be notified of lost physical assets at the soonest possible opportunity.
- ix. No physical asset may be disposed of without ensuring that any data or knowledge has been retained within the Board and removed from the physical asset database.

Policy Type: Financial **FP 2.7**

Board Policy: PURCHASING AND PROCUREMENT

Policy

The Nunavut Impact Review Board has in place definitive guidelines and procedures for purchasing supplies, materials and services that must be followed by all employees of the Board to protect the interests of the Board as well as to ensure compliance with all applicable federal and territorial legislation and regulations governing the acquisition of supplies, materials and services already approved in the budget.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Definitions

Emergency Travel is travel for legitimate Board business that must be taken, for reasons of expediency, without the usual approvals having been made to authorize that travel

Guidelines

- a. The Director of Finance and Administration oversees the acquisition of supplies, materials and services on behalf of the Board.
- b. The role of the Director of Finance and Administration is one of control, consultative and oversight nature to assist all employees with the procurement of required supplies, materials and services.
- c. There are various methods for acquiring goods including personal cash payments, purchase orders, or with a credit card².
- d. All employees and Board Members must follow the procedures established by the Director of Finance and Administration for the acquisition or procurement of supplies, materials and services.
- e. The following Table is to be used by employees when acquiring supplies, materials or services on behalf of the Board:

² See Policy – Credit Cards

Dollar Value/ Type of Purchase	Maximum Amount³	Ability to Authorize Purchase⁴
Rental/Lease Agreements – Office Space	-	Board / Executive Director
Rental/Lease Agreements – Housing	-	Executive Director
Vehicles	\$ 40,000.00	Executive Director
Board Travel or other travel	\$ 100,000.00	Executive Director
Staff Travel	\$ 7,500.00	Director Level
Emergency Travel Expenses	\$ 3,000.00	Employee Traveling
Professional Services	Contract Ceiling Amount	Director Level
Technology	\$ 10,000.00	Director Level
Personal Communications		
Equipment Purchase		
Rental/Lease Agreements – Equipment		
Office Supplies	\$ 1,500.00	Senior Finance Officer

- f. All procurements must be for items in the Board- approved budget. Exceptions to this must be authorized by the Executive Director.
- g. Procurement of contracting services is covered in the Service Contracts Policy.

Professional Services Contracts

- a. The Director of Finance and Administration must have in place the processes and procedures for:
 - i. Maintenance and Service Procurement and Contracts
 - ii. Professional Services Procurement and Contracts
 - iii. Piecework Procurement and Contract or Purchase Orders
- b. All Professional Services and Procurement Contracts shall be reviewed by the Executive Director and legal counsel and have in all cases a ceiling amount that shall not be in excess of the approved budget allocated to that specific supplier/vendor.

Purchasing and Receiving

- a. The Director of Finance and Administration must have in place the processes and procedures for:
 - i. Controls:

³ No purchase is to be made if not in the Board-approved budget. If purchases are to exceed the Maximum Amount Executive Director approval is required.

⁴ Refers to the lowest ranking level of approval required.

- Payments to suppliers are made for goods and services received;
 - The quality and quantity of goods and services meet the requirements described in the purchase orders;
 - The terms, prices and calculations of the suppliers' invoices are correct before payments are made;
 - Refund credit is received for returns;
 - Payment is made to benefit from discounts.
- ii. Purchase Orders for all items except:
- Travel and accommodation, except where required by the supplier;
 - Salaries, employees' benefits and overtime benefits;
 - Telecommunications regular services
 - Insurance (covered by insurance policies);
 - Utilities.
- iii. Credit Cards

Tendering of Contracts

- a. For procurement of items whose total costs are between ten thousand dollars (\$10,000) and twenty five thousand dollars (\$25,000), a Request for Quotations (RFQ) process should be used as follows:
- i. A Director with spending authority requests quotations from at least three different companies. The criteria used for selecting companies should be consistent with the intent of Article 24 of the NLCA.
 - ii. These quotations are kept and usually the lowest of the quotes is accepted. When quotations are equivalent, preference will be given to companies in accordance with Article 24 of the NLCA.
 - iii. If, in the Director's opinion, any of the quotes should be disregarded, the next lowest quote can be accepted.
 - iv. Notwithstanding any of the above, the Director may consider procurement through a sole source.
 - v. Justification for disregarding a quote or for sole source procurement must be provided in writing to the Executive Director and a note placed on file.
 - vi. The company whose quote is accepted must be notified in writing of Nunavut Impact Review Board's acceptance of their quote.
 - vii. Failure of a company to deliver on the quote will allow the next quote to be accepted.
 - viii. In special circumstances, a product or service may be sole sourced when it is available locally and/or the RFQ process is too costly for an obvious outcome or when time is of the essence.

- b. For procurement of items over twenty five thousand dollars (\$25,000), a Request for Proposals (RFP) process should be used as follows:
 - i. An RFP is developed outlining the work required or items to be purchased;
 - ii. In the RFP, the rating method is outlined (this typically includes factors such as price, experience, methodology, Inuit firm status, local firm status, etc.);
 - iii. It must be noted in the RFP that the lowest price proposal will not necessarily be awarded the contract;
 - iv. The RFP is publicized through various means for a fixed time period;
 - v. At the end of the publicized period, a review panel gathers all proposals;
 - vi. The rating process, weighting, and methodology is agreed to by the panel in writing;
 - vii. The proposals are then rated according to the process noted above;
 - viii. If the panel requires more information in order to properly rate the proposals, this information is requested of the proponent(s);
 - ix. Should the proponent not provide the required information in a timely manner, the panel may remove that proposal from the process;
 - x. The panel then reviews all proposals and rates them based on the agreed upon criteria noted above;
 - xi. The proposal rated highest is usually accepted.
 - xii. Notwithstanding any of the above, the Director may consider procurement through a sole source;
 - xiii. Justification for discarding a proposal or for a sole source procurement must be provided in writing to the Executive Director; and
 - xiv. The successful proponent must be notified of acceptance in writing.
 - xv. In special circumstances, a product or service may be sole sourced when it is available locally and/or the RFP process too costly for an obvious outcome or when time is of the essence. Reasons for sole-sourcing must be noted on file.

Procedures

- 1. A list of approved vendors and contractors is to be maintained by the Director of Finance and Administration.

Policy Type: Financial

FP 2.8

Board Policy: SERVICE CONTRACTS

Policy

This policy, which flows from the Executive Constraints Policies, directs that service contracts not be used as a means of entering into an employment contract.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Guidelines

- a. This policy provides guidance to persons who have been delegated spending authority so that an employer/employee relationship is not inadvertently established when the intention is to have a service contract with a person. Failure to follow this policy could result in the Nunavut Impact Review Board being liable for income tax, payroll tax, source deductions and other statutory liabilities such as workers' compensation.
- b. It is important to understand the distinction between a personal service contract and an employment contract. A service contract exists where⁵:
 - i. The person performing the work of the contract performs it independently of the Nunavut Impact Review Board and is not an employee of the Nunavut Impact Review Board.
 - ii. The working relationship between the Board and the worker does not present a degree of continuity, loyalty, security, subordination, or integration, all of which are generally associated with the employer-employee relationship.
- c. An employment contract exists where:
 - i. There is an employer/employee relationship between the Nunavut Impact Review Board and the worker performing the contract work. Persons working under an employment contract are paid through the Nunavut Impact Review Board's payroll system.
 - ii. The relationship is one of subordination. The Board directs, scrutinizes and effectively controls many elements of how the work is performed.
 - iii. The worker requires permission to work for other organizations while working for the Board.
 - iv. The worker cannot hire helpers or assistants. The worker does not have the ability to hire replacements. The worker has to perform the services personally.
- d. A service contract must not be used as a means of entering into a short-term employment contract.
- e. Generally a Services Contract shall be prepared by the Executive Director. However in the situation where the Services Contract is negotiated by another staff member that contract

⁵ See Treasury Board's Contracting Policy for greater clarification

shall be reviewed by the Executive Director. The objective of this review is to ensure that a potential service contract is not an employment contract.

- f. The Director of Finance and Administration shall maintain a list of all Service Contracts.
- g. Ongoing Service Contracts must be renewed on a yearly basis after review by the Executive Director.
- h. Non-standard, complex or large Services Contracts should be reviewed by Nunavut Impact Review Board Legal Counsel.
- i. Contract verification, deliverables, accounting and reporting shall be undertaken by the Director or Manager and reported monthly to the Director of Finance and Administration.
- j. The Service Contract must include confidentiality and the restricted use of Nunavut Impact Review Board information and materials.
- k. Reasons for sole sourcing must be noted on file.

Policy Type: Financial

FP 2.9

Board Policy: SPENDING/SIGNING AUTHORITY

Policy

This policy, which flows from the Executive Director Constraints Policies, ensures that all spending is duly authorized. The authority to spend may be delegated by the Executive Director to positions within the organization in a manner consistent with the Executive Constraint Policies.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Guidelines

- a. The overall authority for the control and spending of money is established in the annual budget⁶. The objective of this policy is to define the delegation of authority to spend money within the Board in order to facilitate the efficient and orderly conduct of Board operations.
- b. Budgetary Control
 - i. Individuals must not exercise spending authority unless money is available within the approved budget. In no case should spending authority be exercised that would cause the Board to exceed its total approved annual budget. If expenditure is not budgeted for, the authorized spending authority must consult with the Executive Director to determine if allocations from other expenditures may be reallocated.
- c. Commitments Beyond the Current Fiscal Period
 - i. Individuals exercising spending authority must ensure that they do not commit the Board to expenditures which extend beyond the end of the current fiscal period without first ensuring that the total amount of money being committed does not exceed their authorized spending authority.
- d. Delegation of Spending Authority
 - i. The Nunavut Impact Review Board's Board Governance policies delegate authority to spend to the Executive Director within defined constraints.⁷ The Executive Director may also delegate authority to spend to employees of the Board within the limits set out in Board-approved departmental budgets.
 - ii. The authority as delegated by the Board in this policy is as follows:

⁶ See policy - Budget Process, Control & Monitoring for the Annual Budget Process

⁷ See Board Governance Policy EDC 7.0 – Financial Management

Position	Spending Authority
Board Members	Expenditures that exceed the approved budget by greater than twenty five thousand dollars (\$25,000)
Executive Director	Expenditures that exceed the approved budget by no more than twenty five thousand dollars (\$25,000)
Directors	Expenditures within the respective, Board-approved departmental budgets

iii. Authorities are delegated to positions identified by title, not to individuals identified by name. The Executive Director should ensure there is segregation of duties in order to ensure adequate financial controls are in place.

e. Signing Authorities

- i. The Director of Finance and Administration shall control and maintain an updated list of financial signing authorities for the organization.
- ii. Review of organizational signing authorities shall be completed at each change and at least once annually.

COMPENSATION AND BENEFITS POLICIES

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Policy Type:

Compensation & Benefits

CB 3.1

Board Policy: ACTING ASSIGNMENTS AND PAY

Policy

It is the policy of the Nunavut Impact Review Board that employees with the necessary qualifications are entitled to acting pay for temporarily filling a position with a higher classification.

Application

These guidelines and procedures apply to all employees of Nunavut Impact Review Board.

Guidelines

- a. The Executive Director approves all acting assignments of less than six (6) months.
- b. The Chairperson approves all acting assignments of more than six (6) months.
- c. The employee must accept all delegated aspects of the acting position to receive acting pay and be in that position for more than five (5) days.
- d. The Chairperson must approve acting assignments for the Executive Director.
- e. Acting pay for all employees in a position of a higher classification equals an additional ten percent (10%) of the acting employee's regular salary added to the current salary.
- f. Acting pay is adjusted as well as regular pay for a retroactive salary increase if the acting appointment started on or after the adjustment date.

Procedures

1. Written Requests for Acting Pay must be submitted to the Executive Director.
2. The Executive Director issues written authorization for any Request for Acting Pay.
3. If the request is for more than six (6) months or is an extension of a current acting appointment, which extends beyond six (6) months, the Chairperson must approve the acting appointment.

Policy Type:	Compensation and Benefits	CB 3.2
Board Policy:	ANNUAL LEAVE & BUY OUT	

Policy

It is the policy of the Nunavut Impact Review Board to provide to employees paid annual leave at regular intervals.

Application

This policy applies to all employees of the Nunavut Impact Review Board excluding casual employees.

Guidelines

- a. The Nunavut Impact Review Board considers it essential that employees take paid vacation leave at regular intervals.
- b. An employee cannot accrue annual leave credits, from one year to the next. Annual leave credits that have not been used must be paid out at the end of the fiscal year in which the credits were earned or when the employee terminates his/her employment with the Nunavut Impact Review Board, whichever comes first.
- c. Annual Leave
 - i. Employees earn leave with pay each year for the purpose of taking a vacation where the following applies:
 - The employee has earned the annual leave
 - The time is mutually agreeable to the employee and the Executive Director
 - Staff, supervision and management follow Treasury Board guidelines where appropriate
 - Senior management negotiate the amount of annual leave in their contracts
 - ii. An employee, whose salary is averaged over a period of one (1) fiscal year, shall earn annual leave in each fiscal year if the employee has received at least ten (10) days pay in a calendar month, at the following rates, unless otherwise stipulated in the employment contract.
 1. One and one-quarter ($1\frac{1}{4}$) days each month [fifteen (15) working days per year] until the month in which the anniversary of the second (2nd) year of continuous service is completed
 2. One and two-thirds ($1\frac{2}{3}$) days each month [twenty (20) working days per year] commencing in the month after completion of two (2) years of continuous service
 3. Two and one-twelfth ($2\frac{1}{12}$) days each month [twenty five (25) working days per year] commencing in the month after completion of five (5) years of continuous service

4. Two and one-half (2-½) days each month [thirty (30) working days per year] commencing in the month after completion of ten (10) years of continuous service.
- iii. Annual leave is approved subject to operational requirements and is granted in the fiscal year in which it is earned or during the following fiscal year if submitted to the Director of Finance and Administration by March 15th.
- iv. Annual leave credits may be advanced up to the amount of annual leave credits that will be earned in that fiscal year, with special permission of the Executive Director. Annual leave that is advanced but not earned will be deducted from the employee's pay at the end of the fiscal year or upon the employee's termination from the Board.
- v. The employee's Director or the Executive Director will make every reasonable effort to:
 - Grant the annual leave during the fiscal year in which it is earned
 - Grant the annual leave at a time specified by the employee
 - Not recall an employee to duty after the employee has planned for or proceeded on authorized leave
- vi. Where two (2) or more employees in the same section or work unit request annual leave at the same time and it is not possible to approve both, leave will be authorized on the basis of seniority:
 - The Director or the Executive Director will give special consideration to employees with school-aged children who wish to take their vacation during school holidays
 - The Director or the Executive Director will give consideration to ensuring that employees are given equal opportunity for specific holiday periods (e.g. Christmas)
- vii. The Director or the Executive Director will reply to the employee's request for annual leave as soon as possible after the request has been received.
- viii. In cases where the Director or the Executive Director plans to change, reduce or deny the request for annual leave, the Director or the Executive Director must advise the employee in writing.
- ix. If, during a period of annual leave, an employee is granted special leave because of a death or illness in the immediate family or granted sick leave on production of a medical certificate, the period of vacation so displaced is added to the annual leave granted if requested by the employee or is restored to the employee's credit for later use.
- x. Where an employee is recalled to duty while on annual leave, the employee will be reimbursed for reasonable expenses incurred:
 - In proceeding to the place of duty
 - In returning to the place from where the employee was recalled from vacation and the vacation is immediately resumed upon completion of duty
 - For non-refundable deposits or pre-arranged vacations on the submission of an expense claim supported by receipts

- xi. If a vacation trip is cancelled because the Board cancels or modifies the employee's leave, the reasonable costs associated with the cancellation shall be borne by the Board.
 - xii. Where an employee is recalled to duty while on annual leave, any duty travel time is credited back to the employee's annual leave credits.
- d. Annual Leave Payout
- i. Annual leave credits are paid out at the employee's current rate of pay.
 - ii. Annual leave credits that have not been used will be paid out in the first quarter of the fiscal year following the year in which the credits were earned or when the employee terminates his/her employment with the Nunavut Impact Review Board, whichever comes first.
 - iii. When an employee terminates his/her employment the balance of annual leave credits earned but not used will be paid out with the final cheque. Leave credits that were advanced but not earned will be deducted from the final cheque.
 - iv. Exceptions to the above require the approval of the Executive Director.

Procedures

1. An employee will apply for annual leave and/or travel time on the Application for Leave Form⁸.
2. The Director or the Executive Director will review the application and verify the entitlement and leave credits with the Director of Finance and Administration.
3. The Director or Executive Director will approve, change, reduce or deny the request.
 - i. If the request is approved, the employee is notified and the leave form placed on the employee's leave file
 - ii. If the request is changed, reduced or denied, the Director or the Executive Director will notify the employee in writing
4. Employees will receive verification of their annual leave credit entitlement in April of each fiscal year.
5. A summary of annual leave credits to be paid up shall be prepared by the Director of Finance and Administration and submitted for payment authorization to the Executive Director no later than April 30th for the prior fiscal year.
6. An employee who has been unable to use their annual leave credits due to work requirements must have leave approved for the new fiscal year prior to March 15th or leave credits will be paid out as per the Guidelines above.

⁸ All Forms and Checklists referenced in these Operations and Administration Policies are available from Administration

Policy Type:	Compensation and Benefits	CB 3.3
Board Policy:	ISOLATED POST ALLOWANCES	

Policy

It is the policy of the Nunavut Impact Review Board to adopt the Treasury Board Isolated Posts and Government Housing Directive to provide Northern Living Allowances for employees of the Nunavut Impact Review Board and their dependants living in Nunavut and more particularly Cambridge Bay.

Application

This policy applies to all full time employees of the Nunavut Impact Review Board living in Nunavut.

Definitions

All-weather road - means gravel or higher standard road that extends between a location and a place named in the definition of point of departure that is impassable for less than three consecutive weeks during freeze-up and three (3) consecutive weeks during break-up periods, and includes daily ferry service.

Appropriate governing authority - with reference to an employee, means one or more of the following that is applicable to the employee in the circumstances:

- a. An Act of Parliament or a statutory instrument,
- b. A current compendium of terms and conditions of employment within the Nunavut Land Claims Act, or
- c. The Board of the Nunavut Impact Review Board, or,
- d. A Treasury Board policy or directive adopted by Nunavut Impact Review Board.

Availability to the public - refers to the situation in which an employee, as the occupant of a particular residence, is recognized as a Board employee and therefore may be called upon by the public outside normal working hours.

Dependant - with reference to an employee, means a person who is:

- i. The spouse of that employee or the person named in the common-law partner declaration, or
- ii. Any relative of the employee who is wholly dependent upon his/her support by reason of mental or physical infirmity, or
- iii. One for whom the employee is eligible to claim a tax credit under the Income Tax Act, or
- iv. A biological child, stepchild, or a legally adopted child, or legal ward who:
 - Is unmarried,
 - Does not qualify under (ii), and

- Who has not yet attained twenty four (24) years of age and is in full-time attendance at a recognized secondary or post-secondary educational institution. Proof of Enrolment for a dependant is to be provided to the Director of Finance and Administration in order to receive this benefit.

Employee - means a person who is employed by Nunavut Impact Review Board and whose salary is paid out of the Nunavut Impact Review Board's operating funds

Employee with dependants - is an employee who has at least one (1) dependant residing with the employee at the employee's residence.

Employee without dependants - means an employee who does not have a dependant residing with the employee at the employee's residence.

Fiscal year - means the period beginning on the first day of April in one year and ending on the thirty-first day of March in the next year.

Isolated post - means a location named in Appendix A of Treasury Board Isolated Posts Directive. Communities in Nunavut are classified as a Class 1 location which provides the greatest level of Northern Living Allowances for an isolated posting.

*Normal working hours*⁹ - means the number and schedule of hours that a full-time employee is required to work.

Spouse or common-law partner - The term common-law partner refers to a person living in a conjugal relationship with an employee for a continuous period of at least one year. The term spouse refers to the person married to the employee.

Guidelines

- a. All communities in Nunavut meet the criteria for being an isolated post and are eligible for Northern Living Allowances.
- b. The Northern Living Allowances rates are set by the Treasury Board and are adjusted periodically.
- c. The Northern Living Allowances are separate allowances:
 - i. *The Environment Allowance* takes into consideration population, climate, topography and availability of commercial transportation or access by all-weather roads. The rate for this allowance takes into consideration employees with dependants and employees without dependants.
 - ii. *A Living Cost Differential* is payable at an isolated post where prices for food and other goods and services are abnormally high in comparison with the location identified as the major source of supply and is intended to assist employees to meet those higher costs. The rate for this allowance takes into consideration employees with and without

⁹ See policy - Hours of Work

dependents. When both members of a couple are eligible Nunavut Impact Review Board employees, the aggregate amount of their rates for the *Living Cost Differential* shall not exceed 100% of the rate for an employee with dependants.

- iii. *A Fuel and Utilities Differential* is payable at isolated posts where prices for fuel and utilities are abnormally high due to higher transportation costs and consumption rates imposed by the geographical location. The rate for this allowance takes into consideration employees with and without dependants. When two or more employees occupy the same headquarters residence and share the expenses for fuel and utilities, the aggregate of their rates for the fuel and utilities differential shall not exceed the rate for an employee with dependants, and that aggregate shall be apportioned to each employee in proportion to the percentage of the expenses for fuel and utilities paid by each employee.
 - iv. *A Shelter Cost Differential* is payable at isolated posts where shelter costs are abnormally high in comparison with the rents in Southern Canada. Where both members of a couple or two or more residents are Nunavut Impact Review Board employees living in the same residence, the total amount of Shelter Cost Differential payable shall not exceed one hundred percent (100%) of the rate for an employee, but will be pro-rated for each employee.
- d. Nunavut Impact Review Board employees eligible to receive Northern Living Allowances must be:
- i. Full time employees of the Nunavut Impact Review Board
 - ii. In full time residence in a community in Nunavut or the Northwest Territories in which they work for the Nunavut Impact Review Board
 - iii. Persons employed for a specified term of less than three (3) months or working less than one-third of the normal working hours of a full-time indeterminate employee of the same occupational group and level are not eligible for any of the benefits provided in Northern Living Allowances. They are, however, eligible for the usual allowances paid as part of their contract for employment.

Absence for Illness or Injury

- a. Subject to this section, when employees are absent from their headquarters, having been granted sick or injury-on-duty leave with pay, their allowances shall, on the 31st day of absence:
 - i. Cease, if they are an employee with dependants and none of their dependants remain at their headquarters,
 - ii. Revert to the employee without dependants rate, if they are an employee with dependants and one of their dependants remains at their headquarters, or
 - iii. Remain at the employee with dependant rate, if they are employees with dependants and more than one of their dependants remains at their headquarters.
- b. When employees are entitled to a fuel and utilities differential and a shelter cost differential, they shall continue to receive those differentials, provided they:

- i. Maintain their headquarters residence during their absence, and
- ii. Do not sublet it.
- c. The Executive Director may authorize the continued payment of allowances for not more than sixty (60) additional days of absence when employees, due to illness or injury, have been granted sick or injury-on-duty leave with pay and have been absent from their headquarters for more than thirty (30) days.
- d. The Executive Director may authorize the payment of allowances for not more than thirty (30) days when employees have been granted sick leave without pay.
- e. When employees are, or are expected to be, absent for a period in excess of the periods above by reason of the illness or injury in respect of which they were granted leave, the Chairperson of the Board may authorize the continued payment of allowances to those employees.

Absence From Work

- a. Subject to this section, when employees are absent from their headquarters and are paid transportation or traveling expenses in respect of that absence, their allowances shall, on the thirty first (31st) day of absence:
 - i. Cease, if they are employees with dependants and none of their dependants remain at their headquarters,
 - ii. Revert to the employee without dependants rate, if they are employees with dependants and one of their dependants remains at their headquarters, or
 - iii. Remain at the employee with dependant rate, if they are employees with dependants and more than one of their dependants remains at their headquarters.
- b. When employees, with approved absence, are entitled to a fuel and utilities differential and/or a shelter cost differential, they may, with the approval of the executive Director, continue to receive those differentials, provided they maintain their residence during their approved absence and do not sublet it.
- c. Employees who are granted leave for vacation, compensatory or lieu time off will continue to receive Northern Living Allowances when they remain in their residence or return to their residence at the conclusion of the leave or time off.

Dependant Becomes an Employee

- a. When employees cease to be employees with dependants because a person referred to in the definition of dependant becomes an employee, they may request a reconsideration of the matter by submitting the relevant facts to their Executive Director in writing. On receipt of the written statement of facts from employees, the Executive Director may deem them to be employees with dependants or without dependants for purposes of this directive.

Dependant Delayed

- a. Subject to this section, when employees begin a period in respect of which allowances are payable without any dependants, but they establish to the satisfaction of their Executive Director that a dependant intends to reside with them at their headquarters residence during the entire term of their assignment there, the amount of any allowance shall be calculated at

the rate for an employee with dependants from the day the period commences, if the dependant arrives at the headquarters within ninety (90) days of that day.

- i. Subject to this section, when no dependants remain at the headquarters residences of employees for periods in excess of ninety (90) days, the amount of any allowances of those employees shall be calculated at the rate for an employee without dependants for the period commencing on the 91st day of the absence and ending on the day before the day on which employees again have dependants at their headquarters residences.
- ii. When employees referred to in this section satisfy the Executive Director that their dependant's absence for a period in excess of ninety (90) days was unforeseen:
 - Was beyond the control of the dependant and the employees, and
 - Is temporary
- iii. The Executive Director may direct that the employees' allowances shall continue to be calculated at the rate for employees with dependants for such further period of time as the Executive Director determines.

Dependants who are Members of the Canadian Forces

- a. Where an employee having one or more dependants who is a member of the Canadian Forces that employee shall be deemed to be an employee without dependants. If that dependant is receiving an isolation allowance at the "unaccompanied" rate, the employee shall be deemed to be an employee with dependants.

Dependant Shared Custody

- a. Subject to this section, when employees satisfy the Executive Directors, by means of a court order or declaration signed by both parents, that they have joint custody and joint residency of their children, the children shall be considered dependants for the period they reside with the employees.
 - i. Should the rates of the employees' allowances change as a result of the above, an average annual rate will be calculated based on the length of time the employees should be paid the employee without dependants and employee with dependants rates and they will be paid the same bi-weekly rate during the fiscal year. If changes in employees' situation results in a change to their entitlements, for example they leave the isolated post or the employ of the Board, their entitlements will be recalculated and necessary adjustments will be made.
 - ii. Non-elective medical or dental treatment entitlements of the dependants shall be pro-rated based on the percentage of time they reside with the employee at the isolated post during the fiscal year:
 - Shall apply to the children provided they are residing at the isolated post, where the employee resides, at the time of the necessary travel.
 - Where employees only have visitation privileges in respect of their children, the children will be considered dependants if they reside with the employees at the employee's headquarters residence for a period of thirty (30) or more consecutive days

- The changes, if any, in the rates of the allowances payable to the employees shall apply for the entire period the children reside with the employee;
- Other benefits of the directive, except for non-elective medical or dental treatment, for which the children may be eligible during their stay with the employee, shall be pro-rated based on the percentage of time the children reside with the employees at their headquarters residence during the fiscal year; and
- Non-elective medical or dental treatment shall apply for the period the children reside with the employee at the headquarters residence.

Effective Dates

- a. The period of eligibility for the payment of Northern Living Allowances shall commence on the later of:
 - i. Midnight of the day immediately preceding the day that the employee arrives at their residence , and
 - ii. Midnight of the last day in respect of which the employees are paid any transportation or traveling expenses as a result of their employment in an isolated post.
- b. The period of eligibility for the payment of Northern Living Allowances shall end at midnight on the earlier of the day immediately preceding:
 - i. The first day in respect of which employees are paid any transportation or traveling expenses as a result of their relocation from their headquarters, and
 - ii. The day they cease to be employees.

Employee Becomes a Dependant

- a. For the purposes of the payment of the Northern Living Allowances where a couple with no dependants is employed with Nunavut Impact Review Board, one employee is considered to be an employee without dependants and is claimed as a dependant by the other employee.

Employees Responsibility

- a. Where changes to an employee's status have an impact on the Northern Living Allowances they receive, it is the employee's responsibility to notify his/her Supervisor and the Director of Finance and Administration as soon as possible so that appropriate action may be taken.

Leave Without Pay

- a. Employees shall not be entitled to the Northern Living Allowances in respect of any period during which they are granted leave without pay by the Executive Director, or they are absent from duty without leave.

Orientation Sessions

- a. The Board shall develop orientation sessions for employees assigned to isolated posts and for those persons who are responsible for the interpretation and/or administration of this policy. These sessions should include a summary of the allowances and benefits of the policy and a description of the conditions in the assigned Nunavut community.

Rates

- a. The amount of the Northern Living Allowances shall be calculated in each fiscal year and paid in the same manner as salaries:
 - i. When the hours of work of an employee are less than normal hours of work, the Executive Director shall prescribe a reduction that is appropriate to the rates of the following allowances:
 - A living cost differential;
 - A fuel and utilities differential;
 - A special location allowance.
 - ii. When the cost of fuel and utilities and/or the shelter cost differential is borne in total, by another agency or are not being paid by an employee, that employee will not be eligible to receive the cost of fuel and utilities and/or the shelter cost differential.
 - iii. In calculating the amount of a Northern Living Allowances to which employees are entitled, there shall not be included in the number of hours worked by them:
 - Any hours worked in excess of the normal working hours
 - Any hours for which salary or wages are not paid.
 - iv. When the cost of transportation of food, fuel or other supplies is borne by or on behalf of the employer and is not considered in the determination of the Northern Living Allowances, the Executive Director shall prescribe a reduction that is appropriate to that cost in the rates of the following allowances:
 - A living cost differential
 - A fuel and utilities differential
 - A special location allowance.

Travel Status

- a. Persons at an isolated post who are in travel status pursuant to the Travel Policy and whose headquarters are not isolated posts are not subject to this policy.

Procedures

1. The Director of Finance and Administration will ensure that the Board applies Northern Living Allowances in accordance with the rates set by the Treasury Board.
2. The Director of Finance and Administration will maintain a detailed Isolated Post Assessment which accounts for existing and projected staffing requirements for budgeting purposes. The assessment shall be provided to the Executive Director by January 15th annually.

Policy Type:	Compensation and Benefits	CB 3.4
Board Policy:	NORTHERN EMPLOYEE BENEFITS SERVICE	

Policy

It is the policy of the Nunavut Impact Review Board to provide its employees with benefits offered in the Northern Employees Benefits Service (NEBS) Program.

Application

This policy applies to all employees of the Nunavut Impact Review Board excluding casual employees. Board Members are entitled to the Life Insurance NEBS Benefits as outlined in the Program criteria.

Guidelines

- a. The Nunavut Impact Review Board has elected to participate in the NEBS Program Plan including their Group Pension Plan and Life Insurance Plan.¹⁰
- b. The NEBS Program offers employees a comprehensive group insurance benefits program, pension plan and life insurance which can vary, depending upon the length of the employment agreement.
- c. It is mandatory for all Nunavut Impact Review Board employees to participate in the NEBS Program, but employees may opt out of the Health Plan if covered by another plan.
- d. Contributions to the NEBS Program will not be pro-rated for short term absences or overtime.
- e. The Director of Finance and Administration will inform new employees of the NEBS Program during employee orientation. Employees will be given a copy of the NEBS Program Plan Details, including which contributions the employees is responsible to pay, and an employee enrollment card will be completed.

Procedures

1. The Employee is responsible for ensuring the enrollment card is completed and given to the Director of Finance and Administration and registered by NEBS.
2. The Director of Finance and Administration will ensure that employee's portion of the NEBS premiums are deducted from their payroll and are submitted to NEBS as per schedule of payments.
3. All claims to the NEBS Program will be administered through the Director of Finance and Administration.
4. Board Employees are eligible for enrollment into the NEBS Program upon employment with the Nunavut Impact Review Board.

¹⁰ See "NEBS Program Plan Details" and "NEBS Program Employer Administration Manual"

5. Eligibility for NEBS benefits expires upon termination of employment with the Nunavut Impact Review Board. The Director of Finance and Administration will be responsible to inform NEBS of employees who are no longer eligible for the NEBS Program through the Nunavut Impact Review Board.
6. The Director of Finance and Administration shall maintain a summary analysis of NEBS benefits and payments by employee. The summary shall be provided to the Executive Director monthly for review and verification.
7. The Director Finance and Administration will provide to NEBS administration, by November 15, an Annual Report detailing any changes in staff or salary.

Policy Type:	Compensation and Benefits	CB 3.5
Board Policy:	OVERTIME	

Policy

It is the policy of the Nunavut Impact Review Board that to effectively deliver programs and services, the Board may require employees to work outside or in excess of the standard hours of work (8:30 am – 5:00 pm) with a forty (40) hour work week. The requirement for overtime must be driven by operational needs. In exceptional circumstances, the Executive Director may grant overtime to employees.

Application

These guidelines and procedures apply to all employees of Nunavut Impact Review Board, with the exception of Directors and the Executive Director.

Definitions

Employer is the Nunavut Impact Review Board

Lieu time is leave provided as compensation for overtime worked, instead of a cash payout.

Overtime is work performed by an employee at the request of and authorized by the employer in excess of or outside the employee's regularly scheduled hours of work.

Time and a half is one and one half (1 ½) times the hourly rate of remuneration, applicable to hours worked in excess of forty (40) hours.

Guidelines

- a. Standard hours of work are 8:30 am to 5:00 pm and the standard work week is forty (40) hours.
- b. The Executive Director may require employees to work more than their daily or weekly standard hours or on a holiday where, in the Executive Director's opinion, the workload requires them to work.
- c. Employees, except for Directors and the Executive Director, will be paid time and one half for any hours worked above forty (40) hours in a work week
- d. Compensation for overtime (lieu time or payouts) will be granted when work is authorized in advance by the Executive Director or his/her designated official delegated to approve overtime.
- e. The Board will make every reasonable effort to assign overtime work equitably and to give employees reasonable advance notice, subject to operational requirements.
- f. An employee may refuse an overtime assignment if there is just reason acceptable to the Executive Director for the refusal. In the absence of a just reason acceptable to the Executive

Director, an employee directed to work overtime shall be expected to comply. The employee's refusal must be in writing. Participation in a business or outside employment is not "just reason" for a refusal.

- g. No overtime will be granted for professional development or the travel associated with that development.
- h. Lieu time may be taken with the following provisions:
 - i. The employee chooses and consents to having overtime work compensated by way of time in lieu
 - ii. The time in lieu is provided at the rate of time and a half
 - iii. It is at a time agreeable to both the supervisor and the employee
- i. Instead of granting lieu time equivalent to leave with pay at the appropriate overtime rate the Executive Director may decide to make cash payment for overtime worked.
- j. An employee cannot accumulate more than five (5) days of lieu time. If the Executive Director approves overtime above five (5) days accumulated, that overtime will be paid out at the appropriate overtime rates in the next regular pay period.
- k. No lieu time will be carried over from one fiscal year to the next and banked lieu time will be paid out in the first quarter of the next fiscal year.

Procedure

1. Standard hours of work are 8:30 am to 5:00 pm and the standard work week is forty (40) hours. Overtime is work performed by an employee at the request of the employer in excess of, or outside of the employee's regularly scheduled hours of work in excess of forty (40) hours.
2. Authorization for overtime worked must be approved by the Executive Director in advance, and given either verbally or in writing by the employee's Supervisor. In exceptional circumstances, approval may be given after the overtime is worked.
3. Employees are responsible for recording the actual hours of work on the appropriate form. The form must include the verification by the employee's Supervisor and the Executive Director's approval to incur the overtime.
4. Overtime will be granted as lieu time or in circumstances described above, with the approval of the Executive Director or employee's Supervisor, the following month when taken as a cash payment.
5. Where the Executive Director has agreed to grant lieu time, the employee will make the request on the appropriate form.
6. When the employee takes lieu time, the employee must request the time off on the appropriate leave form with the time recorded as 'time in lieu of'. The form must be kept with the employee's leave records.
7. No more than five (5) days of 'time in lieu' can be accumulated. Overtime in excess of five (5) days will be paid out at the appropriate overtime rates in the next regular pay period.

8. Banked lieu time will be paid out in full in the first quarter of the next fiscal year.
9. Upon termination of employment all staff including management are entitled to pay out for the unused portion of overtime.
10. The Director of Finance and Administration shall provide a monthly assessment of accumulated lieu time to the Executive Director for staff and to the Chairperson for the Executive Director.

Policy Type: Compensation and Benefits

CB 3.6

Board Policy: SALARY ADVANCES

Policy

It is the policy of the Nunavut Impact Review Board that advances against salary from Board funds shall not be made to any employee except in the case of the special circumstances. Payment of earned time for the purpose of taking Annual Leave is not considered a salary advance for the purposes of this policy.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Guidelines

- a. Maximum Salary Advance
 - i. The maximum amount that may be provided is five hundred dollars (\$500.00).
 - ii. No additional salary advance may be provided to an individual until satisfactory repayment of an outstanding salary advance is completed.
 - iii. However, in the case of extraordinary circumstances, and at the discretion of the Chairperson, this amount may be increased.
- b. Approval Authority
 - i. Executive Director for up to five hundred dollars (\$500.00)
 - ii. Chairperson any sum greater than five hundred dollars (\$500.00)
 - iii. Chairperson for request by Executive Director
- c. Approved Circumstances - A salary advance may be requested for the following purposes:
 - i. Attendance at a family emergency or funeral
 - ii. Salary that may be due to the individual during the time he or she is away on annual leave
 - iii. Assisting a new employee until the employee receives his or her first pay cheque
 - iv. Emergency medical situation
 - v. Any other situation approved by the Executive Director or Chairperson

Procedure

1. The employee requesting the salary advance must direct any such request to the Executive Director and provide the Executive Director with the necessary information that will ensure that the decision is based upon approved circumstances. If the Executive Director is making the request, the request is forwarded to the Chairperson.

2. The request must be in written form stating the purpose and the amount requested and when the funds are required.
3. The Executive Director or Chairperson shall review the request and communicate his/her decision to the employee requesting the funds.
4. The Executive Director or Chairperson shall notify the Director of Finance and Administration in written form of any approved salary advance request and indicate the amount approved, the date of payment, and the terms and conditions of repayment.
5. A written agreement should be in place prior to payment of the salary advance, particularly if it is to be repaid by way of payroll deduction.
6. Where a salary advance has been provided to an employee, repayment of the salary advance will be paid in two (2) equal payments in the two (2) subsequent pay periods.
7. No additional salary advance may be made until all outstanding salary advances have been repaid to the Board in full.

Policy Type:	Compensation and Benefits	CB 3.7
Board Policy:	SALARY TREATMENT	

Policy

It is the policy of the Nunavut Impact Review Board to provide fair, equitable and competitive salaries to employees in recognition of skills, knowledge, experience and performance.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Definitions

Benchmark means the process of determining a competitive salary rate from established salary surveys and databases.

Step/Increment means the difference between adjacent steps in a pay range to recognize an employee's acquisition of job related skills, experience and knowledge and satisfactory performance.

Salary range means a series of predetermined steps or increments (e.g. from 75% to 100%) of a salary for a particular position that relate to the level of skills, experience and knowledge demonstrated or possessed to fulfill that position.

Guidelines

- a. All Nunavut Impact Review Board employees will be paid according to the established pay scales as per Treasury Board Guidelines interpretation.
 - i. Each year salaries will be adjusted as per Treasury Board and Public Service of Canada guidelines.
 - ii. Every five (5) years, all salaries will be benchmarked.
- b. In the process of recruitment and hiring, a prospective employee's skills, knowledge and experience will be assessed and an appropriate salary determined within the salary range of that position.
 - i. The salary offered and agreed to will be reflected in the Written Offer of Employment¹¹.
 - ii. Once hired, the employee will start at salary step/increment identified in the Written Offer of Employment.
- c. Progression or awarding of the next step in the salary range (increment) is directly related to performance achieved and skills demonstrated and will not be processed unless a satisfactory Annual Performance and Skills Appraisal is completed and the employee has at least one (1) year's continuous service.

¹¹ See policy - Staffing a Position

- i. Progression to the next step/increment will be paid in the first pay period of the new fiscal year. Employees who show exemplary performance and skill acquisition may be accelerated through more than one (1) salary step/increment.
 - ii. Progression to the next step is not related to or contingent upon any performance bonus that may be awarded
 - iii. A salary step/increment postponed by a leave of absence is due when the employee returns to work and completes one (1) year of paid full-time employment. This includes the periods of service before and after the absence once a performance appraisal has been completed.
- d. An employee's move to the next salary step/increment may be denied based on poor performance and poor demonstration of skills.
- i. Employees must be notified if the salary step/increment is to be denied.
 - ii. There must be sufficient documentation on the employee's Annual Performance and Skills Appraisal and file to warrant a denial of the salary step/increment.
 - iii. If the salary step/increment is to be denied, the employee will be informed that consideration for progressing to the next step will take place with the annual appraisal of the next year.

Procedures

1. Every five (5) years, the Executive Director shall ensure that the Nunavut Impact Review Board salaries are reviewed:
 - i. All Nunavut Impact Review Board Position Descriptions must be up-to-date
 - ii. Treasury Board job descriptions will be used to compare positions
 - iii. Treasury Board and Public Service of Canada guidelines salary rates will be used to establish salaries for Nunavut Impact Review Board positions
 - iv. Treasury Board salary rates will be pro-rated if not in the current year
2. Awarding of a move to the next step/increment in a salary range can only be made upon the completion of a satisfactory Annual Performance and Skills Appraisal.
3. With the Executive Director's approval, an employee may be accelerated through more than one (1) step/increment in the salary range.
4. If a Supervisor feels the salary step/increment should be denied, the Supervisor must advise the Executive Director of the rationale for denying the salary step/increment and provide sufficient documentation from the employee's Annual Performance and Skills Appraisal and file to justify the action.
5. The Executive Director must let the employee know in writing of the intention to withhold the salary step/increment.
6. When a salary step/increment is denied, the employee is advised of the next appraisal date.

Policy Type: Compensation and Benefits **CB 3.8**

Board Policy: PERFORMANCE AND CONTRIBUTION COMPENSATION FOR DIRECTORS

Policy

It is the policy of the Nunavut Impact Review Board to have in place for its Directors and Executive Director an incentive compensation plan.

Application

These guidelines apply to Directors and the Executive Director of the Nunavut Impact Review Board.

Guidelines

- a. The plan must be:
 - i. Consistent with the Board's overall business strategies and objectives
 - ii. Contribute to the ability of the Board to attract, retain and motivate the Directors and Executive Director
 - iii. Appropriately link the incentive compensation with the performance of individual Directors
 - iv. Established in the budget as an amount available prior to consideration for rewarding individual contribution or performance
- b. Directors and the Executive Director are entitled to take up to five (5) discretionary days off per fiscal year. These discretionary days must be used in the fiscal year they are earned. They have no monetary value, will not be paid out at the end of the fiscal year and cannot be carried over into the following fiscal year.
- c. Incentive compensation up to ten percent (10%) of annual salary may be paid to Directors and the Executive Director. It is based on meeting or exceeding individual performance objectives and standards and is awarded at the discretion of the Executive Director or, in the case of the Executive Director, the Chairperson.
- d. Incentive awards may only be made when sufficient funds are allocated through the Board-approved budgeting process.
- e. Payment of incentive awards is provided at the close of the fiscal year, calculated using the Employee's base salary as of the end of the fiscal year, and prorated as necessary to the employee's start date. Termination of employment prior to the end of the fiscal year will disqualify Directors or the Executive Director from incentive awards.

- f. It is the responsibility of the Executive Director to establish and communicate individual goals and objectives each fiscal year for himself/herself and each Director.
- g. Annual performance reviews for the Directors and the Executive Director will be completed prior to the end of each fiscal year, in accordance with the Salary Treatment policy.
- h. In evaluating performance and contribution the following may be taken into account:
 - i. The level of skill, competence, and professionalism demonstrated
 - ii. The existence of extenuating circumstances
 - iii. Factors beyond an individual's control
 - iv. Contribution and effort put into the job
- i. Compensation will be assessed taking all factors into account and will be driven predominantly by performance and contribution as follows:
 - i. Significantly exceeds established goals and objectives and makes a major contribution 10%
 - ii. Exceeds established goals and objectives 5-7.5%
 - iii. Satisfactorily meets all established goals and objectives 2.5%
 - iv. Fails to meet established goals and objectives 0%
- j. The incentive award will be paid out in the first regular pay period of the subsequent fiscal year or upon completion of their annual evaluation and retroactive to the start of the fiscal year or anniversary date for first year of employment.

Policy Type: Compensation and Benefits **CB 3.9**

Board Policy: CONTINUOUS SERVICE BONUS

Policy

In recognition of continued employment, it is the policy of the Nunavut Impact Review Board to provide a Continuous Service Bonus.

Application

This policy applies to all full-time employees of the Nunavut Impact Review Board.

Guidelines

In recognition of continued employment with the Nunavut Impact Review Board, employees who:

- a) are full-time employees of the Nunavut Impact Review Board on December 1 in the current fiscal year, and
- b) have at least three years of continuous service;

Continuous Service Bonuses will be paid as a lump sum in the first pay period of December in each year.

The bonus is to recognize employment with the Nunavut Impact Review Board, not prior service with other employers.

In recognizing continued employment with the Nunavut Impact Review Board, Employees will be awarded for years of service according to the schedule below:

Years of Continuous Service	Annual Payment
3 to 5 years	\$1000
6 to 10 years	\$2000
11 to 15 years	\$3000
16 to 20 years	\$4000
21 or more years	\$5000

Policy Type: Compensation and Benefits **CB 3.10**

Board Policy: SEVERANCE PAY

Policy

It is the policy of the Nunavut Impact Review Board to provide standard severance pay for separating employees in the event of certain forms of job loss.

Application

This policy applies to all full-time employees of the Nunavut Impact Review Board.

Guidelines¹²

- a. The following guidelines will apply to all employees who do not have a separate separation or severance agreements for separation or dismissal without cause in their employment contract.
- b. Severance pay shall be paid to eligible employees in the event of separation of employment initiated by the Nunavut Impact Review Board and occurring through no fault of the employee, including the following:
 - i. Job elimination
 - ii. Job elimination while on leave of absence
 - iii. Lay off due to lack of work
 - iv. Receipt of Employment Insurance will not be a basis to deny severance pay
- c. Severance pay will not be provided in the following circumstances:
 - i. Resignation
 - ii. Retirement
 - iii. Involuntary separation with cause due to poor performance or misconduct
 - iv. Abandonment of Position
 - v. Leave of absence
 - vi. Death of the employee
 - vii. Any employee who is eligible for another form of compensation such as disability pay or workers' compensation pay
- d. The severance pay benefit is computed¹³ as follows and does not include payment of allowances and benefits for which full-time employees are eligible:

¹² See policies Involuntary Termination of Employment, Resignation, and Abandonment of Position

¹³ Severance payout rates are those established by the Government of Nunavut as a maximum amount

- i. The employee will receive two (2) weeks pay per year for the first ten (10) years of continuous employment and three (3) weeks pay for each succeeding complete year of continuous employment.
- ii. For the final year of service, severance amounts will be pro-rated, but no employee who has been with the Board for more than three months will receive less than two weeks pay.
- e. Upon learning of an individual's separation, the Director of Finance and Administration will evaluate the employee's eligibility under this policy and then compute the severance pay benefit if eligible. The benefit computation will be reviewed by the Executive Director, and if in agreement, approved.
- f. The Director of Finance and Administration will notify the employee as to his or her eligibility for severance pay benefit and inform the individual as to the amount of the eligible benefit and date of payment.
- g. Any payments to the employee under this policy shall be subject to the necessary statutory deductions.
- h. Severance pay shall be provided to the employee at the time of separation and final pay.
- i. The employee will sign a release form that indicates severance pay has been paid in full
- ii. At the employee's request severance pay may be provided on a bi-weekly basis equivalent to the employee's bi-weekly salary at the time of separation.
- i. In the event of a question or complaint about severance pay benefits, the employee may request to meet with the Executive Director.
- j. The Nunavut Impact Review Board reserves the right to change the severance pay policy at any time without prior notice.

Policy Type:	Compensation and Benefits	CB 3.11
Board Policy:	VACATION TRAVEL ASSISTANCE	

Policy

It is the policy of the Nunavut Impact Review Board, to provide employees, after successful completion of their probationary period, with vacation travel assistance, twice per fiscal year to the closest point of departure to the region: Edmonton, Winnipeg or Ottawa.

Application

This policy applies to all employees of the Nunavut Impact Review Board except casual.

Definitions

Board Location means the community to which the employee is assigned by the Nunavut Impact Review Board to work and live.

Common-law partner - The term common-law partner refers to a person living in a conjugal relationship with an employee for a continuous period of at least one (1) year.

Dependant - with reference to an employee, means a person who is:

- i. The spouse of that employee or the person named in the common-law partner declaration, or
- ii. Any relative of the employee who is wholly dependent upon his/her support by reason of mental or physical infirmity, or
- iii. One for whom the employee is eligible to claim a tax credit under the Income Tax Act, or
- iv. A biological child, stepchild, or a legally adopted child, or legal ward who:
 - Is unmarried,
 - Does not qualify under (ii), and
 - Who has not yet attained twenty four (24) years of age and is in full-time attendance at a recognized secondary or post-secondary educational institution. Proof of Enrolment for a dependant is to be provided to the Director of Finance and Administration in order to receive this benefit.

Employee with dependants - is an employee who has at least one dependant.

Employee without dependants - means an employee who does not have a dependant.

Fiscal year - means the period beginning on the first day of April in one year and ending on the thirty-first day of March in the next year.

Point of departure - means whichever place in the south that is nearest to the region of the Board location of an employee (Edmonton, Winnipeg or Ottawa) by the most practical route and means of transportation.

Spouse - The term spouse refers to the person married to the employee.

Guidelines

Vacation Travel Assistance

- a. An employee and their dependents become eligible for Vacation Travel Assistance (VTA) from a Board Location to the Point of Departure, provided the following are met:
 - i. The employee has successfully completed their probationary period
 - ii. Proper documentation is on file for proof of dependant/s and evidence of travel
- b. The payment of Vacation Travel assistance shall be:
 - i. Subject to the fixed rates established by the Director, Finance and Administration and approved by the Executive Director based on the cost of full economy fare from the community to the designated southern location (Edmonton, Winnipeg and Ottawa) and available budget.
 - ii. Paid for the employee, the employee's spouse and the employee's dependants to a maximum of six (6) persons inclusive of the employee.
 - iii. Disbursed twice yearly, on September 30th and March 31st.
 - iv. Pro-rated relative to the portion of the fiscal year of the employee's eligibility with the first payment being made on the next scheduled payment date following successful completion of the probationary period.
 - v. Pro-rated upon termination of assignment. The vacation travel assistance will pro-rated relative to the portion of the fiscal year that the employee has worked since the last payment date.
 - vi. Prorated to reflect the change in an employee's dependant status when the employee notifies the employer of that change.
- c. Employees must complete a Vacation Travel Assistance Form and have approved by his/her Supervisor.
- d. Employees must immediately notify the Director of Finance and Administration of any change in their dependant(s) status.
- e. The employee may choose to include a dependant attending a secondary or post-secondary institution away from the headquarters.
- f. For purposes of Vacation Travel Assistance, when at least one (1) dependant of the employee is also an employee of the Nunavut Impact Review Board and lives with him or her at their headquarters residence, one of them shall be deemed to be an employee and the other to be a dependant.
- g. No advances will be made for Vacation Travel Assistance, unless for an extenuating circumstance e.g. bereavement, compassionate, etc., or at the discretion of the Executive Director or, if for the Executive Director, the Chairperson.

- h. The Director of Finance and Administration may request, at any time, supporting documentation to confirm eligibility.

Policy Type:	Compensation and Benefits	CB 3.12
Board Policy:	WORKERS COMPENSATION	

Policy

It is the policy of the Nunavut Impact Review Board to comply with statutory regulations to provide Workers' Compensation Benefits for employees of the Nunavut Impact Review Board who suffer an occupational injury or illness.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Guidelines

- a. Administration - The Worker's Safety and Compensation Commission is responsible for receiving and processing claims. They provide a general advisory service to employees and unions, as well as to employers, on the interpretation and application of the legislation.
- b. Benefits - The Worker's Compensation Act provides for employment injury benefits (workers' compensation) to all Nunavut Impact Review Board employees who are injured in the course of their duties. Industrial and occupational diseases are treated in the same way as work-related injuries.
- c. Such benefits include:
 - i. Compensation for loss of earnings (if an injured employee is not entitled to injury-on-duty leave);
 - ii. Medical, hospital, and related services;
 - iii. Rehabilitation services;
 - iv. A pension, if an injury results in a permanent disability; and
 - v. Pensions to dependants of employees who are fatally injured in the course of their employment.
- d. The costs of the benefits are borne entirely by Nunavut Impact Review Board and no direct contributions are made by employees.
- e. Employment-injury benefits (workers' compensation) are not subject to income tax.

Procedures

1. It is the responsibility of the Nunavut Impact Review Board to ensure that employees are aware of their rights to workers' compensation.
2. The Director of Finance and Administration must ensure that all occupational injuries or illnesses involving lost time or requiring medical attention are reported to the Designated Regional Office of the Worker's Safety and Compensation Commission within three (3) days of occurrence in order that claims may be checked for accuracy and completeness.

3. The Director of Finance and Administration is also responsible for the development and communication to employees of appropriate directives and instructions concerning the details of reporting occupational injuries and illnesses to Administration.
4. First aid records should be maintained in cases where the injury does not require the services of a medical doctor.
5. First aid cases should be reported to the regional offices of the Worker's Safety and Compensation Commission only where a doctor's services are required at a later date.
6. To avoid duplicate payment, it is extremely important that the Director of Finance and Administration indicates on the original injury report whether the injured employee is entitled to injury-on-duty leave.
7. Injuries must be reported using the accident report for the Worker's Safety and Compensation Commission. The report forms are available from the Worker's Safety and Compensation Commission.
8. The Director Finance and Administration must submit an Annual Worker's Safety and Compensation Commission Report by January 30 of the following year.

EMPLOYMENT POLICIES

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Policy Type: Employment

EP4.1

Board Policy: ABANDONMENT OF POSITION

Policy

It is the policy of the Nunavut Impact Review Board that an employee who is absent from work without approved leave and without cause for a period of five (5) consecutive work days or more may be considered to have abandoned his/her position. The position will then become vacant and the incumbent will cease to be an employee of the Nunavut Impact Review Board.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Definitions

Abandonment of position means an employee, without approval and without cause, has not reported for duty during a period of five (5) consecutive work days or more.

Guidelines

- a. An employee without approval and without cause who has not reported for duty during a period of five (5) consecutive work days or more ceases to be an employee of the Nunavut Impact Review Board and is not entitled to any benefits.

Procedures

1. The Supervisor must make every reasonable effort to contact an employee who is absent from duty without leave in order to determine the reason for the absence and whether or not the employee intends to return to work. The Supervisor must document all attempts to contact the employee, which should include:
 - i. Telephoning the employee
 - ii. Contacting a spouse or relative
 - iii. Going to see the employee at home
 - iv. Sending the employee a registered letter
 - v. Reporting employee missing if out on the land
2. If the Supervisor is able to contact the employee, the employee will be advised of a specific date for return to work.
 - i. The employee may be subject to discipline for being absent without leave.
 - ii. If the employee does not return to work or contact the Supervisor on or before the specified date, the Executive Director will be notified and information provided as per Procedure # 3.

3. If the Supervisor is unable to contact the employee and the employee does not return to work for five (5) days or more, supporting documentation will be compiled which includes:
 - i. The name of the employee
 - ii. The position title
 - iii. Attendance records showing the employee's absence without leave, and
 - iv. Records of attempts to contact the employee
4. If the Executive Director determines that the employee has abandoned his/her position without cause, the Executive Director will advise the employee in writing, via registered mail, that he/she has been declared to have abandoned his/her position and is no longer an employee of the Nunavut Impact Review Board.
5. A copy of the letter will be sent to the Director of Finance and Administration to be placed on the employee's personnel file and to begin processing of final payments for the employee.
6. When issuing a letter of dismissal regarding abandonment of position, the Executive Director must ensure legal counsel reviews the circumstances and the letter before issuing.

Policy Type:	Employment	EP4.2
Board Policy:	DECLARATION OF CASUAL EMPLOYMENT	

Policy

It is the policy of the Nunavut Impact Review Board that all casual employees must read and sign a Declaration of Casual Employment.

Application

This policy applies to all casual employees of the Nunavut Impact Review Board.

Guidelines

- a. Human Resources are critical elements in the Nunavut Impact Review Board's ability to deliver effective and efficient programs and services.
- b. The Declaration of Casual Employment is designed to provide casual employees with a clear understanding of their responsibilities and entitlements in relation to their employment with the Nunavut Impact Review Board.
 - i. All casual employees must sign a Declaration of Casual Employment prior to employment. Failure to abide by the Declaration of Casual Employment may result in termination of work and possible legal action.

Procedures

1. All casual employees will read the Declaration of Casual Employment prior to being hired.
2. Casual employees will be asked to sign the Declaration of Casual Employment prior to employment.
3. The Nunavut Impact Review Board will not hire casual employees who refuse to sign the Declaration of Casual Employment.
4. Casual employees are entitled to the payment of the benefits of Canada Pension Plan and Employment Insurance only.
5. The Director of Finance and Administration will give all casual employees general orientation to the Nunavut Impact Review Board office and operations as they pertain to the work undertaken by the casual employee.
6. The Director of Finance and Administration shall advise all Directors and Managers on hiring of casual employees.

Policy Type: Employment

EP4.3

Board Policy: EMPLOYEE ORIENTATION

Policy

It is the policy of the Nunavut Impact Review Board that all new employees will be provided with an orientation program including documentation about pay and benefits.

Application

This policy applies to all employees of the Nunavut Impact Review Board, excluding casual employees.

Guidelines

- a. The Supervisor is responsible for providing the new employee with an overview of the mandate, roles and responsibilities of the Nunavut Impact Review Board and how the new employee's job contributes to the organization.
- b. All new employees will be provided with an orientation package that consists of a copy of the job description as well as information about the Nunavut Impact Review Board.
- c. The Supervisor is responsible for introducing the new employee to the work group and work place on the new employee's first day of work (the Supervisor may delegate this responsibility to another employee only if the Supervisor cannot be available on the new employee's first day of work).
 - i. The Supervisor is responsible for introducing the new employee to all other employees
 - ii. Employees are responsible for briefly explaining their roles and how their position relates to the position of the new employee
 - iii. The Supervisor is responsible for showing the new employee around the office including the location of the washrooms, coffee areas, supplies and the employee's desk
 - iv. The Supervisor is responsible for providing an overview of the Nunavut Impact Review Board organization as a whole, and how all the departments interact and to ensure that the employee understands Article 12 of the Nunavut Land Claims Act and the mandate of the Nunavut Impact Review Board as an Institution of Public Government.
 - v. The new employee should be provided with the Annual Department Work Plan and familiarized with developing an Individual Work Plan.
- d. The Supervisor is responsible for explaining any office rules or procedures that apply to the new employee.
- e. The Supervisor is responsible for ensuring that all new employees are provided with or informed of the Results Based Governance Model and will receive the mandatory training and a copy of the Governing Policies and Operations and Administration Policies.

- f. The supervisor is responsible to make a new employee aware of the Secondary Employment and Outside Interests policy in the Employment section of the Operations and Administrative policies.
- g. The Director of Finance and Administration will contact new employees to schedule an appointment for the documentation session.
 - i. Employees are informed which benefits are compulsory and asked whether they want optional benefits. All deductions are to be explained.
 - ii. In most cases deductions will automatically be taken from the employee's pay.
 - iii. During the documentation session, employees will complete the forms required to initiate their benefits.
- h. The Director of Finance and Administration will have on hand for the induction of a new employee:
 - i. Signed Letter of Offer
 - ii. Security Check, where applicable
 - iii. Orientation Binder
- i. The Director of Finance and Administration may ask the new employee to bring the following certificates and information to the documentation session.
 - i. Certificates of Birth, Adoption, Marriage, Divorce
 - ii. Copies of Degrees, Certificates and Diplomas
- j. During the documentation session new employees will be provided with information concerning their salary, increments and deductions.
- k. New employees will be advised of the rates, premiums and amounts for the following and asked to complete the necessary forms for:
 - i. Canada Pension Plan (CPP)
 - ii. Employment Insurance (EI)
 - iii. Federal and Territorial Taxes
 - iv. Lease Agreements, including security deposits, where applicable
- l. New employees will also be provided with information concerning:
 - i. Vacation Travel Assistance¹⁴
 - ii. Northern Employees Benefits Services
 - iii. Pension
 - iv. Northern Living Allowances
 - v. Leave Entitlements
- m. New employees will be asked to complete forms and applications, before starting work, for:

¹⁴ See policy - Vacation Travel Assistance

- i. Declaration of Code of Conduct and Professional Responsibility
- ii. Tax Deduction Information (TD1)
- iii. Sign the Orientation Checklist
- n. The Director of Finance and Administration shall complete the New Employee Checklist Form and maintain the employee personal file in accordance with legislative requirements.

Policy Type: Employment

EP4.4

Board Policy: EMPLOYMENT PRACTICES

Policy

It is the policy of the Nunavut Impact Review Board to have its recruitment and selection practices be fair, understandable, well communicated and provide first access to Nunavut Land Claim beneficiaries.

Application

This policy applies to all employees and applicants for positions with the Nunavut Impact Review Board.

Definitions

A Nunavut Land Claims Beneficiary or beneficiary is a person who is enrolled as a beneficiary under the Nunavut Land Claims Agreement. Verification of beneficiary status may be confirmed through Nunavut Tunngavik Inc.'s Nunavut Inuit Enrolment List, which will be considered as the enrolment list of record for any disputes.

A Nunavut Resident is a person who has lived in Nunavut for at least the last 12 consecutive months and has a valid Nunavut Health Card.

Guidelines

- a. Recruitment and selection activities will be governed by the following objectives:
 - i. First priority for filling a position shall be given to qualified Nunavut Impact Review Board employees to fill the position through transfer or promotion.
 - ii. If a position cannot be filled via transfer or promotion of existing Nunavut Impact Review Board employees, qualified applicants who are Nunavut Land Claim beneficiaries will be given priority over all other applicants in the competition.
 - iii. If no Nunavut Land Claim beneficiary applicants are qualified, priority will be given to qualified Nunavut resident applicants in the competition.
 - iv. If no Nunavut resident applicants are qualified, priority will be given to all other qualified applicants in the competition.
 - v. Recruitment advertising must identify that in keeping with the Nunavut Impact Review Board's Policy, priority will be given to hiring qualified Nunavut Land Claim beneficiaries.
- b. Employment decisions covered by this policy include recruiting, hiring, promotion and transfer.
- c. Each Supervisor is responsible for administering employment practices in a manner which is consistent with this policy.

- d. In the event an employee has a question or complaint about employment opportunities, the employee should speak with his or her Supervisor.
- e. In the event the employee is uncomfortable discussing the matter with his or her Supervisor, the employee may speak to the Executive Director.
- f. The Executive Director is responsible for investigating allegations or complaints of discrimination and for advising and responding to such issues and assisting management in resolving such issues in the best interests of the Nunavut Impact Review Board.
- g. The Director of Finance and Administration is responsible for maintaining any necessary records required to indicate compliance with Human Rights legislation for a period of two (2) years.
- h. The Executive Director is responsible for keeping up to date concerning current employment practice issues, labor laws, etc. and for recommending changes to personnel policies or practices as necessary or appropriate.
- i. It is the responsibility of the Executive Director to inform Directors, managers and employees of this policy and obtain their commitment and active support in order to ensure successful implementation.

Policy Type: Employment

EP4.5

Board Policy: EXIT INTERVIEWS & EXIT CHECKLIST

Policy

It is the policy of the Nunavut Impact Review Board to conduct exit interviews when staff or Board Members leave the employment or service of the Board in order to gain valuable information about a departing employee's or Director's experience with the Board. It is also the policy of the Nunavut Impact Review Board to complete the exit of an employee or Director with due diligence.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Guidelines

- a. Exit interviews for employees may be conducted by the Executive Director or delegate.
- b. Exit interviews for the Executive Director or a Director will be conducted by the Chairperson.
- c. An exit interview should be held in private and face to face, be voluntary and not placed on the employee's personnel file or used for future employment considerations.
- d. An exit interview should always be voluntary.
- e. It should be held in private and face to face.
- f. The departing employee or Director should be told that the interview is to focus on the workplace issues exclusively so that the Board can improve.
- g. The exit interview is not a discussion of the employee's performance, nor is it an opportunity to have to defend the Board. Examples of issues to explore include:
 - i. The primary reason an employee is leaving
 - ii. The areas of satisfaction and dissatisfaction with the job or position
 - iii. The skill sets and personal attributes required to perform the job or position
 - iv. The employee's opinion about compensation and benefits
 - v. The employee's ideas about how the Board can improve
- h. The information provided by the employee should not affect their reference.
- i. A questionnaire may be used as an alternative to a face to face interview.
- j. The employee should always be thanked for their contribution to the Board as well as for the information provided in the interview.

Employee / Board Member Exit Checklist

- ✓ Board Identification returned
- ✓ Key(s) to building & office equipment/desk returned
- ✓ Return Employee Handbook
- ✓ Return other internal "Board Confidential" information
- ✓ Do Exit Interview
- ✓ Verify computer and associated equipment returned (components w/serial numbers)
- ✓ Board Software/Equipment (check in #)
- ✓ Delete user from network
- ✓ Remove from e-mail
- ✓ Remove from distribution lists
- ✓ Supervisor to review user directories
- ✓ Supervisor to review local hard drive and delete/move files
- ✓ Remove from any menu systems
- ✓ Check voice mail messages, then clear password and delete mailbox
- ✓ Route mail to Supervisor (delete from mail, routing, and distribution lists)
- ✓ Delete from internal phone extension list
- ✓ Office area (physical) cleaned out by Supervisor and placed in supply area (e.g., clean desk, supplies, paperwork, files, move computer, etc...)
- ✓ Board supplies returned (verify that desk contains standard office supplies - stapler, tape dispenser, paper clips, pens, pencils, scissors, note pad, post-it notes, highlighter, staple puller, ruler, file folders, hanging files)
- ✓ Termination check (pay accrued vacation, not sick leave)
- ✓ Discontinue regular benefits program
- ✓ Pull personnel file to archive (pull non-disclosure agreement & provide a copy to the employee as a reminder)
- ✓ Ensure Board has current address and phone information to send final paperwork (ask employee to keep Board updated on current address)
- ✓ Get Board Manuals and Books back (check in their serial numbers)
- ✓ Get Board Software (check in serial numbers)
- ✓ Get back any Board Equipment

Policy Type: Employment

EP4.6

Board Policy: HOURS OF WORK

Policy

It is the policy of the Nunavut Impact Review Board to have hours of work as described by the Treasury Board and the *Nunavut Labour Standards Act*.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Guidelines

- a. The standard office hours of the Nunavut Impact Review Board are from 8:30am to 5:00pm Monday to Friday.
- b. No employee will be employed for a work week of more than forty (40) hours unless he/she receives compensation for that employment in excess of the forty (40) hours¹⁵.
- c. Employees should not work more than their scheduled hours unless they have been requested to do so and have received authorization from their Supervisor or the Executive Director.
- d. The Executive Director reserves the right to assign duties and change an employee's work schedule according to need and will notify employees of any changes to the hours of work.
- e. Each employee is entitled to a one (1) hour lunch break and two (2) fifteen (15) minute rest breaks each workday (one mid morning, one mid afternoon).
- f. There may be times that, for one reason or another, employees may wish to "donate work time" to the Board. This must be approved by the Executive Director.
- g. Office Administration must keep track of who is working in and out of the office.
 - i. Directors and Supervisors are to monitor employees' time on the job¹⁶.
 - ii. Each employee must submit a completed Time Sheet to his or her Supervisor at the completion of each pay period when overtime is incurred.
 - iii. The Time Sheet must capture duty travel and authorized overtime.
 - iv. Time Sheets submitted late may result in the employee not being paid overtime until the next pay period.

¹⁵ See policy - Overtime

¹⁶ See policy - Standards for Tardiness and Absenteeism

Policy Type: Employment

EP4.7

Board Policy: MAXIMUM HOURS OF WORK

Policy

It is the policy of the Nunavut Impact Review Board to maintain standards on maximum hours of work similar to those contained in the *Nunavut Labour Standards Act*. The maximum number of hours that may be worked in a week by a Nunavut Impact Review Board employee is sixty (60) hours, unless exceptional conditions prevail which would hinder the Nunavut Impact Review Board's ability to serve the public or operate efficiently.

Application

This policy applies to all employees of the Nunavut Impact Review Board¹⁷.

Guidelines

- a. The maximum number of hours an employee can work in a week is sixty (60) hours.
- b. Exceptions to Guideline a. must be authorized by the Executive Director for staff and the Chairperson for the Executive Director in extraordinary or unusual circumstances, such as the following:
 - i. Irregular work schedule
 - ii. Where the nature of the work necessitates irregular distribution or periodic fluctuations of an employee's hours of work, and adherence to a maximum of sixty (60) hours could be seriously detrimental to operations.
 - iii. For this purpose, the Executive Director must select a period of time over which to average the weekly hours of work provided that the period selected is limited to the shortest length of time which is practical considering operational requirements, and that the weekly hours of work do not exceed sixty (60) when calculated as an average for the period selected.
 - iv. Unforeseen emergency situations
 - v. Where unforeseen or unpreventable circumstances arise
 - vi. Work in remote locations
 - vii. When the Nunavut Impact Review Board is engaged in work at remote locations and continuously requires the services of personnel in excess of sixty (60) hours per week.
- c. The Nunavut Impact Review Board must maintain records on all exceptions authorized, including the specific reason(s) for the exception; the location; the number, levels of the employees concerned; and the number of hours in excess of sixty (60) hours per week worked by each employee.

¹⁷ See related Policies - Overtime, Standards for Tardiness and Absenteeism and Hours of Work.

- d. Complaints relative to the use of exceptions must also be recorded, placed in the employee's file and copy given to the Executive Director or Chairperson in the case of the Executive Director.

Policy Type:	Employment	EP4.8
Board Policy:	PERSONNEL RECORDS	

Policy

It is the policy of the Nunavut Impact Review Board to maintain personnel records for all Nunavut Impact Review Board employees. All information contained in Personnel Records is maintained in strict confidence and will only be released to authorized individuals under appropriate circumstances. Maintenance and access to personnel records is subject to compliance with the *Access to Information Act* and *Privacy Act*.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Definition

Personnel File means the official record containing personnel information on each employee maintained by the Director of Finance and Administration.

Guidelines

- a. Information concerning an employee must be contained on the Personnel File in order to be considered part of the employee's official record of employment.
- b. Personal information will be maintained in a separate area of the file from documents concerning performance-related and/or disciplinary documents.
- c. An employee's personnel file shall normally consist of the following records:
 - i. Employment application or resume
 - ii. Employment contract (where applicable)
 - iii. Employee information or records update notice
 - iv. Income tax withholding forms
 - v. Employee benefits forms (NEBS)
 - vi. Job assignment/history record
 - vii. Attendance record
 - viii. Schooling or training records
 - ix. Documents supporting leave of absence requests
 - x. Annual performance and resource ratings
 - xi. Pay increment recommendations signed by the Supervisor
 - xii. Letters of commendation, achievement or commendations and awards
 - xiii. Letters of corrective action

- xiv. Any other similar records necessary for effective management of personnel
- xv. Separate records are maintained for benefits enrollment, salary, and salary history
- d. The Executive Director and the Director of Finance and Administration are responsible for ensuring that personal information about an employee is not supplied to other employees in the organization. Information can only be provided if it is required in the performance of the official duties assigned to other employees
- e. The Director of Finance and Administration must ensure that:
 - i. The information will be used for the purpose for which it was provided
 - ii. That the information will not otherwise be used to make administrative decisions which relate directly to the employee without the employee's knowledge or consent
 - iii. Finance employees will access only those parts of the personnel files required to carry out their duties and responsibilities
- f. The employee is responsible for keeping the Board notified of any changes of information such as change of address, name, telephone number, and marital status, number of dependants, insurance beneficiary, and related insurance.
- g. Employees are entitled to review their personnel file by making an appointment with the Director of Finance and Administration.
 - i. The Director of Finance and Administration will accompany the employee while he/she is reviewing their personnel file.
 - ii. Employees are not entitled to review the rating forms completed during the job interview contained in a sealed envelope on their file or resource ratings for succession planning.
 - iii. No materials may be removed nor copied from the employee's file without written permission of the Director of Finance and Administration or the Executive Director.
 - iv. The employee may request correction of their personal information where the individual believes there is an error or omission therein; and require that a notation be attached to the information reflecting any correction requested but not made
- h. Supervisors may view performance-related or corrective action documents on the personnel files of employees which they supervise. Supervisors are not entitled to view personal information of the files of employees they supervise.
- i. Employees must be made aware of any corrective action documents placed on their file.
 - i. Supervisors must provide the employee with a copy of the document at the time of filing
 - ii. Documents must be clearly marked "cc to Personnel File: or a statement must be included in the body to indicate a copy of the document will be placed on the employee's personnel file
- j. Any documents or written statements relating to corrective action and placed on the personnel file of an employee will remain on file for the full term of the employment that employee has with the Nunavut Impact Review Board.
- k. Employees cannot place information directly on their personnel files.

- i. Information of either a corrective or complimentary nature must be placed on the personnel file by the employee's Supervisor or with the Supervisor's consent
 - ii. Employees are entitled to have responses to appraisals or disciplinary action placed on their personnel file
 - iii. The Supervisor must review the employee responses so that the Supervisor is aware of the information on the personnel file
 - iv. The Supervisor is not entitled to change, alter or refuse to place the response on the personnel file
- l. Personnel records will be maintained for a period of five (5) years after the termination of employment.
- m. Employees can have an agent view and get copies of their records.
 - i. This includes reference checks, credit checks or general inquiries
 - ii. Written authorization to the Director of Finance and Administration or Executive Director is required from the agent in each specific case and must be signed by the employee
 - iii. Authorizations are valid for sixty (60) days
- n. Former employees are entitled to access their personnel file upon request.
 - i. The Director of Finance and Administration or the Executive Director must accompany former employees while they are reviewing their personnel file
 - ii. Former employees are not entitled to review the rating forms completed during the job interview contained in a sealed envelope on their file
 - iii. If the former employee is involved in a legal action against the Board, the request must come through the employee's legal counsel
 - iv. The Board's legal counsel will respond and provide appropriate information

Procedures

- 1. A Personnel File will be established for each employee.
 - i. The Personnel File will be maintained in a secured area and in a locked cabinet with access limited to the Director of Finance and Administration and the Executive Director
 - ii. The Personnel File will contain required personal information, performance-related and corrective information and leave records – each will be kept in a separate part of the file
- 2. Employees must make an appointment with the Director of Finance and Administration the Executive Director to review their file.
 - i. The Director of Finance and Administration or the Executive Director must accompany the employee
 - ii. Employees are entitled to have copies made of some documents contained in their files but cannot remove documents without the authorization of the Executive Director.

3. Supervisors must make an appointment with the Director of Finance and Administration or the Executive Director to review the files of employees, which they supervise.
 - i. The Director of Finance and Administration or the Executive Director must accompany the Supervisor
 - ii. Supervisors can only review the section of the file containing performance-related or corrective action documents
 - iii. Supervisors are not entitled to remove or make copies of documents
4. In cases where the Nunavut Impact Review Board receives a request in any form from a third party for information concerning an employee, the Executive Director or Director of Finance and Administration if directed by the Executive Director will:
 - i. Check the identity of the third party
 - ii. Require the third party to produce evidence of the employee's consent (except in cases where disclosure is required by law e.g. a search warrant)

Policy Type: Employment

EP4.9

Board Policy: PROBATIONARY PERIOD

Policy

It is the policy of the Nunavut Impact Review Board to require all new employees or employees promoted to new positions to successfully complete a six (6) month probationary period before being confirmed in the position on a full-time employment basis.

Application

This policy applies to all positions of the Nunavut Impact Review Board, excluding casual positions.

Guidelines

- a. The probationary period for all new employees shall be six (6) months.
 - i. An interim review of the new employee's job performance will be conducted by his/her Supervisor after six (6) months of employment. At the end of the six (6) month probationary period the Supervisor shall recommend to the Executive Director whether the new probationary employee should be offered a full-time position; be retained for a further six (6) months probationary period; or be terminated from employment.
 - ii. The decision to offer the full time position to the employee will be made by the Executive Director.
- b. The probationary period for full-time employees promoted to new or more senior positions within the Nunavut Impact Review Board will be six (6) months in the new position.
 - i. He/she will not have his/her benefits interrupted.
 - ii. An interim review of the employee's job performance will be conducted by his/her Supervisor.
 - iii. At the end of the six (6) month probationary period the Supervisor shall recommend to the Executive Director whether the employee be confirmed in the position; returned to his or her previous position; requested to undertake an additional probationary term; or some other appropriate action as determined by the Supervisor in consultation with the employee.
 - iv. The decision to offer the new position to the employee will be made by the Executive Director.

Policy Type: Employment

EP4.10

Board Policy: RELOCATION IN AND OUT

Policy

It is the policy of the Nunavut Impact Review Board to reimburse employees of the Board for reasonable moving expenses, based on Treasury Board Guidelines, when moving to a Board location for employment, moving between Board locations for employment and when the employees' employment ceases with the Board and they return to their normal place of residence.

Application

This policy applies to all employees of the Nunavut Impact Review Board, excluding casual employees.

Definitions

Board Location means the community to which the employee is assigned by the Nunavut Impact Review Board to work and live.

Common-law partner - see definition of Spouse or Common-Law Partner.

Dependant - with reference to an employee, means a person who is:

- i. The spouse of that employee or the person named in the common-law partner declaration, or
- ii. Any relative of the employee who is wholly dependent upon his/her support by reason of mental or physical infirmity, or
- iii. One for whom the employee is eligible to claim a tax credit under the Income Tax Act, or
- iv. A biological child, stepchild, or a legally adopted child, or legal ward who:
 - Is unmarried,
 - Does not qualify under (ii), and
 - Who has not yet attained twenty four (24) years of age and is in full-time attendance at a recognized secondary or post-secondary educational institution. Proof of Enrolment for a dependant is to be provided to the Director of Finance and Administration in order to receive this benefit.

Employee - means a person who is employed by the Nunavut Impact Review Board and whose salary is paid out of the Nunavut Impact Review Board's operating funds.

Employee with dependants - is an employee who has at least one dependant residing with the employee at the employee's headquarters residence.

Employee without dependants - means an employee who does not have a dependant residing with the employee at the employee's headquarters residence.

Household effects - means those items for living and personal effects, but not snowmobiles, vehicles or boats.

Normal place of residence (Also known as Point of Hire) - means the residence and location from which the employee moves to a Board location upon being hired by the Nunavut Impact Review Board.

Spouse or common-law partner - The term common-law partner refers to a person living in a conjugal relationship with an employee for a continuous period of at least one (1) year. The term spouse refers to the person married to the employee.

Guidelines

Expenses

- a. Employees shall be reimbursed the allowable costs of moving of household and personal effects when relocating in and out between their original place of residence and the Board Location to which they have been assigned. The Executive Director may establish a maximum value for reimbursement of relocation costs as necessary owing to budgetary constraints.
 - i. Employees hired by the Nunavut Impact Review Board must have one continuous year of service to be eligible to keep the benefit for relocation-in assistance.
 - ii. Any employee who fails in the probationary period and is not offered a permanent position will receive Relocation In and Out reimbursement.
 - iii. Any employee resigning or abandoning a position with less than one continuous year of service will be obliged to pay back to the Nunavut Impact Review Board any and all expenses paid to relocate in that employee.
 - iv. An employee transferring from one Board location to another Board location at the request of the Nunavut Impact Review Board is eligible for relocating in assistance.
 - v. Employees who are assigned to a Board location for a period of less than one year shall be reimbursed the amount of the transportation and traveling expenses they incurred in traveling to that location¹⁸.
 - vi. The Executive Director may waive these provisions in negotiating a term employment contract.
 - vii. The weight limitations provided for relocation out will be relative to the employee's status at the time of relocation out, but must not exceed the maximum allowances.
- b. Any employee who resigns with less than two continuous years of service will not be eligible for relocation out assistance unless for:

¹⁸ See policy - Travel Expenses

- i. Disability certified by a qualified medical practitioner; or
 - ii. A workforce adjustment; or
 - iii. Termination of employment without cause; or
 - iv. In the case of a shorter term employment agreement that includes relocation assistance
- c. The allowable costs of moving household and personal effects is determined by:
- i. The verified cost of moving household effects as estimated by a certified moving company and approved by the Director of Finance and Administration.
 - ii. Once that figure has been verified, agreed to by the employee and approved by the Director of Finance and Administration, that amount will be paid to the moving company/s upon the arrival of those household and personal effects in relocating in to a Board location or at the termination of their employment with the Nunavut Impact Review Board if they are eligible for relocation out assistance.

Weight Limitations

- a. *Furnished Accommodation Weight Limitations*¹⁹ - When fully or partly furnished accommodation is provided, the amount of the relocation in expenses attributable to the transportation of the household and personal effects of employees and their dependants, shall not exceed the aggregate of the maximum weights of those household and personal effects, including containers as established by the Treasury Board:
- i. One hundred & twenty five (125) lbs per month of service contracted to a maximum of One thousand, five hundred (1,500) lbs without dependants.
 - ii. Three hundred & thirty four (334) lbs per month of service contracted to a maximum of four thousand (4,000) lbs with dependants.
 - iii. If employee's contract is extended, the balance of any weight allowance available to the maximum may be used.
- b. *Unfurnished Accommodation Weight Limitations* - When unfurnished accommodation is provided, the Executive Director may recommend an increase to the maximum weights for the transportation of the household and personal effects of employees and their dependants, which will be subject to approval by the Board. Consideration should be given to the maximum weights for unfurnished accommodations as established by the Treasury Board.
- c. When the Executive Director is satisfied that, through no fault of the employee, his/her household and personal effects authorized for shipment at Nunavut Impact Review Board expense exceed the weight limits, the Executive Director may authorize reimbursement for transportation of the household and personal effects that exceed the weight limits, up to a maximum of one thousand (1,000) lbs. in excess weight.
- d. The weight of objects used for disability-related needs (such as motorized wheelchair, etc.), shall not be considered as part of the weight of the employee's household and personal effects for the purposes of the weight limitations.

¹⁹ All weights, unless otherwise indicated, are to be considered cubed weights as applicable to freight transport

- e. *Delay of Dependant's Relocation* - The Executive Director may authorize the payment of all or any portion of the expenses incurred by an employee for the relocation of a dependant to his/her Board location or normal place of residence when the Executive Director is satisfied that, at the time of the hiring or termination of employment of the employee, the person was a dependant and did not accompany the employee in his/her move. If the relocation is not agreed upon at time of hire, the Board will not cover the cost of relocation.
- f. *Excess Luggage* - Subject to the "Furnished Accommodation - Weight Limitations, section the Executive Director may direct that employee be reimbursed for the extra charges actually incurred for transporting excess luggage of a weight that is not more than one hundred and ninety eight (198) lbs when the Executive Director is satisfied that:
 - i. Employees require certain parts of their household and personal effects on the date of their arrival at their Board location, and
 - ii. Those effects will not arrive at their Board location on or before the date of their arrival there.
- g. *Storage of Effects* - When, by reason only of the limits referred to above, any part of the household and personal effects of employees are not transported to their headquarters and Executive Director is satisfied that it is necessary to store those effects, he/she shall arrange for and authorize the payment of the cost in respect to the storage and insurance of those household and personal effects.
 - i. Expenses subject to reimbursement may include:
 - Packing and crating
 - Transportation to the nearest adequate storage facilities,
 - Storage charges;
 - Insurance;
 - Transportation from the place of storage to the place of duty or the normal place of residence of that employee, and
 - Unpacking and uncrating.
 - ii. Expenses incurred by employees that result from the storage of their vehicles or boats, such as servicing, insurance, etc., are not reimbursable.
 - iii. The authority for payment of the costs referred to in this section shall end on the expiration of:
 - The month in which employees ought to have taken possession of their goods, or
 - One month after the termination of employment.
 - iv. The Executive Director shall, not later than two years after the household and personal effects were placed in storage pursuant to this section, review the matter and may authorize payment of the costs of the continuation of the storage, or the shipment of the household and personal effects to the employee.

In-Transit Moving Assistance

- a. The Nunavut Impact Review Board may provide, in exceptional circumstances, In-Transit moving assistance to employees and their dependants who are relocating from their normal place of residence to a Board location while they secure and move into a permanent accommodation.
- b. In-Transit assistance while securing accommodations:
 - i. May be provided in exceptional circumstances when an employee and his/her dependants, if any, are unable to move into a permanent accommodation at the Board location due to unforeseen, legitimate factors beyond his/her control
 - ii. Will only be provided after all other alternative solutions such as postponement of start date, tele-work, etc. have been considered.
 - iii. Will only be provided to an employee and his/her dependants who are physically moving with the employee, and will be living in that employee's accommodation at the Board location.
 - iv. Includes accommodation at a commercial lodging or private home, meals and incidental expenses which will be paid in accordance with existing Nunavut Impact Review Board travel policies
 - v. Shall not exceed ten (10) days and nights after which the employee assumes all responsibility for temporary accommodation, meals and incidentals, regardless of how long it takes for his/her accommodation to be ready.
 - vi. Will cease immediately when the employee and/or his/her eligible dependants move into their permanent accommodation before the end of ten (10) days and nights.
- c. As each circumstance may be different, what constitutes a legitimate factor or circumstance for In-Transit assistance will be determined by the Executive Director.
- d. The Executive Director must approve the provision of In-Transit assistance and may in very exceptional circumstance extend beyond ten (10) days for operational reasons.

Procedures

Relocation In/Out

1. When an Employee requires relocation in or out, the Board shall advise the Employee of the Relocation In/Out Policy.
2. The Director of Finance and Administration is responsible for obtaining a minimum of two (2) quotes from reputable firms capable of relocating the Employee's household and personal effects.
3. The Director of Finance and Administration will provide the Executive Director with a recommendation for consideration, based upon the cost-effectiveness of available options.
4. The Executive Director will provide confirmation that the relocation in/out is approved in full, in part or is unavailable due to budgetary constraints.

Policy Type: Employment

EP4.11

Board Policy: RESIGNATION

Policy

It is the policy of the Nunavut Impact Review Board that employees provide notice of their resignation, as per the conditions of this policy or conditions specified in their signed labor contract or within specified guidelines, in order to ensure the Nunavut Impact Review Board is able to fulfill operational requirements.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Definition

Resignation is the voluntary termination of employment by an employee or Board Member.

Guidelines

- a. Employees are hired for an indeterminate period unless stated in their Letter of Offer or subsequent contract.
- b. Employees who wish to terminate their employment with the Nunavut Impact Review Board must do so in writing with a Letter of Resignation.
- c. A Letter of Resignation may be accepted by an employee's immediate Supervisor on behalf of the Executive Director.
 - i. The acceptance of resignation must be in writing.
 - ii. The Executive Director, at his/her discretion may approve a withdrawal of the Letter of Resignation.

Procedures

1. The employee must submit a Letter of Resignation to his/her Supervisor or the Executive Director.
2. The Supervisor must forward the Letter of Resignation to the Executive Director.
3. In the case of the Executive Director the letter is provided to the Chairperson.
4. The Executive Director will have the Letter of Resignation placed on the employee's personnel file.
5. In the case of the Executive Director, the Chairperson will have the Letter of Resignation placed on the Executive Director's personnel file.

Policy Type: Employment

EP4.12

Board Policy: RETIREMENT

Policy

It is the policy of the Nunavut Impact Review Board that employees provide at least three (3) months of notice in writing of their retirement in order to ensure the Nunavut Impact Review Board is able to fulfill operational requirements.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Definition

Retirement is the voluntary termination of employment by the employee to withdraw from working and active employment.

Guidelines

- a. Employees are hired for an indeterminate period unless stated in their Letter of Offer or subsequent contract.
- b. Employees who wish to terminate their employment with the Nunavut Impact Review Board to retire must do so in writing with a Letter of Resignation to Retire.
- c. A written Letter of Resignation to Retire will be accepted by an employee's immediate Supervisor and forwarded to the Executive Director.
- d. The employee must give advance notice of retirement of no less than three (3) months; the Executive Director six (6) months.

Procedures

1. The employee must submit a Letter of Resignation to Retire to his/her Supervisor or the Executive Director.
2. The letter must indicate a retirement dates of no less than three (3) months from the time of submission of the letter
3. The Supervisor must acknowledge in writing acceptance of the Letter of Resignation to Retire and advise the employee to consult with NEBS for any extension of benefits.
4. The Supervisor must forward the Letter of Resignation to Retire to the Executive Director or in the case of the Executive Director to the Chairperson.
5. The Executive Director or Chairperson will have the Letter of Resignation to Retire placed on the employee's personnel file.

Policy Type:	Employment	EP4.13
Board Policy:	SECONDARY EMPLOYMENT & OUTSIDE INTERESTS	

Policy

It is the policy of the Nunavut Impact Review Board that secondary employment or external interests will not be permitted if it affects an employee's performance or results in a conflict of interest situation.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Guidelines

- a. As part of orientation, new employees shall be advised of the Nunavut Impact Review Board's policy regarding secondary employment and external interests.
- b. An employee may accept secondary employment or participate in other activities or organizations when:
 - i. The employee is at all times available for all scheduled work, including overtime work as needed with the Nunavut Impact Review Board;
 - ii. There does not exist or is perceived to exist any outside employment or interests which negatively affect job performance, or lead to conflict of interest situations with the Nunavut Impact Review Board.
 - iii. All employees must provide, in writing, to the Executive Director the conditions of the secondary employment which must then be approved in writing by the Executive Director.
- c. Directors and Supervisors are responsible for continually monitoring to ensure that no employee sub-standard performance or a conflict of interest exists because of secondary employment or external interests of an employee.
- d. In the event that an employee becomes or may become involved in an incident or activity, which results in a sub-standard performance or a conflict of interest with the Nunavut Impact Review Board:
 - i. The employee is responsible for reporting the situation to his or her Supervisor.
 - ii. The Supervisor shall, upon notification by the employee or having satisfactorily concluded that a situation exists, immediately notify a Director or Executive Director
 - iii. The Executive Director may, if required, consult legal counsel to determine appropriate resolution to the situation.
 - iv. If the situation warrants, corrective action will be taken²⁰.

Procedures

1. Each employee shall complete a disclosure of interest statement at least once annually.
2. Employees must notify the Executive Director immediately of any secondary employment or outside interest which may be a conflict of interest.

²⁰ See policy - Corrective Action

Policy Type: Employment

EP4.14

Board Policy: STAFFING A POSITION

Policy

It is the policy of the Nunavut Impact Review Board to attract as many qualified candidates as possible within the limits of cost effectiveness to fill vacancies in existing positions or additional positions.

Application

This policy applies to all positions of the Nunavut Impact Review Board, excluding casual positions.

Definition

A Nunavut Land Claims Beneficiary is a person who is enrolled as a beneficiary under the Nunavut Land Claims Agreement. Verification of beneficiary status may be confirmed through Nunavut Tunngavik Inc.'s Nunavut Inuit Enrolment List, which will be considered as the enrolment list of record for any disputes.

A Nunavut Resident is a person who has lived in Nunavut for at least the last 12 consecutive months and has a valid Nunavut Health Card.

Guidelines

- a. The Executive Director is responsible for identifying the need to staff a position, authorizing a competition to proceed and initiating and providing oversight of the recruitment and selection process to fill that position.
- b. Prior to proceeding with the recruitment and selection process the Director of Finance and Administration must ensure the Competition File for the position being offered must contain:
 - i. Up-to-Date Organizational Chart
 - ii. Position Description for the position
 - iii. Current salary and salary progression steps
 - iv. Job advertisement
 - v. Screening criteria with weighted scoring
 - vi. Interview questions with weighted scoring
 - vii. Skills and Competency Test
- c. The first priority for filling the position shall be given to qualified Nunavut Impact Review Board employees to fill the position through transfer or promotion.

- d. If a position cannot be filled via transfer or promotion of existing Nunavut Impact Review Board employees, qualified applicants who are Nunavut Land Claim beneficiaries will be given priority over all other applicants in the competition.
- e. If a position cannot be filled by a qualified beneficiary, applicants who are Nunavut residents will be given priority over all remaining applicants in the competition.
- f. If a position cannot be filled by a qualified Nunavut resident, all other qualified applicants will be given consideration in the competition.

Procedures

Selection Committee

1. For the selection of an Executive Director, Board Members are responsible for forming the Selection Committee and for ensuring that Selection Committee Members are available for screening and interviewing candidates. For the selection of all other staff the Executive Director is responsible for forming the Selection Committee and for ensuring that Selection Committee Members are available for screening and interviewing candidates.
2. The Selection Committee is responsible for screening candidates and selecting a candidate to fill the vacant position based upon:
 - Screening criteria with weighted scoring
 - Qualifications
 - Suitability to the organization
 - Qualifications
3. The Selection Committee must adhere to the following process when staffing a position²¹:
 - i. First the selection committee must determine if an existing Nunavut Impact Review Board employee/s is/are interested and qualified to fill the position.
 - ii. If no existing Nunavut Impact Review Board employees are identified to fill the position, the Selection Committee must hold a competition;
 - iii. The Selection Committee must interview all applicants who are beneficiaries and who meet the Screening Criteria prior to conducting interviews with other applicants
 - iv. A beneficiary achieving a minimum Interview Score of 65% or better will be offered the position;
 - v. If more than one beneficiary scores 65% or better, he/she will be put into a beneficiary pool and a final decision regarding selecting a candidate to fill the position will be made by the Selection Committee after all beneficiaries have been interviewed but before any other applicants are interviewed. Consideration may also be given to filling the position on an underfill ("in-training") basis for a 6-18 month probationary period, with the express approval of the Executive Director for beneficiary candidates who do not meet

²¹ See Government of Nunavut Screening Applications Section 508 Human Resources Manual for accepted practice

the minimum Interview score but for whom the Selection Committee believes may have the ability to fill the position responsibilities in time.

- vi. If all beneficiaries fail to meet the minimum Interview Score of 65%, they will be placed in the general pool of screened candidates and interviews with qualified Nunavut residents will be conducted
- vii. If more than one Nunavut resident scores 65% or better, he/she will be put into a Nunavut resident pool and a final decision regarding selecting a candidate to fill the position will be made by the Selection Committee after all qualified Nunavut residents have been interviewed but before any other applicants are interviewed.
- viii. If all Nunavut residents fail to meet the minimum Interview Score of 65%, they will be placed in the general pool of screened candidates and interviews with all other qualified applicants will be conducted
- ix. After all candidate interviews (beneficiaries, Nunavut residents and non-beneficiaries) are completed the Selection Committee will make its decision regarding the selection of a qualified candidate to fill the position.

Preparing the Screening Criteria

- 1. Based on the Position Description the Screening Criteria adopted and weighted by the Selection Committee will establish the competencies, knowledge and skills required to fulfill the position and the Screening Criteria will be used to select candidates for interviews and ensure fairness and equity in the selection process.
- 2. Beneficiary status must be confirmed for those applicants identifying themselves as beneficiaries before being put on the list to be interviewed.

Developing Interview Questions and Tests

- 1. Interview questions and answers and tests will be used to determine whether candidates selected for an interview have sufficient competencies (knowledge, skills and attitudes) required to successfully perform the duties of a position.
- 2. A set of interview questions and tests must be developed prior to screening the candidates. and the interview questions must be weighted and a scoring system selected before the interviews are conducted.

Advertising the Position for Competition

- 1. Recruitment advertising for the competition will be used to attract as many qualified candidates as possible, within the limits of cost effectiveness.
- 2. Recruitment advertising must identify that in keeping with the Nunavut Impact Review Board's Policy, priority will be given to hiring qualified Nunavut Land Claim beneficiaries first and Nunavut residents second.
- 3. Advertisements must specify that applicants that are to be considered as a beneficiary or Nunavut resident must clearly identify themselves as a beneficiary or Nunavut resident in their application, and that a candidate's beneficiary or residency status may be subject to verification by the Nunavut Impact Review Board.

Collecting and Screening Applications

1. Applications will be collected in a central place and once the competition period is closed, applications will be screened according to the Screening Criteria to ensure fairness and equity in the competition process:
 - i. Applicants must be legally qualified to work in Canada as evidenced by submitting appropriate identity and employment authorization documents if requested.
 - ii. Applicants must be physically and mentally fit to perform assigned job duties
 - iii. Qualified Nunavut Land Claims beneficiaries and/or Nunavut residents must be identified and given priority for interviews and selection in accordance with the Nunavut Impact Review Board's policies.

Criminal Records Checks²²

1. Depending upon the nature of the position and duties performed, successful candidates may be required to undergo a Criminal Records Check.
2. When required a successful candidate must agree to having a criminal records check. If that person does not agree to a Criminal Records Check, the Nunavut Impact Review Board reserves the right to remove that person from the list of eligible candidates and cease the recruitment process for that person.
3. Based on positions and duties, the Nunavut Impact Review Board reserves the right to rescind a condition offer of employment and/or to terminate an existing employee's employment on the basis of a criminal record.

Conducting Interviews and Evaluating Candidates

Candidates will be interviewed using a structured interview process and evaluated according to the questions and responses provided in the Interview Questionnaire. The Nunavut Impact Review Board endorses a behaviorally-based interview approach.

Reference Checks

1. Reference checks are used to verify the information provided by the candidate in the interview as well as to confirm the personal suitability of the candidate for the position.
2. Three references must be provided by the candidate, at least two of which must be checked and completed as positive before any candidate can be offered a position.

Written Offers of Employment

1. All offers of employment constitute a contract if accepted.
2. All offers of employment must be confirmed in writing.
3. All offers of employment should indicate the employment classification being offered including salary and salary progression level.

²² Currently under legal review

4. All offers of employment are to be conditional, requiring receipt of a signed Staff Policy Acknowledgment Form indicating there are no Conflict of Interest and Secondary Employment & Outside Interests that could affect the individual's suitability for employment with the Board.
5. All written offers of employment must be signed off by the Executive Director or if in conflict the Chairperson and no employment should take place until a contract has been signed.

Records

All records of candidates, interviews, evaluations and determinations shall be kept on file by the Director Finance and Administration for two (2) years.

Policy Type: Employment

EP 4.15

Board Policy: STAFF HOUSING

Policy

The Nunavut Impact Review Board (the Board) provides rental housing to term indeterminate and casual employees to assist in the recruitment and retention of staff. Access to staff housing is not guaranteed to any employee and, where possible, is extended to employees as a benefit subject to pressures of supply and demand.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Definitions

Applicant means an individual who has applied for staff housing accommodations under this Policy.

Casual Employee means a person employed by the Board for work of a temporary nature.

Dependant with reference to an employee, means a person who is:

- i. The spouse of that employee or the person named in the common-law partner declaration, or
- ii. Any relative of the employee who is wholly dependent upon his/her support by reason of mental or physical infirmity, or
- iii. One for whom the employee is eligible to claim a tax credit under the Income Tax Act, or
- iv. A biological child, stepchild, or a legally adopted child, or legal ward who:
 - Is unmarried,
 - Does not qualify under (ii), and
 - Who has not yet attained twenty four (24) years of age and is in full-time attendance at a recognized secondary or post-secondary educational institution. Proof of Enrolment for a dependant is to be provided to the Director of Finance and Administration in order to receive this benefit.

Indeterminate Employee means a person employed by the Board for an indeterminate period.

Tenant Damages means tenant damages, as described in the Residential Tenancy Agreement for Employees and consistent with the *Residential Tenancies Act*, are damages to staff housing that are beyond reasonable wear and tear, caused through willful conduct or negligence by the tenant or persons allowed on the premises by the tenant.

Term Employee means any employee hired in excess of four (4) months, including employees hired as a leave replacement, employees hired in relation to programs of a fixed duration or without ongoing funding, or employees hired in relation to or in support of training.

Guidelines

Eligibility Criteria

Indeterminate and term employees may be eligible for staff housing, unless they:

- a. Are already housed in the community in which they will be working (staff who reside in public housing are exempt from this clause); or,
- b. Currently own, or have within the past 12 months, owned, developed or sold residential property in the community in which they will be working; or,
- c. Were evicted from staff housing within the last twelve months; or,
- d. Have outstanding arrears owing for rent and/or damages from previous tenancy in staff housing.

The Executive Director may, in his/her sole discretion, choose to allow employees access to staff housing even if they may otherwise be disqualified under subsection (a) (b) (c) or (d).

Tenant Damages

1. The Board will assess the cost of tenant damages according to the following principles:
 - i. Costs will be assessed uniformly, consistently and fairly;
 - ii. Tenants will be notified of assessments promptly; and, assessments will reflect current, local costs
2. Actual costs of repairs are used whenever possible. However, when repairs are delayed (e.g. due to the lack of materials, scheduling problems, etc.), an estimate of the repair costs is used as the basis for the assessment. Estimates are typically required when a tenant is terminating employment and there is insufficient time to complete repairs.
3. Standard Repair Costs
 - i. The Board repairs damage when it is possible and economically feasible to do so.
 - ii. It is sometimes not economical to repair damage until additional wear and tear is sustained to the point where repair or replacement is warranted. In these cases, a tenant damage assessment is made.
 - iii. This assessment is performed to enforce tenant accountability and contribute to the future cost of repair or replacement.
4. Cleaning
 - i. All vacating tenants are provided a Cleaning Checklist. Tenants who fail to clean their unit in accordance with the Checklist, and to a standard acceptable to the board, are charged the full cost of necessary cleaning.

- ii. Whenever the estimate for cleaning exceeds five (5) hours, the cleaning contractor will provide a written estimate. Where cleaning is required after the tenant's move-out inspection, the Board may hire a cleaning contractor at its discretion (e.g. to clean after tenant damage repairs have been effected).
- 5. If a vacating tenant has lost any keys to the unit, the cost of lock replacement will be assessed because not replacing the lock presents a security risk to future tenants.

Procedures

Assignment of staff housing units

1. Allocation of staff housing units will be made by the Executive Director. The Executive Director will consider factors such as employee position, employee family size, current accommodation of employee and length of time waiting for accommodation, as well as the type of housing units available.
2. An employee who:
 - Cannot be accommodated; or,
 - Is over/under accommodated; or,
 - Requests a move of convenience

Will be placed on a waiting list, until appropriate accommodations become available.

3. Rental rates will be set by the Executive Director.
4. Employees will be required to execute a Residential Tenancy Agreement for the staff housing unit. Employees are also required to comply with the *Residential Tenancies Act*.
5. Employees will be required to authorize the Board to deduct rental payments from the employee's salary each month, and to authorize the Board to deduct the amounts of tenant damages, if any, from the employee's salary.
6. Employees acknowledge that they are being provided with staff housing as employees of the Board and as a benefit of employment. Employees whose employment with the Board is terminated must vacate their staff housing within seven (7) days of the termination of their employment.
7. Employees who are on an approved leave of absence for more than three (3) months may be required to surrender their staff housing.
8. Employees who are on approved leaves of absence of any period longer than fourteen (14) days must arrange with the Board, in advance of the commencement of the leave of absence, for payment of rent, in a manner agreed to with the Board, for the employee's staff housing during the period of leave of absence.

Inspections

1. A move-in inspection will be conducted prior to the date the tenant moves into a staff housing unit. This allows the tenant time to note any problems with the unit.

- i. A Residential Rental Inspection Report is completed and the tenant is required to sign the report, a copy of which is provided to the tenant. Deficiencies noted on the report are corrected, as required.
2. An inspection will be conducted annual of each staff housing unit.
 - i. A Residential Rental Inspection Report is completed and the tenant is required to sign the report, a copy of which is provided to the tenant. Damages, if any on the report will be assessed.
 - ii. If the damages are found to be the responsibility of the tenant, the tenant will be required to pay for the repair of those damages. The tenant is given written notice with a description and cost of the repairs.
3. Upon notification that a tenant will be vacating, the Board will arrange a move-out inspection with the tenant.
 - i. The results of move-out inspection are compared with the most recent annual inspection, or the move in inspection, if there have not been any annual inspections, and any tenant damages are assessed.
 - ii. Damages are noted in the "Condition on Inspection" section of the Residential Rental Inspection Report, and the tenant signs the report. The tenant is given written notice with a description and cost of the repairs.
4. When the tenant discovers an issue that requires repair, the tenant is to notify the Director, Finance and Administration, in writing, with details of the required repair.
 - i. The tenant may be required to accompany the Director, Finance and Administration to the staff housing unit to inspect the issue requiring repair.
 - ii. If the issue in need of repair is found to be the responsibility of the tenant, the tenant will be required to pay for the repair. The tenant is given written notice with a description and cost of the repairs.

Recovery Action

1. Upon receipt of the Move Out Inspection Report the Board will review the Residential Rental Inspection Report for the unit in question, and, if the tenant has not already submitted payment for damages noted, initiates recovery action.
2. In most cases, recovery action means that the Board deducts the cost of tenant damages from the employee's final pay. However, if the amount of the damages exceeds the employee's final pay, the Board will initiate an invoice to recover the additional amount.

Policy Type: Employment

EP4.15

Board Policy: TERM EMPLOYMENT

Policy

It is the policy of the Nunavut Impact Review Board to use a term employment option when there are valid operational requirements that call for that use. This option will only be used in situations where a need clearly exists for a limited time and is not anticipated to become a permanent ongoing need.

Application

This policy applies to all term employees of the Nunavut Impact Review Board.

Guidelines

- a. The Nunavut Impact Review Board aims to balance the fair treatment of term employees with the need for operational flexibility.
 - i. Term employment is one option to meet temporary business needs.
 - ii. There are valid requirements for using term employment, such as backfilling temporary vacancies resulting from indeterminate employees on leave and acting/developmental assignments, short-term projects and fluctuating workloads.
 - iii. Merit is the fundamental principle of hiring all employees, including term employees.
 - iv. Decisions requiring the use of term employment should form part of the longer-term internal staffing, recruitment and retention strategies integrated with business plans.
 - v. Term employment should not be used as a substitute probationary period for indeterminate staffing.
 - vi. Term employees should be treated fairly and responsibly (i.e. reasonable renewal/ non-renewal notice, performance feedback, appointments/re-appointments that truly reflect the expected duration of the work, and orientation upon initial appointment).

Procedure

1. In making indeterminate appointments the Executive Director must ensure term employees meet the standard of competence for their position.
2. Where a person employed as a term employee will be renewed, will not be renewed, or will be laid off before the originally specified end of term, the Executive Director is required to provide one (1) month written notification to the employee.

Policy Type: Employment

EP4.16

Board Policy: TERMINATION OF EMPLOYMENT

Policy

It is the policy of the Nunavut Impact Review Board to terminate the employment of an employee when it becomes necessary under certain conditions for the good of the employee and/or the Nunavut Impact Review Board.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Definitions

Dismissal means the termination of the employment relationship between the Nunavut Impact Review Board and the employee with or without just cause. Upon dismissal, the employee shall no longer be entitled to any or all of the benefits associated with being an employee of the Nunavut Impact Review Board.

Layoff means a without cause temporary, prolonged, or final separation from employment for business reasons such as the decision that certain positions are no longer necessary or as a result of a lack of work or lack of funding.

Guidelines

- a. Involuntary²³ termination of employment may be made at any time, normally based upon, but not limited to, the following circumstances:
 - i. Layoff:
 1. Operational conditions resulting in lack of work, organizational changes or for financial reasons may result in termination of employment by layoff.
 2. The needs of the Nunavut Impact Review Board and an employee's skills or abilities will be considered in determining which employees may be subject to layoff.
 3. An employee who is laid off is eligible for recall for three (3) months; after that period, the separation becomes a permanent separation.
 - ii. Dismissal:
 1. For Cause-Repeated or serious misconduct, poor performance, or any other reason for cause may result in the involuntary termination of employment of an employee.
 2. Policies Corrective Action, Abandonment of Position and Probation provide the guidelines and procedures for making this determination.

²³ Voluntary termination of an employee can be found in policies Resignation and Retirement.

3. Without Cause-terminations based on reasons which do not amount to just cause, yet are deemed necessary.
 4. In all instances, the decision to invoke the involuntary termination of employment of an employee is that of the Executive Director and the Board.
 5. If immediate action must be taken, an employee may be suspended pending a final decision²⁴.
- b. An employee who is laid off or whose employment is to be terminated shall be informed verbally and in writing of the decision by his/her Supervisor and/or the Executive Director. Notification to the employee:
 - i. Must contain the reason/s for the decision
 - ii. Must identify the effect date
 - iii. Must be signed by the Executive Director
 - iv. In the case of the Executive Director by the Chairperson.
 - v. Must be vetted through legal first
 - c. Any employee whose employment has been terminated with the Nunavut Impact Review Board is responsible for returning all Board property before receiving a final pay cheque.
 - i. All equipment, tools and material received by an employee in the course of employment are deemed to be the property of and must be relinquished to the Nunavut Impact Review Board.
 - ii. All records, files, designs, or computerized data generated by an employee in the course of employment are deemed to be the property of and must be relinquished to the Nunavut Impact Review Board.
 - iii. When an employee ceases employment, the Nunavut Impact Review Board reserves the right to inspect personal property or any records which are being removed from Nunavut Impact Review Board premises.

²⁴ See Policy - Suspension Pending an Investigation

HEALTH, SAFETY & SECURITY POLICIES

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Policy Type:	Health Safety & Security	HSS 5.1
Board Policy:	ALCOHOL, DRUGS AND WEAPONS	

Policy

It is the policy of the Nunavut Impact Review Board to prohibit the personal possession or use of drugs, alcohol or weapons in a Board facility or while on the job.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Guidelines

- a. Any illegal manufacture, distribution, dispensing, possession, or use of illegal drugs; or unauthorized possession or use of alcoholic beverages or recreational cannabis on Nunavut Impact Review Board time is grounds for termination of employment.
 - i. Any employee reporting to work under the influence of alcohol, cannabis or drugs, or in an otherwise unfit condition to work may be subject to suspension without pay, or referral for counseling or medical advice, or termination of employment, or other action deemed appropriate by the immediate Supervisor and the Executive Director.
 - ii. Employees with substance abuse problems are encouraged to contact the Executive Director for assistance. These matters will be kept strictly confidential.
 - iii. Employees or Board Members traveling on Nunavut Impact Review Board business and who miss transportation connections due to drug-related or alcohol-related reasons shall be personally responsible for all personal costs including accommodation, meals, incidentals, and any additional travel costs arising from such incidents.
- b. Bringing weapons onto Nunavut Impact Review Board property or concealing a weapon on Nunavut Impact Review Board property is forbidden and subject to disciplinary action up to and including immediate termination of employment.
- c. The exception to the above guidelines is the authorized possession or use of medicinal cannabis, or the possession or use of alcohol, cannabis or weapons for special circumstances when authorized by the Chairperson and/or the Executive Director.
- d. Each Supervisor is responsible for enforcing this policy using corrective discipline up to and including termination of employment if necessary. Supervisors must confer with the Executive Director when dealing with significant discipline or termination of employment situations.
- e. Each Supervisor is responsible to document all occurrences of non-compliance²⁵ and notify the Executive Director immediately.

²⁵ See Policy - Occupational Health & Safety for occurrences of impairment

Policy Type:	Health Safety & Security	HSS 5.2
Board Policy:	DUTY TO ACCOMMODATE PERSONS WITH DISABILITIES	

Policy

It is the policy of the Nunavut Impact Review Board to create and maintain an inclusive, barrier-free environment to ensure the full participation of persons with disabilities.

Application

This policy applies to all employees of Nunavut Impact Review Board.

Definitions

Accommodation refers to the design and adaptation of the work environment to the needs of as many types of persons as possible and, according to the Supreme Court of Canada, refers to what is required in the circumstances of each case to avoid discrimination.

Examples of Accommodation: During the selection process, a person's qualifications must be assessed after the person has been accommodated.

- i. Types of accommodation during the selection process may include, but are not limited to:
 - Providing information about the position in multiple formats for candidates who are blind or visually impaired
 - Ensuring that applicants who are deaf or hearing impaired can make inquiries via a TTY number or fax
 - Allowing extra time, where appropriate, for tests or exams
 - Ensuring that the interview site is physically accessible
- ii. Types of accommodation in the workplace may include, but are not limited to:
 - Attendant services
 - Adaptive technology
 - Changes to work sites
 - Flexible work arrangements, including but not limited to telework, task modifications or other alternative work arrangements
 - Converting printed matter to alternative media and reader services for employees who are blind
 - Providing work space and furnishings appropriate to the nature of the disability
 - Providing interpreters for deaf and hearing-impaired employees
 - Adapting training programs to the needs of employees with disabilities, including those with learning disabilities
- iii. Alternate formats can include:
 - Braille documents

- Large print documents
- Electronic versions of documents

Adaptive Technology consists of work-related devices or equipment that allows employees with disabilities to participate as fully as possible in the workplace and include items such as magnification software and hardware, voice recognition software and augmentative communication devices.

Attendant Services refers to the provision of services to persons with disabilities who require assistance with the duties of their position, as well as assistance with activities of everyday living during the employees' hours of work.

Barriers are physical barriers as well as formal or informal policies and practices that restrict or exclude persons in the designated groups from employment opportunities in the federal Public Service.

Bona Fide Occupational Requirements according to the Supreme Court of Canada are those requirements that:

- i. The employer has adopted for a purpose or goal that is rationally connected to the functions of the position
- ii. The employer has adopted in good faith, in the belief that they are necessary to fulfill the purpose or goal
- iii. Are reasonably necessary to accomplish the purpose or goal in the sense that the employer cannot accommodate persons with the characteristics of a particular group without incurring undue hardship

Candidates include applicants from outside the Board, as well as existing employees who are participating in a staffing process.

Employees include full-time, part-time, casual, seasonal, term and indeterminate employees.

Employment and employment-related opportunities includes appointments, promotions, deployments, secondments, assignments, training and career development opportunities.

Examples of Disabilities: Determining what a disability is depends on the circumstances of each case. The following have been found to be disabilities:

- i. Blindness or other severe visual impairment
- ii. Deafness or other severe hearing impairment
- iii. Mobility impairment
- iv. Chronic pain
- v. Environmental sensitivities
- vi. Addictions
- vii. Learning disabilities
- viii. Speech impairment
- ix. Chronic conditions, such as diabetes

- x. Psychiatric disabilities
- xi. Developmental disabilities
- xii. Other permanent or temporary conditions that cause pain or limit or restrict activities

Facilities include premises and equipment.

Flexible Work Arrangements include but are not limited to tele-work and compressed work weeks.

Persons with Disabilities as defined by the Employment Equity Act, are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:

- i. Consider themselves disadvantaged in employment by reason of that impairment or
- ii. Believe that an employer or potential employer likely would consider them disadvantaged in employment by reason of that impairment
- iii. These would include persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace
- iv. For the purpose of this policy, persons with disabilities do not have to fall strictly within this definition. Examples of types of disabilities that may require accommodation are listed in the attached Guidelines

Staffing and Selection Processes include open, closed or without competition staffing actions that result in a permanent or temporary appointment or deployment. Staffing and selection processes encompass all related activities such as establishing qualifications, advertising, assessment, giving notice that an appointment or deployment has been made, recourse and disclosure, as well as any related communications with candidates.

Systems include information systems and employment systems (such as policies, practices, directives and guidelines).

Work-Related Events includes meetings, training programs, conferences, retreats, seminars, social events and information sessions, whether conducted inside or outside the workplace.

Guidelines

- a. The Nunavut Impact Review Board is committed to developing an inclusive, barrier-free work environment in which all persons have equal access to opportunities. Appointments are based on merit and all employees feel included and valued. This policy is consistent with fundamental Canadian legal principles. The *Canadian Charter of Rights and Freedoms* guarantees certain democratic rights to all persons and prohibits discrimination on the basis of physical or mental disability.
- b. Under the *Nunavut Human Rights Act*, the Board must accommodate individuals and groups of individuals to the point of undue hardship considering issues of health, safety and cost.
- c. The Employment Equity Act requires the reasonable accommodation of persons with disabilities and others within the workplace. The Act also requires the Board to identify and remove barriers to the employment of persons in designated groups.

Procedures

1. This policy is to be implemented by:
 - i. Identifying and removing barriers to employment, career development and promotion of persons with disabilities unless doing so would result in undue hardship
 - ii. Designing all employment systems, processes and facilities to be accessible by building accommodation into workplace standards, systems, processes and facilities
 - iii. Accommodating individuals when such barriers cannot be removed. Such accommodation must be made to the point of undue hardship taking into consideration issues of health, safety and cost. Accommodation must also be based on the circumstances of each case and must respect an individual's right to privacy and confidentiality
2. The Board will:
 - i. Ensure that Standards for Selection and Assessment do not discriminate on any prohibited ground of discrimination, including disability, unless the requirement is a bona fide occupational requirement
 - ii. Ensure that all employment opportunities are advertised in an accessible format
 - iii. Ensure that assessment methods or tools used in the staffing process, including tests and interviews, accurately assess the qualifications required, do not constitute barriers and assess candidates fairly
 - iv. Ensure that language evaluations and language training programs do not contain barriers
 - v. Inform all candidates of this policy and the procedure for obtaining accommodation during the staffing process
 - vi. Inform all candidates, in a timely fashion, of the type or nature of tests or other evaluation methods that will be used in the selection process to allow the candidates to make an informed request for appropriate accommodation
 - vii. If necessary, consult appropriate health care professionals and others, with the candidate's consent, to determine the accommodation appropriate to that person
 - viii. Respect candidates' right to privacy and confidentiality
 - ix. Accommodate individual candidates with disabilities up to the point of undue hardship.
3. Candidates in a selection process must:
 - i. Inform the Board of any accommodation required in a timely fashion so that appropriate accommodation can be arranged
 - ii. Collaborate with the Board in finding the most appropriate accommodation.
4. The Executive Director is responsible for the implementation of this policy. He/she must:
 - i. Create and maintain an inclusive, barrier-free work environment that is accessible
 - ii. Inform all employees of this policy and the procedure for obtaining accommodation

- iii. Ensure that employment opportunities are advertised in an accessible format
- iv. Ensure that all Directors and managers abide by this policy
- v. Make available the resources necessary for implementing this policy
- vi. Examine all systems to identify any barriers to employees with disabilities, and remove those barriers
- vii. When barriers cannot be removed, accommodate individual employees with disabilities up to the point of undue hardship
- viii. Consult employees with disabilities, including employees with learning disabilities, with respect to:
 - Any design, changes or upgrades to physical structures, new or existing systems or equipment so that the workplace is accessible to employees with disabilities, and
 - The planning and design of work-related events and conferences so that all events and opportunities are accessible to employees with disabilities,
- ix. Arrange for the provision of training to employees with disabilities on the use of any new or upgraded equipment or systems
- x. Ensure that employees with disabilities are provided with information in a timely fashion and a usable format
- xi. After general barriers have been removed and general accommodation measures have been put in place, proceed with individual accommodation requests of persons with disabilities by:
 - Consulting with the employee to identify the nature of the accommodation
 - If necessary, consulting appropriate medical and rehabilitation advisors and others, with the employee's consent, to determine the accommodation appropriate to that person
 - Accommodating the employee

Provide and pay for technical aids, equipment and services for employees with disabilities as well as repairs to such aids and equipment

- xii. Respect individuals' right to privacy and confidentiality

5. Employees must:

- i. Inform their Supervisors of their employment-related needs
- ii. Collaborate with management in finding the most appropriate means to accommodate their employment-related needs
- iii. Notify management when attendant or other services, technical aids or equipment are no longer needed, and return the equipment

Policy Type: Health Safety & Security **HSS 5.3**

Board Policy: FACILITIES EQUIPMENT & PROPERTY SECURITY

Policy

It is policy of the Nunavut Impact Review Board that all reasonable means and methods available are to be employed to ensure the safeguard of Nunavut Impact Review Board facilities, equipment and property.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Guidelines

- a. The purpose of this policy is to outline the safety and security requirements to safeguard Nunavut Impact Review Board facilities, equipment and property.
- b. This policy cannot address all the various security methods required to safeguard facilities or equipment or property.
- c. Therefore, if any employee or Director feels that alternate security methods could be used in a particular situation then they are encouraged to make recommendations to the Executive Director.
- d. The Director of Finance and Administration is responsible for Nunavut Impact Review Board infrastructure management. All reports of breach in policy shall be made to the Director of Finance and Administration immediately.

Procedures

1. Safety and Security Plan
 - i. It is the responsibility of the Board Members and Executive Director to establish a Safety and Security Plan that ensures the safety and security of Nunavut Impact Review Board facilities, equipment and property.
 - ii. This plan should involve:
 - Board employees and Board Members
 - R.C.M.P. or local policing agency
 - Hamlet Leaders
 - Prominent Community members
 - Other Related Agencies
 - iii. Community Relationship
 - Nunavut Impact Review Board employees should be encouraged to maintain a good ongoing relationship with the community and RCMP or local policing agency.
 - Good public relations can help reduce security risks.

iv. Alarm System

- The Nunavut Impact Review Board offices should have security alarm systems installed.
- Senior management is responsible for ensuring that systems are in good working order.
- Senior management is also responsible for ensuring that all employees are made aware of, and know how to use these systems.

v. Doors

- All entrance doors will be locked after closing hours and when no one is in Nunavut Impact Review Board offices during working hours.

vi. Lighting

- It is recommended that there is good lighting at all approaches and entrances to Nunavut Impact Review Board facilities.

vii. Keys

- Keys that are in general use should not be stored in a common, unsecured, place.
- The Director of Finance and Administration is responsible to keep keys in a designated locked cabinet.
- No other person should have access to the designated locked cabinet.

viii. Lost Keys

- Keys to offices and filing cabinets that are lost must be reported immediately to senior management
- If keys have just been misplaced, employees must advise the Director of Finance and Administration when they are located.
- It is recommended that lanyards be used if frequent use of keys is required.
- If a lanyard is used, keys don't have to be set down.

ix. Client Records, Personnel Records, Sensitive Records

- Care should be taken to ensure that client confidentiality and security of records is maintained at all times by storing files and records in locked cabinets inaccessible to the public.

x. Personal Effects²⁶

- It is the responsibility of the employee to ensure that personal effects are secure and insured.
- The Nunavut Impact Review Board does not cover insurance for employees' personal effects.

xi. Report of Loss or Theft

²⁶ See policy - Personal Property

- A report should be completed for all personal loss of personal or Nunavut Impact Review Board property, whether it is lost or theft is suspected.
- Care should be taken in completing a report for loss, as it will aid in police action; particularly if the item can be positively identified by serial number or other means.
- A form is available to support any application for write-off or loss of Nunavut Impact Review Board property.
- All reports and forms should be submitted to the Director of Finance and Administration.

xii. Security Audit

- A general test and audit of all security systems should be carried out at least semi-annually.
2. All reports of violation in policy, loss or theft shall be reported to the Director of Finance and Administration immediately.
 3. As landlord Nunavut Impact Review Board is to be kept informed and have copies of all RCMP reports.

Policy Type:	Health Safety & Security	HSS 5.4
Board Policy:	OCCUPATIONAL HEALTH AND SAFETY	

Policy

It is the policy of the Nunavut Impact Review Board to provide employees with a safe and healthy working environment.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Definitions

Occupational Health and Safety is a means of controlling workplace hazards by reducing or eliminating occupational injuries or illnesses.

Impaired means a lessening of a person's abilities to carry out work in a safe and proper manner. Alcohol or drugs as well as various other substances may cause impairment. The following symptoms may indicate impairment:

- slurred speech
- staggering
- lack of co-ordination or mobility
- marked change in personality or appearance

The Hazardous Products Act defines controlled Products as follows:

- CLASS A Compressed Gases
- CLASS B Flammable and Combustible Material
- CLASS C Oxidizing Material
- CLASS D Poisonous and Infectious Material
- CLASS E Corrosive Material
- CLASS F Oxidizing Material

Guidelines

- a. The Nunavut Impact Review Board recognizes the importance of providing a safe and healthy workplace.
- b. To this end, there is in place a designated Health & Safety Coordinator.
- c. The Executive Director must:
 - i. Be aware of and implement where practical the obligations of Section 125 of the Canada Labor code
 - ii. Implement the requirements of the *Safety Act*, and its regulations.

- iii. Establish and maintain effective Occupational Safety and Health (OSH) Programs where required.
- iv. Comply with Health Canada directives on the occupational safety and health of employees.
- v. Make available copy of the *Safety Act* and Regulations, and any Nunavut Impact Review Board policy pertaining the health and safety, to all employees.
- vi. Provide OSH training and information to employees.
- vii. Provide employee assistance services.
- d. Employees must where required:
 - i. Learn and follow the OSH provisions of the workplace.
 - ii. Use the OSH equipment and devices where provided.
 - iii. Take reasonable precautions to protect themselves and other employees.
 - iv. Follow Health & Safety Guidelines and ensure they are working in safe conditions.
 - v. Comply with authorized OSH instructions.
 - vi. Report all accidents and hazards.
- e. The Board Members and Executive Director must:
 - i. Take reasonable measures and precautions to make sure that working conditions are safe for employees.
 - ii. Have in place a designated Health & Safety Coordinator whose duties include the development and implementation of Health & Safety Guidelines and the regular auditing of the workplace to ensure the Health and Safety of all Board employees and any other persons who are in or on Board premises or working environment.
 - iii. Not allow impaired employees who pose a safety risk to themselves or to their fellow workers to remain at the workplace.
 - iv. Take reasonable steps to make sure employees have safe passage within the premises.
- f. Employees are responsible for not engaging in behavior that is hazardous to the health and safety of themselves or others. Any employee who engages in activities that create a safety hazard will be subject to corrective action by the employee's Supervisor²⁷.
- g. Employees have the right to refuse work where it poses a health or safety hazard to themselves or others:
 - i. If employees perceive that their work is hazardous to their health and safety they can refuse to work
 - ii. Employees must make health and safety concerns known to their Supervisor immediately
 - iii. The Supervisor will not discipline employees who refuse to work in unsafe conditions.

²⁷ See policy - Corrective Action

Procedures

1. The Executive Director is responsible for ensuring a safe workplace for employees by:
 - i. Monitoring workplace conditions
 - ii. Limiting entry to authorized personnel only, and
 - iii. Correcting safety hazards
2. To ensure that employees are performing their duties in a safe manner, the Executive Director will take the following actions:
 - i. Provide protective clothing and proper safety devices where required
 - ii. Monitor employee's performance
 - iii. Provide training on safety procedures
 - iv. Correct problems as required
3. If an employee reports to work showing signs of impairment the following procedures will occur:
 - i. The employee's Supervisor will document all information about the perceived impairment including:
 - The date, time and location
 - The behavior and mannerisms of the employee in question
 - The name of any witnesses
 - An explanation of how the employee presents a safety risk
 - ii. The Executive Director will prevent the employee from entering or remaining at the work site and explain the following to the employee:
 - The employee's condition prevents him/her from performing the duties in a safe and proper manner; and that
 - The employee cannot return to the work site until the employee is fit to carry out duties in a safe and proper manner.
 - iii. The Executive Director will make sure the employee has safe passage to an appropriate destination away from the work site.
 - iv. The Executive Director will decide on appropriate corrective action based on the Corrective Action Guidelines²⁸.

When an employee perceives there to be a safety hazard in the workplace, the employee should:

- v. Immediately inform others near the unsafe working conditions of the potential danger
 - vi. Immediately report the circumstances of the unsafe working conditions to the Supervisor.
4. If a Director or Executive Director receives notice that an employee refuses to work, the

²⁸ See policy - Corrective Action

Director or Executive Director will investigate the reported unsafe working conditions.

5. If an employee refuses to work after senior management has investigated and cleared or corrected a reported safety hazard, that employee may be considered as insubordinate. In these cases the Director or Executive Director may consider the employee to be insubordinate and take appropriate corrective action.

Policy Type: Health Safety & Security

HSS 5.5

Board Policy: RISK MANAGEMENT

Policy

It is the policy of the Nunavut Impact Review Board to identify, eliminate, and/or mitigate risks to its property, interests and employees, to minimize and contain the costs and consequences in the event of harmful or damaging incidents arising from those risks, and to provide for adequate and timely compensation, restoration and recovery²⁹.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Guidelines

- a. The objective of this policy is to safeguard the Nunavut Impact Review Board's property, interests, and certain interests of employees during the conduct of Board operations.
- b. In the broadest sense, effective risk management ensures the continuity of operations, and the maintenance of services to, and protection of the interests of partners and the public. Successful delivery of a program is contingent upon effective and cohesive management of those risks.
- c. Risk environment has been evolving rapidly, as advancing technological and social developments bring forth new or hitherto dormant risks associated with such phenomena as hijacking, hazardous materials, pollution, electronic data, and exposure to legal and political liability. The Nunavut Impact Review Board has an obligation to be fully aware of the state of the art in risk management, and to prevent losses and unnecessary expenditures.
- d. Risk management can be very cost-effective when an organization assesses risks properly and determine the most economical way to avoid them entirely, or reduce them to a minimum and limit potential expenditures arising from accidents or emergencies.
 - i. Risk management is a logical step-by-step process to protect, and consequently minimize risks to, property, interests and employees.
 - ii. Risk includes the chance of damage to or loss of property, and the chance of incurring second or third party liability.
- e. There are four phases in risk management:
 - i. Phase I - Before an incident: Identifying risks and the entities exposed to and in control of the risks;
 - ii. Phase II - Before an incident: Minimizing risks and their cost;
 - iii. Phase III - During an incident: Containing the effects of any damaging or harmful incident;

²⁹ See Nunavut impact Review Board Risk Management Framework

- iv. Phase IV - After an incident: Compensating or restoring and recovering in the event of such incidents, and providing feedback of information as a basis for improving the management system.

Procedures

1. *Identification* - The Nunavut Impact Review Board must identify the potential perils, factors and types of risk to which its assets, program activities and interests are exposed.
2. *Minimization* - The Nunavut Impact Review Board must analyze and assess the risks identified, and design and implement cost-effective risk prevention, reduction or avoidance control measures. It must:
 - i. Select underwriting options
 - ii. Self-underwrite the risks to which the organization alone is exposed and over which it generally has control, and provide for and absorb any cost that may arise from self-underwriting
 - iii. Ensure that contractors do not procure insurance on risks that are clearly the responsibility of the organization, and that contractors are not indemnified by the organization against the risks to which only the contractors are exposed
 - iv. Must plan and budget for containment, compensation, restoration and disaster recovery
3. *Containment* - The Nunavut Impact Review Board must activate emergency organizations, systems, and contingency plans, and initiate recovery measures.
4. *Compensation, Restoration and Recovery* - The Nunavut Impact Review Board must:
 - i. Investigate incidents to determine their causes
 - ii. Assess the extent and value of damages and determine potential legal liability
 - iii. Make incident reports
 - iv. Settle and pay claims by or against the Board and against its employees in an adequate and timely manner
 - v. Repair or replace damaged assets and operating systems to return operations to normal as soon as possible
 - vi. Report to the Board, each fiscal year, all payments of claims against the organization, all ex-gratia payments; court awards; and all losses of one thousand dollars (\$1,000) or more including accidental destruction of, damage to, or theft of, assets that would normally be covered by insurance had insurance existed
 - vii. Establish new or improved measures to prevent the recurrence of incidents, and to recover from disasters

Policy Type: Health Safety & Security

HSS 5.6

Board Policy: SECURITY

Policy

It is the policy of the Nunavut Impact Review Board to support the interests of its business objectives by safeguarding employees and assets thus assuring the continued delivery of services.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Guidelines

- a. The Nunavut Impact Review Board depends on its personnel and assets to deliver services that ensure health, safety, and security.
- b. The Nunavut Impact Review Board must manage these resources with due diligence and take appropriate measures to safeguard them from injury.
- c. Threats that can cause injury to personnel and assets include violence toward employees, unauthorized access, theft, fraud, vandalism, fire, natural disasters, technical failures and accidental damage.
- d. The threat of cyber-attack and malicious activity through the Internet is prevalent and can cause severe injury to electronic services and critical infrastructures.
- e. The Board must ensure effective and consistent application of the provisions of the *Privacy Act* and the *Privacy Regulations* as set by the Government of Canada for use by government institutions to recognize the rights of individuals to control over their personal information.
- f. The Nunavut Impact Review Board must provide the application of safeguards to reduce the risk of injury that are designed to protect employees, preserve the confidentiality, integrity, availability and value of assets, and assure the continued delivery of services.
 - i. Employees under threat of violence must be safeguarded with established security procedures and continuous security risk management.
 - ii. Assets must be safeguarded according to baseline security requirements and continuous security risk management.
 - iii. Continued delivery of services must be assured through baseline security requirements, including business continuity planning, and continuous security risk management.

Procedures

1. The Executive Director is accountable for safeguarding Board employees and assets and for implementing this policy.
 - i. The Nunavut Impact Review Board must establish and direct a security program that ensures co-ordination of all security requirements. The program must include general

administration, procedures, training and awareness, identification of assets, security risk management, sharing of information and assets, access limitations, security screening, physical security, protection of employees, information technology security, security in emergency and increased threat situations, business continuity planning, security in contracting and security incident investigations.

- ii. The Nunavut Impact Review Board must implement this program when sharing information and other assets with other governments (including foreign, provincial, territorial, and municipal), international, educational and private sector organizations. In these cases, the Executive Director must develop arrangements that outline security responsibilities, safeguards to be applied, and terms and conditions for continued participation.
 - iii. Boards that share in the common Information Management and Information Technology infrastructure for on-line service delivery and other purposes must conform to all security standards established for that infrastructure.
2. This policy applies equally to the contracting process as it does to internal operations. The contractor must comply with the requirements of this policy and the security in contracting standards and technical documentation. The contractor must:
 - i. Ensure security screening of private sector organizations and individuals who have access to protected and classified information and assets, as specified in the standards.
 - ii. Ensure safeguarding of assets, including IT systems.
 - iii. Specify the necessary security requirements in terms and conditions in any contractual documentation.
3. The Nunavut Impact Review Board must provide security training, awareness and briefings.
 - i. Ensure that individuals who have specific security duties receive appropriate, up to date training.
 - ii. Have a security awareness program to inform and regularly remind individuals of security responsibilities, issues and concerns.
 - iii. Brief individuals on the access privileges and prohibitions attached to their screening level prior to commencement of duties
4. The Nunavut Impact Review Board must identify information and other assets when their unauthorized disclosure, with reference to specific provisions of the Access to Information Act and the Privacy Act, could reasonably be expected to cause injury to:
 - i. The national interest. Such information is classified. It must be categorized and marked based on the degree of potential injury
 - ii. Private and other non-national interests. Such information is protected. It must be categorized and marked based on the degree of potential injury
5. The Nunavut Impact Review Board must identify and categorize assets, especially critical services, based on the degree of injury (low, medium, high) that could reasonably be expected to result from compromise to their availability or integrity.

- i. The Nunavut Impact Review Board considers the value (e.g., monetary, heritage) of assets in determining injury.
 - ii. In order to indicate the level of safeguarding, it should consider marking for availability and integrity purposes
- 6. The Executive Director must limit access to classified and protected information and other assets to those individuals who have a need to know the information and who have the appropriate security screening level.
 - i. To the extent necessary, the Executive Director must also limit access to other assets requiring additional safeguarding for availability, integrity or value purposes. This includes ensuring that no one individual can independently control all aspects of a process or a system.
- 7. The Executive Director must ensure that individuals with access to information and assets are reliable and trustworthy.
- 8. Special care must be taken to ensure the continued reliability of individuals, and prevent malicious activity and unauthorized disclosure of classified and protected information by a disaffected individual in a position of trust.
 - i. The Executive Director must ensure that prior to the commencement of duties individuals who:
 - Access to Nunavut Impact Review Board classified information undergo a security assessment and are granted a security clearance at the appropriate level.
 - Access Nunavut Impact Review Board facilities that are critical to the interest or to restricted areas have a site access clearance.
 - ii. The Executive Director must also:
 - Obtain individuals' written consent before any check may be initiated.
 - Treat individuals in a fair and unbiased manner, and give them an opportunity to explain adverse information before a decision is reached.
 - Advise individuals of their rights of review or redress in case of denial, suspension or revocation.
 - Ensure Directors and managers remain vigilant, once a reliability status or security clearance is granted, and act on any new information that could put into question an individual's reliability.
 - Update reliability status and security clearances regularly.
 - For cause, review, revoke, suspend or downgrade a reliability status or a security clearance.
- 9. Physical security involves the proper layout and design of facilities and the use of measures to delay and prevent unauthorized access to assets.
 - i. It includes measures to detect attempted or actual unauthorized access, and activate an appropriate response. Physical security also provides measures to safeguard employees from violence.

- ii. The Nunavut Impact Review Board must ensure that security is fully integrated early in the process of planning, selecting, designing and modifying their facilities. The Nunavut Impact Review Board is required to:
 - Select, design and modify their facilities in order to facilitate the control of access.
 - Identify restricted access areas, and have the necessary entry barriers, security systems and equipment based on threat and risk assessments.
 - Include the necessary security specifications in planning, request for proposals and tender documentation.
 - Incorporate related costs in funding requirements.
 - iii. The Nunavut Impact Review Board must also ensure the secure storage, transmittal and disposal of classified and protected information in all forms, in accordance with the requirements of the physical security standards.
 - iv. When warranted by a threat and risk assessment, they must also ensure the secure storage, transmittal and disposal of other assets. Continuous review of physical security safeguards is essential to reflect changes in the threat environment and take advantage of new cost-effective technologies.
10. Information systems must be secured against rapidly evolving threats that have the potential to impact their confidentiality, integrity, availability, intended use and value.
- i. To defend against these threats, an IT security strategy is required that accommodates changes in threat conditions, which may be sudden, and supports the continuous delivery of services. This dictates that the Nunavut Impact Review Board applies baseline security controls, continuously monitor service delivery levels, track and analyze threats to IT systems, and establish effective incident response and IT continuity mechanisms.
 - ii. The Board must ensure that IT security is an integral part of each stage in the system development life cycle. Security requirements and related funding must be identified and included in planning, requests for proposals, and tender documents for IT projects. By conforming to IT operational and technical standards, the Board will be better prepared to prevent, detect, react to and recover from incidents.
 - iii. To prevent the compromise of IT systems, the Board must implement baseline security controls and any additional control identified through a threat and risk assessment. These controls, and the security roles and responsibilities of all personnel, must be clearly defined, documented and communicated to staff. To ensure policy compliance, the Board must:
 - Certify and accredit IT systems prior to operation and subject them, including associated security safeguards, to sound configuration management practices.
 - Conduct periodic security evaluations of systems, including assessments of configuration changes conducted on a routine basis.
 - Periodically seek review by third parties in order to get an independent assessment.

- iv. To ensure the ongoing availability of critical services, the Board must develop IT continuity plans as part of the overall business continuity planning and recovery activities
- v. The Board shall insure and protect the confidentiality of personal information contained in the Board administrative system. Release of information must respect the employee's right to privacy consistent with *Access to Information Act* and protection of the *Privacy Act*.
- vi. Should there be a breach of the IT system or unlawful or unauthorized access, the Executive Director must take immediate action to restore the integrity of the IT system and mitigate the consequences of the unauthorized provision of data or information.

Policy Type:	Health Safety & Security	HSS 5.7
Board Policy:	USE OF TOBACCO IN THE WORKPLACE	

Policy

It is the policy of the Nunavut Impact Review Board, in accordance with the *Tobacco Control Act* and in the spirit of sustaining a healthy and pleasant work environment, that use of any tobacco product is prohibited in all Nunavut Impact Review Board workplaces.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Definitions

Smoking: to smoke, hold or otherwise have control over an ignited product manufactured from tobacco and intended for use by smoking.

Use of any Tobacco Product: to smoke, hold or otherwise have control over an ignited product manufactured from tobacco and intended for use by smoking or to consume, chew or inhale any tobacco product like snuff or chewing tobacco.

Workplace is any indoor or enclosed space, under the Nunavut Impact Review Board's control, in which employees perform the duties of their employment. This includes any adjacent corridor, lobby, stairwell, elevator, washroom or other common area frequented by such employees during the course of their employment. This includes a three meter radius surrounding any entrance to or exit from the workplace.

WSCC: Workers' Safety and Compensation Commission

Guidelines

- a. The Nunavut Impact Review Board promotes a safe and healthful working environment free, to the extent possible, of tobacco smoke and tobacco related annoyances.
- b. In the light of evidence on the health hazards of tobacco smoke and the Nunavut Impact Review Board's responsibility under the *Tobacco Control Act*, smoking is prohibited in all Nunavut Impact Review Board workplaces.
- c. The Nunavut Impact Review Board recognizes the unpleasant and annoying aspects of use of tobacco products like snuff and chewing tobacco. Therefore, the use any tobacco product is prohibited in all Nunavut Impact Review Board workplaces.
- d. Any violation of the policy will result in disciplinary action³⁰.
- e. Smoke breaks, when taken, are in lieu of rest breaks³¹

³⁰ See policy - Corrective Action

³¹ See Policy - Hours of Work

Procedures

1. Board Members and the Executive Director must ensure that:
 - i. No person uses tobacco of any kind in the workplace including Nunavut Impact Review Board vehicles
 - ii. All employees and the public are informed about the smoking prohibition in all parts of the workplace
2. Employees must:
 - i. Refrain from smoking or using tobacco products in any part of the workplace as per WSCC regulations
 - ii. Request visitors and clients who are smoking or using tobacco products to refrain from doing so in the workplace
 - iii. Smoke or use tobacco related products in the designated area outside, beyond the immediate entrance to the Board offices
3. Any violation of WSCC requirements with respect to smoking in designated outside area the Nunavut Impact Review Board office, where charges are laid to the organization; fines are to be recovered from the employee causing the infraction.

LEAVE POLICIES

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Policy Type: Leave

LP 6.1

Board Policy: CIVIC LEAVE

Policy

It is the policy of the Nunavut Impact Review Board to present itself as a good corporate citizen of Nunavut by allowing employees to take time off from work to serve as members of community councils, public boards, and committees as Nunavut has a very limited pool of volunteers to serve the Territory.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Guidelines

- a. Non-emergency civic leave without pay is limited to five (5) days per fiscal year, per employee and may be approved under the following circumstances:
 - i. The employee requests leave to attend official functions or meetings of a public service organization
 - ii. The employee has been appointed to a public service organization and requests leave to attend hearings or official meetings
 - iii. The employee is an executive member or a Board Member of an Inuit organization and requests leave to attend official meetings
- b. Non-emergency civic leave has the following provisions:
 - i. Employees do not earn civic leave credits
 - ii. Non-emergency civic leave will be granted only where operational requirements permit the employee's absence
 - iii. Travel time required to participate in a function approved for non-emergency civic leave is included in the civic leave entitlement
- c. Emergency civic leave with pay will be granted to employees for emergencies such as volunteer firefighting or disaster on a situation by situation basis.
- d. Civic leave is not cumulative from one year to another.

Procedures

1. Employees requesting non-emergency civic leave must submit an Application for Leave Form that must be approved by a Director or the Executive Director.
2. Employees will attempt to obtain approval from a Director or the Executive Director for emergency civic where time and circumstance permit, but may proceed on emergency civic leave without approval where time is of the essence.

3. Where emergency civic leave is granted with pay, a copy of the Application for Leave Form may be sent to the appropriate organization to confirm employee's volunteer participation in an emergency or disaster.
4. Where civic leave is granted with pay, a copy of the leave form is sent to the appropriate organization to ensure that the employee relinquishes the entitlement to honoraria from that organization.

Policy Type: Leave

LP 6.2

Board Policy: COURT LEAVE

Policy

It is the policy of the Nunavut Impact Review Board to grant a leave without pay for court leave under specific circumstances.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Guidelines

- a. Court leave without pay will only be given to an employee who is required to attend court for the following reasons:
 - i. To serve on a jury and the jury selection process, or
 - ii. To attend, on subpoena or summons, as a witness in any proceeding authorized by law to compel the attendance of witnesses.
- b. An application for Court Leave Without Pay must be supported by submission of a copy of the appropriate subpoena or summons.

Procedures

1. An employee must complete a Court Leave Without Pay Application when summoned for jury duty or when served with a subpoena or summons as a witness in any proceeding authorized by law to compel the attendance of witnesses and submit it to a Director or the Executive Director
2. A Director or the Executive Director must approve the request for Court Leave Without Pay.

Policy Type: Leave **LP 6.3**

Board Policy: INJURY ON DUTY LEAVE

Policy

It is the policy of the Nunavut Impact Review Board that employees disabled due to an occupational illness are entitled to injury-on-duty leave with full normal pay for such reasonable period as is determined by the Nunavut Impact Review Board, where the disability is confirmed by the Workers' Safety and Compensation Commission ("WSCC").

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Definition

WSCC - Workers' Safety and Compensation Commission

Guidelines

- a. Injury-on-duty leave should not be granted unless an injury report has been submitted to the Nunavut Impact Review Board substantiated by a health institution or NEBS.
- b. The Director of Finance and Administration should ensure that verification of the period of disability is obtained from Health & Social Services before the Executive Director approves such leave and periodically, where necessary, to confirm continuing disability.
- c. In the case of a minor (non-disabling) injury where no time is lost beyond that required for immediate medical treatment, the employee should be allowed time off with pay to obtain such treatment.
- d. In the case of a disabling injury, that is, any injury which prevents the employee from returning to work for the next regular shift or any subsequent workday, the Executive Director should, prior to granting or terminating injury-on-duty leave, ensure that certification verifying that the employee is unfit or fit for work and the date on which such disability commences or ceases has been received from Health & Social Services. In cases involving extended periods of injury-on-duty leave, periodic verification should be requested necessary to support the continued provision of this leave or an application must be made with the WSCC.
- e. While the Nunavut Impact Review Board is awaiting the receipt of certification required for the granting of injury-on-duty leave, the disabled employee may be granted sick leave to the extent of his or her sick leave credits. If the employee has insufficient sick leave credits, he or she may be advanced additional sick leave. When sick leave is granted and injury-on-duty leave is subsequently approved for the same period, the employee is to be credited with the number of days of sick leave involved.
- f. If there is a reasonable doubt concerning the disability status of an employee at any time while on injury-on-duty leave, a special medical assessment of the employee's physical condition can be made through Health & Social Services. If, as a result of this medical

assessment, the employee is considered fit for work, this should be reported immediately to the employee and arrangements made for immediate return to work.

- g. Injury-on-duty leave should not be granted beyond the date certified through Health & Social Services that the employee is fit for work, including "light duty" work, where it is available. (An employee reporting to the Nunavut Impact Review Board that he or she has been medically authorized to return to work may do so, pending the receipt of confirming certification from Health & Social Services.)
- h. An employee who has been authorized to perform "light duty" work should be provided with work which is commensurate with his or her physical capability. If such work is not available and the employee's disability is of a temporary nature, injury-on-duty leave may continue to be authorized until appropriate work is found for the employee, or until he or she has been certified as ready to assume normal duties.
- i. Should the total period of injury-on-duty leave granted to an employee with respect to an injury or illness reach one hundred and thirty (130) working days, a special review of the case should be carried out and a decision made as to whether or not the continued provision of such leave beyond this period is warranted.
- j. Where a decision is made to discontinue the provision of injury-on-duty leave to a disabled employee, Health & Social Services should be immediately notified of the date that injury-on-duty leave will terminate. Upon receipt of such notification, Health & Social Services will make the required arrangements for the disabled employee to receive Workers' Compensation payments from the date injury-on-duty leave ceases until the claim is settled.
- k. Wage compensation benefits for totally disabled employees are established by the WSCC as the YMIR (Year's Maximum Insurable Remuneration). The YMIR shall be targeted to provide full replacement compensation to a band of seventy to eighty percent (70% to 80%) of the NWT and Nunavut work force. Specific information concerning territorial compensation benefits may be obtained from the appropriate regional office of Labor Canada.

Procedures

- 1. Employees apply for Injury on Duty Leave by filling in an Application for Leave Form.
- 2. The Executive Director will approve the leave with pay providing that a claim has been submitted to the WSCC and the request is less than thirty (30) days.
- 3. If the claim is denied by the WSCC, the leave will be changed from injury on duty leave to sick leave.
- 4. The Director of Finance and Administration will notify both the employee and the WSCC once the employee has used thirty (30) working days of injury on duty leave.
 - i. Any further injury on duty leave will be taken as leave without pay unless the employee has received approval for an extension from the Executive Director.
 - ii. After thirty (30) working days, WSCC benefits will be paid directly to the employee unless the employee has received approval for an extension

5. The Director of Finance and Administration must send the request for an extension of Injury on Duty Leave beyond thirty (30) working days to the Executive Director.
 - i. Requests for extension must be sent no later than twenty (20) working days following the date of the accident.
 - ii. The Executive Director will advise the employee whether the request for extension has been approved.

Policy Type: Leave **LP 6.4**

Board Policy: LEAVE WITHOUT PAY

Policy

It is the policy of the Nunavut Impact Review Board to recognize that employees may require leave without pay and supports granting leave without pay when it is beneficial to both the employee and the Board.

Application

This policy applies to all employees of the Nunavut Impact Review Board excluding casual employees.

Definition

Immediate family member - Spouse, parents and grandparents, children and grandchildren, brothers and sisters, mother in law and father in law, brothers in law and sisters in law, daughters in law and sons in law. Adopted and step members are also included in immediate family.

Guidelines

- a. Leave Without Pay may be approved in the following circumstances:
 - i. An employee does not have enough leave credits
 - ii. An employee wants to extend time off after maternity or adoption leave
 - iii. An employee wants leave for educational purposes
- b. In accordance with the *Nunavut Labour Standards Act*, leave without pay will be granted to an employee for up to eight (8) weeks for the purpose of providing care or support to an immediate family member of the employee:
 - i. If a qualified medical practitioner issues a certificate stating that the immediate family member has a serious medical condition with a significant risk of death within twenty six (26) weeks from:
 - The day the certificate is issued; or
 - If the leave was commenced before the certificate was issued, the day the leave was commenced.
 - ii. The aggregate amount that may be taken by two or more employees of the Nunavut Impact Review Board in respect of the care or support of the same immediate family member shall not exceed eight (8) weeks.
- c. Leave without pay of up to six (6) months can be approved by the Executive Director.
- d. Only the Board can approve Leave Without Pay over six (6) months.

Procedures

1. The employee must submit an application for Leave Without Pay.
2. The Executive Director will review the application for Leave Without Pay is appropriate.
3. If the request is for over six (6) months, the Executive Director will prepare a letter to the Chairperson containing background information on the leave request and requesting for approval from the Board.
4. The Executive Director will respond in writing to the employee with an explanation of why Leave without Pay was or was not granted within two (2) weeks of application when the Executive Director can approve and within five (5) weeks if Board approval is required.

Policy Type:	Leave	LP 6.5
Board Policy:	MATERNITY / PARENTAL LEAVE	

Policy

It is the policy of the Nunavut Impact Review Board, as per legislation, to provide maternity leave without pay to an employee who becomes pregnant, and parental leave without pay to an employee whose partner gives birth to their child or an employee who adopts a child.

Application

This policy applies to all employees of Nunavut Impact Review Board excluding term employees of less than one year or casual employees.

Guidelines

- a. All pregnant employees are entitled to maternity leave without pay if they have completed at least six (6) months of continuous service with the Board. All employees whose partner is expecting, or who are adopting are entitled to parental leave without pay, if they have completed at least six (6) months of continuous service with the Board.
- b. Maternity leave without pay for pregnant employees can be granted for a total of up to seventeen (17) weeks, which leave may begin not earlier than eleven (11) weeks prior to the due date.
- c. Parental leave without pay can be granted for up to fifty two (52) weeks beginning on or after the date of birth or date of adoption. Parental leave without pay can be taken at any time within the one year period after the birth or adoption.
- d. Parental leave without pay may be combined with maternity leave without pay, but the total amount of leave without pay cannot exceed fifty two (52) weeks.
- e. If a pregnant, female employee becomes ill during the eleven (11) weeks before the due date, she can use sick leave for the absence³².
- f. Access to paid sick or vacation leave credits ceases during maternity or parental leave without pay and does not resume until the employee returns to duty.
- g. Actual accumulation of leave credits ceases as of the first month during which the employee does not receive pay for at least ten (10) days and does not resume until the first month the employee receives pay for at least ten (10) days.
- h. Employees are encouraged to take all un-used vacation leave prior to commencing Maternity/Parental leave without pay.
- i. Periods of Maternity/Parental Leave without pay are counted for the purposes of pay increments, in the calculation of the annual rate at which vacation leave credits are earned and in the calculation of severance pay entitlements.

³² See policy – Sick Leave

- j. During periods of Maternity/Parental Leave without pay, the employee has the option to continue participating in the NEBS benefits program, but must pay the premiums of both the employer and the employee.
- k. The Executive Director may authorize Special Leave with pay up to a maximum of two (2) days for needs directly related to the birth or the adoption of a child. This special leave with pay if authorized is to be taken immediately before the commencement of the maternity/parental leave without pay.

Procedures

1. The employee must inform his/her Supervisor in writing of a pregnancy or adoption at least four (4) weeks before the expected due date or adoption date.
2. The employee will apply to the Executive Director for maternity or paternity leave without pay using an Application for Leave Form
 - i. For pregnant employees, a certificate from a doctor must be attached to the Application for Leave Form indicating the expected due date and indicate how long she may work before starting her leave.
 - ii. For employees whose partner is expecting, a certificate from a doctor must be attached to the Application for Leave Form indicating the expected due date.
 - iii. For employees who are adopting, adoption paperwork must be attached to the Application for Leave Form indicating the expected date of adoption.
3. The employee will consult with the Director of Finance and Administration regarding maternity and parental leave without pay benefits.
4. The employee can apply to a Service Canada Centre for EI benefits.
5. The employee will sign a release of information document authorizing the Service Canada Centre to provide EI information to the Board.
6. An agreement is required from the Director of Finance and Administration when an employee wishes to end maternity or parental leave without pay before the previously arranged date.
7. The employee is encouraged to review the Service Canada EI Maternity and/or Parental benefits for additional information on available EI benefits.

Policy Type: Leave

LP 6.6

Board Policy: SICK LEAVE

Policy

It is the policy of the Nunavut Impact Review Board to provide sick leave to protect an employee's income when the employee is incapable of performing regular duties due to non-occupational illness or injury.

Application

This policy applies to all employees of the Nunavut Impact Review Board excluding casual employees.

Definitions

Prognosis is a statement that outlines the long-term expectations regarding an employee's medical condition. The prognosis does not state what medical condition(s) the employee has, however, it does state when or if the employee will be able to report for duty and what tasks the employee will be able to perform on return to work

Guidelines

- a. Sick leave management is the responsibility of the Director of Finance and Administration:
 - i. Employees receive sick leave credits at a rate of one and one quarter (1 ¼) days per month for each month during which they receive at least ten (10) days of pay.
 - ii. Sick Leave credits can be carried over from year to year.
 - iii. Sick Leave credits will not be paid out when unused
 - iv. Employees are not granted and do not earn sick leave while on maternity or parental leave without pay, leave of absence without pay or while under suspension.
- b. Employees are responsible for reporting to work or requesting leave.
- c. Deductions are made from an employee's accumulated credits as sick leave is used.
 - i. When an employee leaves work due to illness after at least two (2) hours on the job, no more than one-half (½) day will be deducted from his/her sick leave credits.
 - ii. When an employee leaves work due to illness for more than one-half (½) day but less than a full day, one-half (½) day will be charged against his or her credits.
 - iii. If an employee leaves work due to illness after working one-half (½) day plus at least two (2) hours, no sick leave credits will be charged against his or her credits.
- d. To be granted sick leave, an employee must satisfy his/her Supervisor that he/she is unable to perform the duties of his/her position because of illness or injury:
 - i. The employee's signed statement is usually acceptable as proof of illness where the period of illness is three (3) days or less.

- ii. A medical certificate is required if an illness is of more than three (3) consecutive work days in duration.
 - iii. However, the Executive Director may request a medical certificate for one (1) to three (3) days absence.
- e. When a medical certificate is required the physician/community nurse is not required to give a medical diagnosis on the certificate.
 - i. The certificate must state whether the employee was ill and unable to attend work and for what period of time.
 - ii. If the certificate does not confirm this information it should not be accepted.
 - iii. The employee must provide a proper certificate before sick leave can be approved.
- f. Long term sick leave should be monitored by the Director of Finance and Administration.
 - i. If a request for several months of sick leave is received, the Director of Finance and Administration must ask the employee to get a prognosis, in writing, from a doctor.
 - ii. The employee should be given a copy of the job description to assist the doctor with the prognosis.
 - iii. The prognosis should state when or if the employee can return to work and what duties the employee can or cannot perform relative to specific job requirements and the existing health related capabilities of the employee³³.
 - iv. Upon returning to work, the employee may be required to provide documentation certifying fitness to work.
- g. To facilitate additional Annual Leave entitlement for employees, where an employee has more than 15 days of available Sick Leave credits, Sick Leave credits may be exchanged for Annual Leave credits at the rate of five (5) Sick Leave days for one (1) Annual Leave day.
 - i. Requests for Annual Leave must accompany an employee's request for the exchange of Sick Leave credits.
 - ii. Employees must maintain a minimum base level of 15 days of Sick Leave credits following the exchange of Sick Leave credits for Annual Leave credits.

Procedures

1. An employee who is too sick to report to work must call in and speak to their Supervisor or alternatively a Manager or Director at the start of the workday.
 - i. Employees who do not call in by 9:30 am may be disciplined for failing to seek sick leave approval.
 - ii. Sleeping in, or getting someone else to call or not having a phone are not valid reasons for not calling in.
 - iii. Failure to seek and be granted sick leave approval may result in the employee being recorded as absent without leave and subject to corrective action^{34/35}.

³³ See policy - Northern Employee Benefits Service for conditions of long term disability

2. An employee reporting for work after an illness must submit an Application for Leave indicating the number of days of sick leave used and where required a medical certificate, if required by the Executive Director.
3. An employee wishing to exchange sick leave credits for annual leave credits must submit an Application for Leave indicating the number of sick leave credits to be exchanged and the period of annual leave requested. Requests for exchange of sick leave credits must be approved by the Executive Director.
4. Leave credits must be verified by Director of Finance and Administration prior to the Supervisor approving the sick leave.

³⁴ See policy - Corrective Action

³⁵ See policy - Standards for Tardiness and Absenteeism

Policy Type:	Leave	LP 6.7
Board Policy:	SPECIAL LEAVE	

Policy

It is the policy of the Nunavut Impact Review Board to grant special leave in certain cases when employees may require time off.

Application

This policy applies to all employees of the Nunavut Impact Review Board excluding casual employees.

Definitions

Immediate family - Spouse, parents and grandparents, children and grandchildren, brothers and sisters, mother in law and father in law, brothers in law and sisters in law, daughters in law and sons in law. Adopted and step members are also included in immediate family.

Dependant - with reference to an employee, means a person who is:

- i. The spouse of that employee or the person named in the common-law partner declaration, or
- ii. Any relative of the employee who is wholly dependent upon his/her support by reason of mental or physical infirmity, or
- iii. One for whom the employee is eligible to claim a tax credit under the Income Tax Act, or
- iv. A biological child, stepchild, or a legally adopted child, or legal ward who:
 - Is unmarried,
 - Does not qualify under (ii), and
 - Who has not yet attained twenty four (24) years of age and is in full-time attendance at a recognized secondary or post-secondary educational institution. Proof of Enrolment for a dependant is to be provided to the Director of Finance and Administration in order to receive this benefit.

Guidelines

- a. Employees earn special leave credits at a rate of one-half (½) day per month for each month in which they receive at least ten days of pay up to a maximum of twelve (12) days.
- b. Special leave credits may be carried over from year to year.
- c. Special leave credits will not be paid out when unused.
- d. As credits are used, they may continue to be earned.
- e. Special leave will be approved in the following cases:

- i. Up to five (5) consecutive working days for the death of an immediate family member
- ii. Up to five (5) consecutive working days on the occasion of an employee's marriage
- iii. One (1) day for the birth of the employee's child or adoption of a child
- iv. Up to five (5) consecutive working days where a member of the immediate family requires surgery or becomes ill (not including child birth) the employee is required to care for his/her member of the immediate family. This includes serving as a medical escort for an immediate family member as required.
- v. Up to five (5) consecutive working days where a member of the immediate family residing outside the employee's community of residence becomes seriously ill
- vi. Up to three (3) consecutive days when unable to get off the land
- vii. Up to three (3) consecutive days when unable to return from Annual Leave when the plane is unable to land due to weather or their were mechanical issues
- f. Depending on operational requirements, an employee may use up to two (2) discretionary days during the fiscal year. The discretionary days must be requested in advance, authorized by the supervisor and will be considered special leave with pay for up to two (2) work days.
- g. Special leave may also be approved up to five (5) consecutive days (unless otherwise stated) for:
 - i. Death of an employee's grandchild, son-in-law, daughter-in-law, brother-in-law or sister-in-law
 - ii. Civil defense training (Northern Rangers or reserve training)
 - iii. Quarantine, subject to orders on a medical certificate and available credits
- h. Special leave does not apply in the following circumstances:
 - i. Taking care of damaged property outside of the community of employment
 - ii. Death of anyone other than immediate family
 - iii. Reaffirmation of wedding vows
 - iv. Moving residences
 - v. Attendance at drug/alcohol rehabilitation programs
 - vi. Baby-sitting problems where there has been at least forty eight (48) hours advance notice
 - vii. Baby-sitting for friend or family who are out of town
- i. In the case of baby-sitting problems, generally forty eight (48) hours is reasonable notice.
 - i. The amount considered reasonable may vary depending on the daycare facilities available in the community
 - ii. If daycare facilities are not available, employees should try to find alternate arrangements for child care such as their spouse, relatives, friends or private baby-sitters
 - iii. Special leave should be used as a last resort in these situations

- iv. In exceptional circumstances, more than one (1) day of special leave may be granted
- j. At the discretion of a Director or the Executive Director, supporting documentation may be required in certain circumstances and should accompany special leave requests. For example, medical certificates for sick children.
- k. Special leave for more than five (5) days may be granted by the Executive Director in exceptional circumstances.

Procedures

1. The employee must fill out an Application for Special Leave which indicates the reason for the leave.
2. The Application for Special Leave is submitted to a Director or the Executive Director for approval.
3. When an employee is serving as a medical escort for an immediate family member, the Application for Special Leave must be supported by a referral form from the Department of Health.
4. The Director or Executive Director will notify the employee of approval or denial of the Application for Special Leave within two (2) working days.

Policy Type: Leave

LP 6.8

Board Policy: Casual Leave

Policy

It is the Policy of the Nunavut Impact Review Board to allow staff members time away from the office periodically to attend to appointments during regular working hours

Application

This policy applies to all employees of the Nunavut Impact Review Board excluding casual.

Guidelines

- a. Employees may be granted casual leave with pay to a maximum of two (2) hours for the following purposes:
 - i. Medical, Dental and Legal Appointments: Whenever it is necessary for an employee to attend upon his/her doctor, dentist, or lawyer during working hours he/she may be granted casual leave for these purposes.
 - ii. School Functions to attend parent/teachers meetings and school functions.
 - iii. Other Casual Leave: The Executive Director may grant an employee casual leave for other purposes of a special or unusual nature.

Procedures

1. The employee must notify their supervisor of the appointment in advance of the leave. Supervisors will not withhold permission for causal leave unless for extenuating circumstances.

Policy Type: Leave **LP 6.9**

Board Policy: TIME OFF AT CHRISTMAS

Policy

It is the policy of the Nunavut Impact Review Board to operate the Nunavut Impact Review Board offices with reduced staff over the Christmas season.

Application

This policy applies to all employees of the Nunavut Impact Review Board excluding casual.

Definition

Christmas Season: The afternoon of Christmas Eve (December 24th) and December 27 through December 31st.

Guidelines

- a. The Executive Director will establish a schedule of rotational work hours for staff during the Christmas season.

Procedures

1. The Executive Director shall operate all Nunavut Impact Review Board offices with reduced staff over the Christmas Season.
2. The schedule for the reduced staffing will be posted by the Executive Director by December 1st annually.
3. The Director of Finance and Administration will treat this time off as time off with pay for all Nunavut Impact Review Board employees.
4. An employee working during the Christmas Season will be given time off in lieu, at straight time at a later date.

Policy Type: Leave

LP 6.10

Board Policy: TIME OFF WITH PAY

Policy

It is the policy of the Nunavut Impact Review Board to grant to employees, under certain and traditional circumstances, time off with pay without having to complete an application for leave and for which there is no charge against leave credits.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Guidelines

- a. Time off is administered in accordance with the provisions set out in specific authorities in the following situations:
 - i. Statutory holidays
 - ii. Voting in elections as outlined in the Nunavut Act requirements
- b. Statutory Holidays – the following day(s) will be observed as paid holidays for employees:
 - i. New Year's Day
 - ii. Good Friday
 - iii. Easter Monday
 - iv. Victoria Day
 - v. Canada Day
 - vi. National Aboriginal Day
 - vii. Nunavut Day (July 9th)
 - viii. The first Monday in August or another day fixed by Order of the Government of the Nunavut
 - ix. Labour Day
 - x. Thanksgiving Day
 - xi. Remembrance Day
 - xii. Christmas Day
 - xiii. Boxing Day, and
 - xiv. One additional day when proclaimed by an Act of Parliament as a National Holiday
 - xv. Half day as proclaimed in each Nunavut Hamlet
- c. An employee absent without pay on both the employee's full workday immediately preceding and the employee's full working day immediately following a designated paid holiday is not entitled to pay for the holiday.

- d. When a Statutory Holiday coincides with an employee's day of rest, the holiday shall be moved to the employee's first normal working day following the employee's day of rest.
- e. Compensation for work on a Statutory Holiday will be in accordance with the Overtime Policy.
- f. Where a day designated as a Statutory Holiday coincides with a day of leave with pay, the Statutory Holiday shall not count as a day of leave.
- g. Voting in Elections – time off for voting is provided to Nunavut Impact Review Board employees eligible to vote in federal, territorial or municipal elections.
 - i. **Federal Elections and Referenda:** Under the provisions of the Canada Elections Act, Nunavut Impact Review Board employees who are eligible to vote in a federal election will be provided with time off so as to allow four (4) consecutive hours to vote during the hours the polls are open.
 - ii. **Territorial Elections:** Under the provisions of the Nunavut Elections Act, Nunavut Impact Review Board employees who are eligible to vote in a territorial election will be provided with time off so as to allow three (3) consecutive hours to vote during the hours the polls are open.
 - iii. **Municipal Elections:** Nunavut Impact Review Board employees who are eligible to vote in Municipal elections will be allowed one (1) hour off to vote. .
 - iv. **NTI/RIA Elections:** Nunavut Impact Review Board employees who are eligible to vote in NTI or RIA elections will be allowed one (1) hour off to vote.

Procedure

- 1. The Director of Finance and Administration will establish, on an annual basis, a calendar outlining the days off with pay to include:
 - i. Statutory holidays
 - ii. Voting in elections

Policy Type: Leave

LP 6.11

Board Policy: WINTER BONUS DAYS

Policy

It is the policy of the Nunavut Impact Review Board to grant an employee, who has requested and is granted annual leave between October 1st and March 31st of any fiscal year, winter bonus days in addition to vacation leave entitlement.

Application

This policy applies to all employees of the Nunavut Impact review Board excluding casual employees.

Guidelines

- a. An employee is entitled to one winter bonus day for each five days of annual leave, which is granted in the period between October 1st and March 31st of any fiscal year.
- b. An employee who takes twenty or more days of annual leave, between October 1st and March 31st of any fiscal year, is entitled to four winter bonus days.
- c. The maximum number of winter bonus days, which can be granted per fiscal year, is four days.
- d. Winter bonus days cannot be carried over from year to year.
- e. When statutory holidays fall within or immediately precede the annual leave, at least three days of annual must be taken in every five for the employee to be given a winter bonus day.
- f. Winter bonus days can be taken in April, but only if they immediately follow a period of vacation leave scheduled and taken in March of the previous fiscal year.

Procedure

1. An employee must apply for winter bonus days concurrent with annual leave taken between October 1st and March 31st on an Application for Leave Form.
2. The Director of Finance and Administration will review the application and verify the entitlement and leave credits.
3. The Executive Director will approve, change, reduce or deny the request.
 - i. If the request is approved, the employee is notified and the Application for Leave Form is placed on the employee's leave file
 - ii. If the request is changed, reduced or denied the employee is notified in writing

STAFF SUPPORT, DEVELOPMENT & RECOGNITION POLICIES

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Policy Type: **Staff Support, Development & Recognition SSDR 7.1**

Board Policy: **ANNUAL PERFORMANCE APPRAISALS**

Policy

It is the policy of the Nunavut Impact Review Board that all employees be appraised annually on the demonstration of skills and performance planning and feedback conducted throughout the year.

Application

This policy applies to all employees of the Nunavut Impact Review Board excluding casual.

Guidelines

- a. The Nunavut Impact Review Board is committed to providing a working environment that is challenging, rewarding and physically safe; where individual contribution is achieved and recognized; where respect for the individual is fostered; and where people can develop professionally and personally.
- b. Performance Management which includes clarifying the job, setting clear goals and objectives, and providing ongoing coaching and feedback plays an important role in achieving this commitment.
 - i. All employees should know what is expected of them and how well they are performing relative to these expectations.
 - ii. Annual evaluations are based on work plan goals and objectives for management and job standards for non-management
- c. Annual Performance Reviews are to be completed prior to March 15th annually.
- d. The results of performance appraisals will be used to determine eligibility for salary progression through salary increments and end of probationary periods.

Procedures

1. All employees under the Executive Director must have completed by their Supervisors up-to-date:
 - i. Position Descriptions
 - ii. Job Definition Worksheets
 - iii. Identification of Job Related Skills and Competencies
 - iv. Acknowledgement of regular feedback
 - v. Have an Annual Performance Appraisal with Self-Assessment and in the case of management, Annual Work Plans

2. All Supervisors and Directors are responsible for ensuring that their direct reports have up-to-date Job Definition Worksheets, receive regular feedback, and are reviewed annually for performance contribution, assessment of skills and competencies and development plans.
3. All employees will be reviewed by their departmental Director or designate at least once annually.
4. The Executive Director will receive an Annual Performance Review which is to be held immediately prior to the start of the new fiscal year and is to be conducted by the Chairperson and selected Board Members.
5. Any incremental salary increases for staff must be approved by the Executive Director. Incremental salary increases for the Executive Director must be approved by the Chairperson.
6. All performance awards or bonuses for staff must be approved by the Executive Director, and in the case of the Executive Director, by the Chairperson.
7. Any change in position or promotions must be approved by the Executive Director.
8. Following the annual employee evaluations, the Director of Finance and Administration must have on hand an updated Succession Plan and a list of internal candidates capable of taking on greater responsibilities.

Policy Type: **Staff Support, Development & Recognition SSDR 7.2**

Board Policy: **EMPLOYEE RECOGNITION**

Policy

It is the policy of the Nunavut Impact Review Board to recognize employees who contribute, through their behavior and their actions, to the success of the Board.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Guidelines

- a. Recognition means honoring, encouraging and supporting individuals and teams who contribute, through their behavior and their actions in achieving or exceeding expectations, to the success of the Nunavut Impact Review Board. Recognition may involve:
 - i. Openly giving praise;
 - ii. Granting monetary and non-monetary awards; and
 - iii. Celebrating and communicating successes.
- b. *Recognition* includes informal, free and low-cost activities as well as formal programs and ceremonies. Recognition is an essential element of a quality services initiative. It stimulates the cultural changes necessary to the success of an initiative. Recognition helps improve client satisfaction and the quality of services by:
 - i. Enlisting the participation of all employees in organizational improvement
 - ii. Encouraging and supporting quality service role models and champions
 - iii. Giving all levels of management a way to "walk the quality service talk"
 - iv. Encouraging the sharing of best practices
 - v. Creating a sense of being a valued member of a successful, goal-oriented team
- c. *Rewards* are linked to recognition and are based on pre-established performance objectives that are tied to quality service goals;
- d. *Organizational goals* for recognition should:
 - i. Reinforce the ways the Nunavut Impact Review Board works together
 - ii. Promote key corporate values
 - iii. Be linked to the Nunavut Impact Review Board's mission statement, to its improvement plans and to its business plans

Policy Type: **Staff Support, Development & Recognition SSDR 7.3**

Board Policy: **PROFESSIONAL DEVELOPMENT, TRAINING,
EDUCATION AND EDUCATION LEAVE**

Policy

The Nunavut Impact Review Board supports continuing education, professional development and lifelong learning of its employees and Board members by providing education and training in support of their personal and professional growth.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Definition

IQ - Inuit Qaujimajatuqangit is a term for Inuit knowledge and values.

IQ Days - are days that are defined and planned by the Nunavut Impact Review Board to pursue IQ Inuit Qaujimajatuqangit activities

Training - means a specific learning activity, with pre-defined objectives in terms of skills, knowledge, or techniques that are undertaken to reach or maintain an expected level of performance.

Guidelines

- a. The Executive Director shall be responsible for the development and updating of an Annual Training and Education Plan and Curriculum. All employees and Board Members of the Nunavut Impact Review Board shall be eligible for this Training and Education Plan.
- b. In preparing and updating the Annual Training and Education Plan, the following approach should be used:
 - i. Needs should be identified to improve present job performance or to prepare for a new function; specific learning objectives must be identified. The Executive Director shall consult with the individual employee and his or her immediate Supervisor or Director to identify priority skills and learning objectives for that employees training³⁶.
 - ii. The Directors will set-up in-house training programs or select outside learning activities that address identified training priorities. Selection of in-house or external learning activities will be made with consideration for the normal constraints of time, cost and operating requirements.

³⁶ See policy - Annual Appraisals for employee development plans

- iii. An employee's participation in training must take into account the urgency of the need, the present operational requirements, and the interest and capacity of the employee to learn.
 - iv. The Executive Director, with guidance from the Chairperson, will identify the training needs and training solutions for Board Members.
 - v. The results of training will be analyzed to evaluate its effectiveness.
 - vi. The Director of Finance and Administration shall maximize opportunities with Partners for financial support and implementation of the Training and Education Plan. (i.e. NITC, AANDC, etc.).
- c. The Executive Director, in preparing the Annual Training and Education Plan will identify external and internal funding sources; and make application for external funding that Nunavut Impact Review Board employees and Board Members may be eligible for while undertaking training or education within the Training and Education Plan.
 - d. The Director of Finance and Administration shall be responsible for maintaining all employee and Board member training records, learning activity evaluations, and reporting to external training funding partners.
 - e. Directors shall be responsible for working closely with the individual employee, his or her Supervisor, and training delivery organizations to ensure that employees are registered into agreed upon department-specific training programs.
 - f. The Directors shall be responsible to develop and have approved by the Executive Director an Annual Training and Education Budget, then subsequently report on monies invested and training and education received.
 - g. The Executive Director shall be responsible to have approved by the Board, the Annual Training and Education Budget, then subsequently report on monies invested and learning and education received
 - h. Annual employee training will have at least two (2) days of Inuit Qaujimajatuqangit, with timing and activities to be decided by the Executive Director.
 - i. Educational leave may be granted where it is evident that further training will benefit both the employee and the Nunavut Impact Review Board.
 - Any employee planning to take educational leave should discuss the matter with his/her Director or the Executive Director a minimum of eight (8) months in advance of the education or training.
 - Education leave may be granted for a period of up to one (1) year, to any employee who has completed his/her period of probationary employment.
 - An employee may apply for an educational leave grant for up to a one (1) year period.
 - An employee who receives an educational leave grant be expected to return to the Nunavut Impact Review Board for a minimum of two (2) years following the leave.
 - In the event that the employee chooses not to resume employment with Nunavut Impact Review Board, or remains with the Nunavut Impact Review Board for less than two (2) years or who is unsuccessful in completing the program for which the educational leave

grant was given, will be required to repay the amount of the support provided, or the prorated portion thereof at the discretion of the Executive Director.

- j. All Nunavut Impact Review Board sponsored or funded training or educational programs and educational leave are subject to Executive Director approval, staffing needs, and the availability of budgeted funds.

Procedures

Training & Education Plan

1. The Executive Director shall develop an Annual Training & Education Plan:
 - i. Solicit from Directors and Supervisors specific training and development requests for their direct reports
 - ii. Conduct research for in-house and outside programs
 - iii. Agree with Directors, Managers and Supervisors upon programs and training to be provided
 - iv. Prepare the Annual Training and Education Plan with associated budget and have approved by the Board
 - v. Once approved, Directors will establish a Training Schedule, notify personnel, monitor results and provide an Annual Report on the success of the Plan to the Executive Director.

Correspondence Courses

1. Employees wanting payment for correspondence courses can complete an application and submit to his/her Supervisor
 - i. The Directors will consult with the Executive Director as to the practicality of the correspondence course for the employee's position or for the employee's professional development.
 - ii. The Directors must have all applications for correspondence courses approved by the Executive Director
 - iii. Employees whose applications for correspondence courses are approved will be reimbursed up to one hundred percent (100%) of the fees upon submitting an official transcript indicating successful completion of the course, subject to budgetary restrictions.
 - iv. The maximum allowable number of correspondence courses for reimbursement is two (2) per fiscal year or fifteen hundred dollars (\$1500) per employee or Board Member.

Tuition Support

1. Employees wanting tuition support can complete an application and submit to his/her Director and must meet the following criteria:
 - i. The employee has completed one (1) year of continuous service.

- ii. The employee applies for assistance for education or professional development that is work related.
 - iii. The course applied for is part of a degree, certificate, or diploma program given by an accredited educational institution.
 - iv. Reimbursement will be made only upon successful completion of the course.
 - v. The course is taken on employee's own time or at a time determined by the Director or Executive Director
 - vi. Directors will consult with the Executive Director as to the practicality of the course for the employee's position or for the employee's professional development.
 - vii. Employees must have all applications for tuition support approved by the Executive Director
2. Employees whose applications for tuition assistance are approved will be reimbursed up to 100% of their eligible tuition fees upon submitting an official transcript indicating successful completion of the course.
- i. Employees are responsible for the costs of texts, course equipment and supplies.
 - ii. Assistance with any specialized equipment or use of Nunavut Impact Review Board equipment or supplies must be approved by the Executive Director
 - iii. Request for reimbursement must be made within forty five (45) days of completion of course.
 - iv. Requests must be accompanied with transcripts or other documentation indicating that the employee participated in and successfully completed the training course.
 - v. Requests for reimbursement should be forwarded to the Director of Finance and Administration and approved by the Executive Director.

Education Leave

1. Applications for educational leave must include:
- i. The period of leave desired
 - ii. The name and location of the institution where the employee plans to pursue further education or training
 - iii. The probable benefits to the Nunavut Impact Review Board and employee derived from the educational leave
 - iv. The recommendation of the employee's immediate Supervisor or Director
 - v. All costs involved, including sources of support outside the Nunavut Impact Review Board for which the employee has already applied or plans to apply to.
 - vi. An Educational Leave Agreement signed by the employee.
2. The Educational Leave Agreement must be approved by the Executive Director for employees and the Chairperson for the Executive Director.

- i. The employee must be notified of approval or denial of educational leave and/or an educational leave grant within thirty (30) days of application.
- ii. An employee who has received an educational leave grant must successfully complete the program for which the educational leave grant was given.
- iii. If an employee fails to successfully complete a program for which educational leave grant was obtained he/she must return all grant monies received to the Nunavut Impact Review Board.

Policy Type: **Staff Support, Development & Recognition SSDR 7.4**

Board Policy: **SUPPORTIVE LEARNING ENVIRONMENT**

Policy

It is the policy of the Nunavut Impact Review Board to constantly strive to improve efficiency, enhance service and continually review and improve our methods and approaches through a focus on continuous learning for all employees.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Guidelines

- a. What constitutes a Supportive Learning Environment:
 - i. A learning culture and attitude.
 - ii. Management support.
 - iii. Methods in place to measure success in meeting learning objectives.
 - iv. Measurably greater stakeholder satisfaction.
 - v. Successfully meeting performance indicators developed in consultation with stakeholders.
 - vi. Encouragement and use of continuous feedback.
- b. The three pillars of quality service are stakeholder focus, employee involvement and continuous improvement. In a quality service environment:
 - i. All learning has a quality service focus
 - ii. Learning supports business plans, which support the quality services initiative
 - iii. The learning strategy and environment focus on client satisfaction
 - iv. Learning activities should promote a quality service environment
 - v. Learning is a continuous process.
- c. To implement a learning strategy, the Board may:
 - i. Position the organization in terms of quality services initiatives
 - ii. Determine the type of work force needed to support the quality services initiative
 - iii. Determine the actual capacity of our work force
 - iv. Identify gaps
 - v. Encourage employees with specialized knowledge to share it
 - vi. Use partnerships, teamwork, coaching and other activities to use limited resources to their fullest

PERFORMANCE & PROFESSIONAL CONDUCT POLICIES

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Policy Type:	Performance and Professional Conduct	PPC 8.1
Board Policy:	CODE OF CONDUCT AND ETHICAL BUSINESS PRACTICES	

Purpose

The Nunavut Impact Review Board values the contributions and efforts of its employees who have a tremendous responsibility to conduct themselves in a manner that honors the trust that has been placed in the Nunavut Impact Review Board by the Government and residents of Nunavut.

Policy

It is the policies of the Nunavut Impact Review Board to have employees adhere to the Nunavut Impact Review Board Code of Conduct and Ethical Business Practices in carrying out their responsibilities.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Definitions

Acceptable business gifts or awards are defined as:

- Food and beverage consumed at a business function
- Infrequent, tangible gift or award that is clearly not intended to influence a business decision

Unacceptable Financial Awards: for the purposes of these policies is money or favors or goods in kind that is received by an employee or Board Member for work done or business favors that is in a conflict of interest with the work being performed for Nunavut Impact Review Board.

Guidelines

- a. Employees are expected to uphold the spirit as well as the letter of this Code of Conduct and Ethical Business Practices, and to be guided by this Code in all conduct, dealings, and relationships related to their personal and professional conduct when carrying out Nunavut Impact Review Board responsibilities.
- b. No employee, regardless of his/her position or function with the Nunavut Impact Review Board, may alter or downgrade the significance of this Code of Conduct and Ethical Business Practices, either explicitly or implicitly, by his/her behavior.
- c. No employee is exempted from this Code of Conduct and Ethical Business Practices.
- d. The Nunavut Impact Review Board Code of Conduct and Ethical Business Practices:
 - * **Compliance with Law** - The Nunavut Impact Review Board shall comply in all respects with applicable laws and regulations.
 - * **Conflicts of Interests** - Employees will avoid actions, financial or otherwise, with any supplier, organization, or individual that may be perceived as conflicts of interests or that

even appear to impair independence of judgment on behalf of the Nunavut Impact Review Board. Actions that may be perceived as conflicts of interests will be disclosed at the earliest opportunity. No employee can have an outside conflict of interest or employment which affects job performance or results in a conflict of interest with the Nunavut Impact Review Board.

- i. Employees are not entitled to receive or accept any financial rewards for work done other than those provided by the Nunavut Impact Review Board as a result of employment with the Nunavut Impact Review Board that is in conflict of interest or compromises the employee's ability to work.
 - ii. Employees may only accept business gifts or awards that meet the definition of a business gift or award in this policy
 - iii. Employees may not accept unacceptable financial awards as defined in this policy
 - iv. The receipt of any business gift or financial award must be reported to the Supervisor by the employee receiving the gift or award.
 - v. In the event an employee is offered or receives any inappropriate or unacceptable financial award or business gift as defined by this policy, he or she must report the situation to his/her Supervisor or the Executive Director.
 - vi. All activities of employees, with special emphasis on financial control and performance, shall be available to the Executive Director for review and scrutiny; accountability for public funds and business integrity is the highest priority of the Nunavut Impact Review Board.
 - vii. Employees must disclose any financial interests, including securities, business affiliations, sureties, bonds, etc. that could place them in a real, apparent or potential conflict of interest
 - viii. Before leaving employment with the Nunavut Impact Review Board, employees must disclose to the Executive Director, all firm offers of employment that could place them in a real, apparent or potential conflict of interest
- * **Confidentiality** – Employees will keep information pertinent and relevant to the Nunavut Impact Review Board and more specifically to the business of the Nunavut Impact Review Board and all personal information regarding staff or businesses dealings with the Nunavut Impact Review Board in the strictest of confidence. All others not involved in/or with the Nunavut Impact Review Board will be considered ineligible to receive restricted information.
 - * **Employee Performance** – Employees have an obligation to support the Nunavut Impact Review Board's continued success and good reputation through providing, to the best of their abilities, consistent and reliable high-quality performance.
 - * **Environment, Safety, and Health** - The Nunavut Impact Review Board is committed to safety and the protection of employee health and the environment. Employees will at all times perform their duties and responsibilities in compliance with all environment, safety, and health regulations, policies and procedures.

- * **Ethical Principles** - The Nunavut Impact Review Board shall organize and carry out its activities utilizing the highest ethical principles as they apply to Nunavut Impact Review Board policies and practices.
- * **Fair and Equitable Treatment** - All employees are to be treated fairly and equitably.
- * **Integrity** - Employees are expected to perform their duties with the highest degree of integrity, which is defined as soundness of, and adherence to, moral principle and character, uprightness and honesty.
 - i. Private activities of an employee or a family member cannot interfere or be perceived as interfering with Nunavut Impact Review Board activities.
 - ii. While engaged in Nunavut Impact Review Board business, employees will adhere to the principles of appropriate behavior and abstinence from illicit drugs and ensure a work place that is free of harassment³⁷.
 - iii. Employees will use and protect information gained as a result of their position with the Board in a confidential and respectful manner and respect the wishes of any individual, organization or agency that provides such information.
- * **Interests and Views of the Board** - Employees are expected to represent the interests and views of the Board in fulfilling their responsibilities:
 - i. Employees must ensure that any statements made in public are respectful of the interests, views and positions of the Nunavut Impact Review Board as well as the Nunavut Impact Review Board's Ethical Business Practices.
 - ii. Any statement judged by the Executive Director to be in contravention of these guidelines is subject to be challenged, withdrawn and appropriate apologies to be made by the employee.
- * **Inuit Employment Opportunity** - The Nunavut Impact Review Board strongly supports the spirit and intent of Inuit employment goals and objectives as outlined in Article 23 of the Nunavut Land Claims Agreement.
- * **Nunavut Impact Review Board Property** - Employees shall safeguard property of the Nunavut Impact Review Board and the property of third parties entrusted to the Nunavut Impact Review Board. Neglect, misappropriation, or waste will not be tolerated.
- * **Professionalism** - Employees have a responsibility to the Nunavut Impact Review Board and to the residents of Nunavut to act in an effective, efficient and professional manner
 - i. Employees are expected to arrive to work or meetings at their regularly scheduled hours and days of work and have the capability to complete their duties in an effective, efficient and professional manner.
 - ii. Inexcusable lateness, absence or the inability to effectively participate in activities and work by employees will be subject to review by the Executive Director and in the case of the Executive Director by the Chairperson
 - iii. It is the policy of the Nunavut Impact Review Board that the payment of salary and allowances, living expenses and return air fare value will be withheld where any staff

³⁷ See Policy - Harassment

member attending to activities and work of the Board is absent and/or unfit and negligent in carrying out the responsibilities and duties assigned.

- iv. While on Nunavut Impact Review Board business, no employee shall disregard the importance of professional relationships between staff and Board Members
- * **Social Responsibilities** - The Nunavut Impact Review Board will participate only in programs or activities in which the Nunavut Impact Review Board's role is in conformity, both in fact and in appearance, with this Code of Conduct and Ethical Business Practices.
- * **Work Environment** - The Nunavut Impact Review Board will maintain a work environment that:
 - Provides employees with the necessary support, tools, and equipment to effectively perform their assigned tasks, including professional assistance to any employee who recognizes and identifies a need for assistance in matters relevant to the integrity of the Board as identified in this Code of Conduct and Ethical Business Practices.
 - Assures due recognition for outstanding performance
 - Is conducive to open communications and professional development.
- e. Each Supervisor is responsible for administering this policy within his or her respective area of responsibility and for reporting any violations.
- f. Disregard for this policy is sufficient grounds for termination of employment for employees and review by the Nunavut Impact Review Board of Board Members.

Procedures

1. All employees are required to read, understand and sign the Code of Conduct and Ethical Business Practice Form at the time of orientation.
2. Employees violating the Code of Conduct and Ethical Business Practice are subject to the Corrective Action Policy.
3. Violations By Employees - Employees are encouraged to seek advice from their immediate Supervisors on issues regarding ethical work behavior and report any observed violations of this Code of Conduct and Ethical Business Practice by another employee to the Executive Director.
4. Violations By the Executive Director - Employees are encouraged to seek advice from their immediate Supervisors on issues regarding ethical work behavior and report any observed violations of this Code of Conduct and Ethical Business Practice by the Executive Director to the Chairperson.

Policy Type: Performance and Professional Conduct **PPC 8.2**

Board Policy: CORRECTIVE ACTION

Policy

It is the policy of the Nunavut Impact Review Board to take corrective action when an employee's performance or behavior is unsatisfactory or in other ways does not contribute to the Nunavut Impact Review Board's goals and objectives.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Definitions

Demotion means the transfer of an employee to a new position with fewer responsibilities and a maximum rate of pay lower than the employee's current position.

Standards of General Conduct means the accepted standards that should require no set rules to ensure compliance (e.g. coming in to work on time).

Standards of Particular Conduct means the established work rules or orders (e.g. taking coffee breaks according to a rotational schedule)

Suspension means the temporary removal of an employee from the place of work with or without pay to make clear to the employee the seriousness of poor performance or misconduct.

Termination means the termination of the employment relationship between the Nunavut Impact Review Board and the employee for cause. Upon termination, the employee shall no longer be entitled to any or all of the benefits associated with being an employee of the Nunavut Impact Review Board.

Verbal Action means a discussion between the employee and the Supervisor concerning the employee's performance or conduct, how it should improve and what might happen if it does not.

Written Action means a letter stating that the employee's performance or conduct is unsatisfactory, how it should improve and what might happen if it does not. Written actions become part of the employee's record by being placed on the employee's personnel file.

Guidelines

- a. The Nunavut Impact Review Board values highly the work and efforts of its employees and expects that employee performance and behavior will contribute to the achievement of the Nunavut Impact Review Board's goals and objectives.

- b. There are a number of instances, which require corrective action of varying degrees. Among these, but not all-inclusive, are:
 - Absenteeism
 - Damage to Nunavut Impact Review Board property or facilities
 - Drunkenness or disorderly conduct
 - Fighting
 - Improper attendance reporting
 - Insubordination
 - Interference with work of others
 - Lateness
 - Negligence in performance of duties
 - Dishonesty
 - Unauthorized absence from duty
 - Harassment
- c. It is the responsibility of the Executive Director in consultation with the employee's Supervisor to take reasonable steps to assist an employee to correct an unacceptable performance or behavior.
- d. It is the employee's responsibility to correct the performance or behavior.
- e. Corrective action will be progressive and the preferred outcome will be to assist the employee in correcting the problem or behavior. When it becomes necessary to take corrective action, it should be done firmly, fairly and with consistency.
- f. The employee must be informed of the particular rules that apply to the workplace.
- g. Corrective action may be taken for breaching standards of general conduct, standards of particular conduct or for unacceptable performance.
- h. Corrective action should not be viewed as punishment but as a means of identifying and correcting a problem.
 - i. It is in the best interest of both the Nunavut Impact Review Board and the employee that the problem be corrected at the earliest possible stage of the process
 - ii. Further corrective action should only be taken if the problem is not corrected by the employee
- i. Corrective action should be taken as soon as a problem is identified. Delays in taking corrective action tend to disassociate the problem from the corrective measures.
- j. An employee's failure to maintain the required standards of conduct and performance must be considered along with such factors as:
 - i. The employee's length of service
 - ii. The employee's past record

- iii. The seriousness of the offense
 - iv. Past precedent with other employees in similar situations
 - v. Any other pertinent facts
- k. It is inappropriate to allow other employees to witness a corrective action.
- i. A corrective action must be discussed in a private and confidential meeting with the Supervisor and/or the Executive Director if appropriate
 - ii. At the meeting the employee must be provided with an opportunity to explain the circumstances surrounding the problem or misconduct
 - iii. Reasonable circumstances should be taken into consideration when discussing a corrective action
- l. If a suspension or termination is being considered, the employee must be given twenty four (24) hours notice of the meeting.
- m. Unless the misconduct is extremely serious and warrants either an immediate suspension or termination (such as cases of theft or fraud) corrective actions will be progressive and will normally follow the steps as described in Procedure.
- n. Corrective actions taken will vary depending upon the level of the offence. Examples of offences and the corresponding appropriate corrective action include, but are not limited to, the following examples, and are not intended to be all-inclusive or in any way to limit the Nunavut Impact Review Board's right to discipline employees³⁸:
- i. Level 1 - Corrective action is normally the proper response to offenses like these when they are isolated and not part of a continuing pattern:
 - Excessive absence or lateness
 - Neglect of Nunavut Impact Review Board property
 - Unintentional violations of safety rules
 - Excessive personal use of telephones
 - Use of abusive language

The Supervisor shall counsel the employee on the first offense, prepare a formal written warning on the second, suspend the employee or impose probation on the third offense and terminate for the fourth offense.
 - ii. Level 2 - These offenses are more serious and must be dealt with firmly and immediately. Typical offenses in this group include:
 - Insubordination or refusing to follow instructions
 - Failure to report for assignment
 - Falsifying a Nunavut Impact Review Board record
 - Drug or alcohol abuse on the job

³⁸ See policy – Grievance Procedure and Open Door Policy to appeal a corrective action

- Conduct which disrupts business activities
- Away from work without permission
- Unfit to properly perform assignment
- Interfering with the work of others

A written warning is the normal response to the First offense. In the case of drug or alcohol abuse this should be referred to professional treatment. Suspension for a period not to extend beyond ten (10) working days with or without pay may be imposed upon a Second offense. The length of the suspension is at the Executive Director's discretion. Termination is authorized for a Third offense.

iii. Level 3 - Immediate termination is justified for these offenses:

- Theft of Nunavut Impact Review Board property or that of fellow employees
- Obtaining material or services on fraudulent order
- Intoxication (including the effects of illegal drugs) during working hours or while representing the Nunavut Impact Review Board
- Deliberate destruction of Nunavut Impact Review Board property
- Violating a confidence; unauthorized release of confidential information
- Fighting during working hours or when representing the Nunavut Impact Review Board
- Assault on fellow employees or Nunavut Impact Review Board clients or guests
- Encouraging others to commit infractions
- Other offenses that in the Executive Director's judgment seriously threaten the well being of the Nunavut Impact Review Board or any of its employees

Procedures³⁹

1. Verbal Action

- i. The Supervisor or the Executive Director will administer verbal actions. Verbal actions can only be taken when there is appropriate documentation in place concerning the employee's specific problem. Documentation must include specific incidences, times and dates of occurrence and be provided to the Executive Director.
- ii. The employee will be advised of the problem and what steps need to be taken to correct the problem. This may include training and development for performance related problems or corrective actions on the part of the employee for conduct related problems (i.e. showing up to work on time). The employee will be advised that if the problem continues, further actions may be taken up to and including termination. If the problem is corrected in a reasonable amount of time, no further actions are required and the employee is to be congratulated for overcoming the problem.

³⁹ See Corrective Actions Checklist Form available from Administration

2. Written Action

- i. The Supervisor or Executive Director will administer written actions. Written actions can only be taken when there is appropriate documentation in place concerning the employee's specific problem. Documentation must include specific incidences, times and dates of occurrence.
- ii. The employee will be advised in writing of the problem and what steps must be taken to correct the problem. This may include training and development for performance related problems or corrective actions on the part of the employee for conduct related problems (i.e. showing up to work on time).
- iii. The employee will be advised that if the problem continues further actions may be taken up to and including termination. If the problem is corrected in a reasonable amount of time no further actions are required and the employee is to be congratulated for overcoming the problem.

3. Suspension

- i. Suspension is recommended by the Supervisor and administered by the Executive Director. Suspensions can only be administered when there is appropriate documentation in place concerning:
 - The employee's specific problem
 - The fact that employee has been made aware (written) of the problem and the possible consequences of the problem.
 - Attempts that have been made by the organization to help the employee address the problem
 - Documentation must include specific incidences, times and dates of occurrence.
- ii. The purpose of the suspension is to advise the employee of the serious nature of the problem in an attempt to help him/her understand the need to correct the problem. Termination is the next action when the employee re-offends after a suspension.
- iii. The suspension is administered by the Executive Director in writing.

4. Termination

- i. Termination is administered by the Executive Director with approval from the Board. Terminations can only be administered when there is appropriate documentation in place concerning:
 - The employee's specific problem
 - The fact that the employee has been made aware of the problem and the possible consequences of the problem on various previous occasions (i.e. a written action that also references a verbal action or suspension)
 - Attempts on the part of the Nunavut Impact Review Board to help the employee address the problem and
 - Documentation must include specific incidences, times and dates of occurrence.

- ii. Incidents of serious misconduct (see examples in Section N iii) may warrant an immediate termination and the steps outlined above can be by-passed.
- iii. Letters of corrective actions, suspension, and termination must be placed on the employee's personnel file.
- iv. Denial of an employee's pay increment is not part of the corrective action process.

Policy Type: Performance and Professional Conduct PPC 8.3

Board Policy: GRIEVANCE PROCEDURE AND OPEN DOOR POLICY

Purpose

The Nunavut Impact Review Board supports an open door policy that fosters and encourages employees to voice concerns about problems that affect their job performance and relationship with the Board.

Policy

It is the policy of the Nunavut Impact Review Board to provide a grievance procedure that is a formal administrative process through which employees may seek the resolution of any differences pertaining to terms and conditions of employment that have resulted in any of job dissatisfaction, disciplinary action, demotion, suspension, financial penalty or termination of employment.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Definitions

Complaint means a verbal expression of dissatisfaction by an employee relating to his or her employment addressed to his or her Supervisor.

Employee means an employee, for the purposes of grievances, a person who occupies a full time position.

Grievance means a complaint in writing presented by an employee on his or her own behalf, or on behalf of himself or herself and one or more other employees.

Guidelines

- a. The Executive Director is responsible for:
 - i. Establishing guidelines concerning the grievance procedure
 - ii. Complying with rules of procedure including posting of notices concerning steps in the grievance procedure
 - iii. Consulting on and responding to grievances in the official language in which they are presented. Employees have the right to present grievances in the official languages as recognized in Nunavut, regardless of location, the internal language used, or the language requirements of their positions
 - iv. Any grievance lodged from outside of the Nunavut Impact Review Board against the Nunavut Impact Review Board must be referred to legal

Procedures

1. If an employee has a work related problem or issue, he/she should first attempt to resolve the matter with the person with whom she or he is having the dispute before initiating a Grievance Procedure.
2. If an employee cannot resolve a work related problem or issue, he/she is encouraged to discuss it with his/her immediate Supervisor. The Supervisor is responsible for investigating the complaint, making a determination and responding to the employee as soon as is practical.
3. If the employee is dissatisfied with the Supervisor's response, he/she can submit a Grievance to the Executive Director. The statement should outline the problem or issue, his/her Supervisor's decision, and should offer a solution(s).
4. The Executive Director will review the situation, make a determination and respond as soon as is practical.
 - i. The Executive Director's decision shall be final and binding on both parties.
5. Direct reports to the Executive Director must first address the complaint with the Executive Director.
 - i. If the Executive Director's response is unsatisfactory, that direct report may submit a Grievance to the Chairperson with a carbon copy to the Executive Director.
 - ii. The Chairperson's determination and decision will be final and binding on the Executive Director and the direct report.
6. The Executive Director can address any complaint or grievance to the Chairperson of the Nunavut Impact Review Board in the following circumstances:
 - i. The Executive Director must address a complaint he/she has with a Board Member
 - ii. The Executive Director has an unresolved complaint from an employee against a Board Member

Policy Type: Performance and Professional Conduct **PPC 8.4**

Board Policy: HARASSMENT

Policy

It is the policy of the Nunavut Impact Review Board to provide a work environment where all persons are treated with respect and dignity. Harassment in the workplace is unacceptable and will not be tolerated. All employees and Board Members working for the Nunavut Impact Review Board should enjoy a harassment free workplace.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Definitions

Harassment is any improper conduct by an individual, that is directed at and offensive to another person or persons in the workplace, and that the individual knew or ought reasonably to have known to cause offence or harm. It comprises any objectionable act, comment or display that demeans, belittles, or causes personal humiliation or embarrassment, and any act of intimidation or threat.

- i. *Harassment* is defined as one or a course of vexatious comment or conduct based on a prohibited ground listed in the Nunavut *Human Rights Act*, which is any of the following personal characteristics: race, color, creed, religion, sex, sexual orientation, age, disability, ancestry, ethnic origin, place of origin, citizenship, marital status, family status, pregnancy, lawful source of income, or a conviction for which a pardon has been granted, that is known or ought reasonably to be known to be unwelcome.
- ii. *Harassment* has the effect of creating a degrading, intimidating, hostile or marginalizing work environment for the person experiencing it. There may be circumstances where a single incident is serious enough to amount to harassment.
- iii. *Sexual Harassment* is any unwelcome conduct of a sexual nature that detrimentally affects the work environment or leads to adverse job-related consequences for the victim of the harassment.
- iv. *Personal Harassment* is not based on any of the prohibited grounds under the human rights legislation. It is a form of behavior that for a variety of reasons demeans or embarrasses a person. Personal harassment can occur between individuals and groups of employees.
- v. *Complaint* is a formal allegation of harassment submitted in writing to the Executive Director and which is based on actions defined as harassment.

- vi. *Confidential* means private and protected. Confidential information is received in trust and is protected from disclosure. Any unauthorized sharing of confidential information will result in disciplinary action.
- vii. *Delegated manager* is designated by the Executive Director to be accountable for a harassment complaint process.
- viii. *Mediation* is voluntary processes used to resolve conflict by having a neutral person help the disputing parties arrive at a mutually acceptable solution.

Guidelines

- a. The *Nunavut Human Rights Act* provides every person in the workplace the right to freedom from harassment based on race, national or ethnic origin, ancestry, color, citizenship, place of origin, creed, religion, age, sex, sexual orientation, pregnancy, marital status, family status, disability, lawful source of income, and a conviction for which a pardon has been granted. These are referred to as prohibited grounds.
- b. The Executive Director is responsible for ensuring employees and Board members are informed of this Policy
- c. All Nunavut Impact Review Board employees and Board Members are responsible for respecting the rights of others and contributing to a work environment that is free from any form of harassment.
- d. Senior management have an obligation to intervene promptly when they become aware of potentially improper or offensive conduct, and are expected to address any allegations of harassment of which they are aware, whether or not a complaint has been made. This may include working with the parties to resolve the conflict, or advising the harassed person to file a complaint or seek the advice of a member of the harassment investigation team. Directors are expected to handle all harassment situations confidentially.
- e. Sexual harassment may include, but is not limited to, one or any combination of the following situations:
 - i. A Supervisor, co-worker, subordinate or other person makes a sexual request or advance and promises a reward for agreeing to the request and/or deny a reward for rejecting the sexual request or advance.
 - ii. A Supervisor, co-worker, subordinate or other person punishes or threatens to punish a person for rejecting a sexual request or advance.
 - iii. A Supervisor, co-worker, subordinate or other person makes unwanted physical contact such as touching, pinching or patting.
 - iv. A Supervisor, co-worker, subordinate or other person persists in getting closer than necessary to a person.
 - v. A Supervisor, co-worker, subordinate, contractor or other person looks at a person's body in an intimidating manner.

- vi. A Supervisor, co-worker, subordinate or other person jokes, taunts, or makes remarks that are unacceptable and/or offensive to the person receiving them.
- vii. A Supervisor, co-worker, subordinate or other person displays pictures or other material that is distasteful, indecent or offensive to others.
- viii. A Supervisor, co-worker, subordinate or other person makes any kind of unwarranted or unsolicited sexual request or advance.

Harassment Investigation Team

1. All harassment complaints are treated seriously and confidentially and must be investigated in a timely manner, normally within thirty (30) days.
2. The Executive Director will handle harassment complaints made against a staff member and the Chairperson will handle harassment complaints made against the Executive Director or a Director.
3. When a complaint is received, the Executive Director or Chairperson should designate a harassment investigation team comprised of one (1) female and one (1) male Investigator (the "Investigator(s)").
 - i. Two (2) alternative Investigators may also be chosen.
 - ii. The Investigators may not be elected officials or subordinates of the parties involved in the complaint
 - iii. An investigator may be an external person outside of the organization
 - iv. Those involved in the harassment investigation should be made aware of this policy and who are the designated Investigators

Harassment Complaints

1. Once the Investigators receive a complaint from the Executive Director or the Chairperson, they must keep it private and confidential except when acting in accordance with this Policy.
2. At any time during an investigation the advice of legal counsel may be sought with the approval of the Executive Director or Chairperson.
3. Witnesses are expected to co-operate in the investigation process if and when called upon to do so. Witnesses are expected to limit the discussion of the complaint to those involved in the investigation of the complaint.
4. Failure of an Investigator, Executive Director, Chairperson or a witness who is an employee or Director of the Board to act in a private and confidential manner will be subject to the full range of disciplinary action up to and including dismissal or recommendation for removal from the Board.
5. The Executive Director, Chairperson and Investigators must watch for repercussions which may result from the filing of a complaint and ensure that employees or Board Members involved do not suffer unfavorable working conditions. If deemed necessary, this may include separating the complainant and the accused person, hierarchically, physically or both for the duration of the complaint process. Reprisals against employees or Board Members

because they have submitted a complaint and/or provided information to an Investigator will be handled in the same manner as a harassment complaint including the same procedures and penalties.

Harassment Investigation

1. In appropriate circumstances, as determined by the Executive Director, or Chairperson of the Board in the case of a complaint against the Executive Director, mediation may be offered before an investigation is commenced. Proceeding with mediation requires the consent of both the complainant and the accused person. If mediation is declined or the complainant or accused person withdraws from mediation, an investigation of the complaint must commence immediately.
2. The investigation of a harassment complaint will be carried out in accordance with the complaint process set out below and in accordance with principles of procedural fairness.
3. Investigators must be impartial.
4. The complainant and the accused person will receive information related to the complaint, including the allegations, in writing.
5. Both the complainant and the accused person will be given an opportunity to meet with the Investigators. The Investigators will also meet with any witnesses or individuals deemed to possess potentially relevant information.
6. Both the complainant and the accused person may, at their own expense, consult with a lawyer before any meeting or interview, and may be accompanied to any meeting or interview by a person of their choice who has agreed to accompany them and who is not a party to the investigation.
7. The complainant, the accused person and any witnesses will be permitted to review their respective statement, as recorded by the Investigators, to confirm its accuracy prior to the conclusion of an Investigation.
8. The complainant and the accused person will be permitted to review and respond to the draft report prior to the conclusion of an investigation. Both parties will be provided with a copy of the final report.

Outcomes

1. If the complaint is substantiated, the harasser will be subject to disciplinary action as recommended by the Investigators and the Executive Director or Chairperson up to and including dismissal or recommendation for removal from the Nunavut Impact Review Board, and:
 - i. Documentation of the substantiated complaint that does not identify the complainant will be placed on the harasser's personnel file.
 - ii. No record of the complaint will be placed on the complainant's personnel file unless the complaint is found to be intentionally false.

2. If the complaint is not substantiated, no record of the complaint will be placed on the accused person's personnel file and, subject to Outcome 3 below, no record of the complaint will be placed on the complainant's personnel file.
3. If the Investigators find that the complainant has filed an intentionally false complaint, the complainant could be subject to disciplinary action up to and including dismissal or a recommendation for removal from the Nunavut Impact Review Board. Documentation of the intentionally false complaint that does not identify the accused person will be placed on the complainant's personnel file.

Procedures

1. A complainant who believes harassment is occurring, should, if possible, immediately tell the harasser that the behavior or action is unacceptable, and to stop immediately. Even if the harassment does stop, the complainant may still lay a harassment complaint.
3. The complainant should keep a record of all related information surrounding the alleged harassment including:
 - i. Name(s) of accused person(s);
 - ii. Relationship of the accused person to the complainant (i.e. Supervisor, colleague);
 - iii. Nature of the allegation, including the date, location, circumstance and nature of the behavior;
 - iv. Names of witnesses (if any);
 - v. Date(s) and name(s) of individual(s) or Supervisor(s) previously advised of the harassment; and
 - vi. Date of submission of harassment complaint and the name of the persons who are handling the complaint.

Failure to maintain a record of the alleged harassment will not have a negative impact on the complainant's ability to make a complaint.

3. A complaint of harassment must be made in writing of the alleged harassment leading to the complaint. The envelope must be marked "Strictly Confidential" and filed with the Executive Director if made by a staff member or the Chairperson in the case of a complaint against the Executive Director or if made by a Director or the Executive Director. The complainant may request assistance to prepare the complaint from or for an Investigator.
4. The Executive Director or Chairperson receiving the complaint must screen the complaint to ensure it is prepared in accordance with Procedure 3, and seek additional information if necessary.
5. After reviewing the complaint, if the Executive Director or Chairperson determine that the complaint is not related to harassment, the complainant must be informed in writing and redirected to the appropriate avenue of recourse or suggest other means of resolving the issue.
6. Once a complaint is screened and reviewed pursuant to Procedures 4 and 5, and the Investigators are designated, the Investigators charged with investigating the complaint must inform the complainant in writing that an investigation will be conducted and inform the

accused person in writing that a complaint has been received and setting out the particulars of the complaint, including the allegations and the process for investigation.

7. Subject to Procedure 6, an investigation will begin as soon as a complaint has been accepted by the Investigators. The Investigators will advise the Supervisor of the complainant and the Supervisor of the accused person that an investigation is being conducted. No other details will be provided. The Investigators will obtain from the Executive Director the personnel files of the complainant, and the accused person, to determine if there are relevant incidents in the past.
8. The Investigators will ask for statements from the complainant, the accused person and any witnesses. The statements should contain:
 - i. A description of the events that took place at the time of the allegations, including the date, location, circumstances and nature of the behavior,
 - ii. The names of the individuals involved or witnessing the events that took place and the nature of their participation.
 - iii. An explanation of the behavior.
 - iv. Any circumstances that should be taken into consideration.
 - v. How the situation should be resolved.
 - vi. Any other information that will assist the Investigators.
9. The Investigators must give at least twenty four (24) hours notice of a meeting or interview to allow time for the complainant, accused person or witness to prepare for the meeting and obtain representation.
10. The Investigators will interview the complainant and the accused person separately.
11. The Investigators will interview witnesses separately explaining the harassment policy, the need for privacy and confidentiality, and the nature of the allegations including the names of the complainant and the accused person.
12. The Investigators may recommend to the Executive Director or the Chairperson if the complaint is against the Executive Director, whether actions should be taken to maintain a safe and productive work place, while the investigation occurs.
 - i. The Executive Director may extend the suspension for up to sixty (60) days. Suspensions over sixty (60) days require Board approval.
 - ii. If the complaint is against the Executive Director, the Chairperson may suspend the Executive Director for the duration of the investigation in order to maintain a safe and productive work place while the investigation takes place.
 - iii. If the complaint is against a Board Member, the Chairperson may suspend the Board Member for the duration of the investigation in order to maintain a safe and productive work place while the investigation takes place.
13. The complainant, the accused person and any witnesses will be permitted to review their respective statement as recorded by the Investigator, to confirm its accuracy prior to the conclusion of an investigation.

14. Prior to the conclusion of the investigation Investigators will write a draft report which includes:
 - i. Findings concerning the complaint and the alleged incident(s).
 - ii. How the complaint should be resolved.
 - iii. How similar problems can be prevented in the future.
15. The complainant and the accused person will be permitted reasonable time to review the draft report. The complainant and the accused person may respond in writing to the draft report within the time allowed by the Investigators. The Investigators will consider the written comments and may conduct further investigations and/or amend the draft report. If the draft report is substantially altered as a result of this review process, the complainant and accused person must be permitted reasonable time to review the second (and any subsequent) drafts of the report.
16. The final report must be delivered to the Executive Director, or Chairperson if the complaint is against the Executive Director or a Board Member, in an envelope marked 'Strictly Confidential.' The Executive Director or Chairperson will provide the complainant and the accused person with a copy of the final report and inform them in writing of the action that will be taken within seven (7) working days of receiving the report.
17. If the complaint is substantiated the Executive Director, or Chairperson if the complaint is against the Executive Director or a Board Member, will determine the appropriate course of action and make a recommendation to the Board concerning the appropriate form of discipline including and up to dismissal or a recommendation for removal from the Nunavut Impact Review Board. Final resolution of the matter should, subject to extenuating circumstances, occur within thirty (30) days of the complaint being filed.
18. If the complaint is found to be intentionally false, the Executive Director, or Chairperson in the case of the Executive Director or a Board Member, may reprimand, demote, suspend or terminate the employment or participation of the complainant from the Nunavut Impact Review Board.
19. The Executive Director may also take further steps to ensure the harassment or intentionally false accusations do not recur in the work place including:
 - i. Rearrange duties and responsibilities
 - ii. Change the hours of work
 - iii. Arrange compulsory training programs for employees, and in consultation with the Chairperson, Board Members.
20. The Executive Director shall cause the findings of the investigation and the action taken to be placed on the personnel file of the harasser if the complaint is substantiated, or the personnel file of the complainant if the accusation is found to be intentionally false.

Policy Type: Performance and Professional Conduct **PPC 8.5**

Board Policy: STANDARDS FOR TARDINESS AND ABSENTEEISM

Policy

It is the policy of the Nunavut Impact Review Board to consider absenteeism and tardiness to be serious disruptions that affect productivity and efficient operations. Employees are expected to be punctual and keep their absences from work to a minimum.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Definitions

Absenteeism means the unauthorized time off from work that occurs when an employee is not present during a scheduled work period.

Tardiness means unauthorized late arrival in connection with scheduled work, meal or break periods.

Guidelines

- a. Employees are expected to be at their workstation and ready to work at the start of their scheduled workday⁴⁰. The same is expected at the beginning and end of assigned lunch and break periods.
- b. If an employee is going to be late or absent, he/she must advise his/her Supervisor as far in advance as is possible.
 - i. If advance notice is not possible, the employee must call the Supervisor as close to his/her starting time as possible and no later than 8:45 am or 1:15 pm.
 - ii. When calling prior to the start of the scheduled workday, an employee must either speak directly with a member of management or leave a voice message for his/her Supervisor.
- c. A medical certificate is required when:
 - i. The employee's absence is of more than three (3) consecutive work days in duration⁴¹, or;
 - ii. When requested at any time by the Executive Director
- d. Unauthorized absences and unexcused tardiness will not be tolerated and could result in disciplinary action and/or possible termination of employment by the Executive Director for staff and in the case of the Executive Director, the Chairperson.⁴²

⁴⁰ See related policies - Maximum Hours of Work, Overtime and Hours of Work

⁴¹ See policy - Sick Leave

⁴² See Policy - Corrective Action

Policy Type: Performance and Professional Conduct **PPC 8.6**

Board Policy: **SUSPENSION PENDING AN INVESTIGATION**

Policy

It is the policy of the Nunavut Impact Review Board to investigate accusations of serious misconduct made against an employee and where warranted, suspend that employee until an investigation is completed.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Definitions

Investigator/s will be those third party person/s selected by the Executive Director.

Misconduct behavior not conforming to prevailing standards or laws; impropriety or dishonest or bad management, especially by persons entrusted or engaged to act on behalf of another or person or organization

Suspension Pending Investigation means an employee is suspended, with pay, to allow investigators to determine if the Board should dismiss/discipline an employee for misconduct or incompetence.

Guidelines

- a. The Executive Director will impose a suspension, with pay, pending an investigation when an employee is accused of serious misconduct.
- b. The Executive Director may suspend an employee with pay for up to thirty (30) days.
 - i. Investigators will determine if the Executive Director should cancel the suspension
 - ii. Investigators may find that the Executive Director should terminate the employment of the employee from the Nunavut Impact Review Board
 - iii. If the investigators determine that the employee's employment should be terminated, the Executive Director may authorize the termination, upon approval from the Board, and inform the employee in writing
- c. The Executive Director may extend the suspension for up to sixty (60) days. Suspensions over sixty (60) days require Board approval.
- d. The Chairperson shall carry out this policy should the alleged misconduct be that of the Executive Director

Misconduct Investigation Team

1. All misconduct investigations are treated seriously and confidentially and must be investigated in a timely manner, normally within thirty (30) days.
2. The Executive Director will handle misconduct investigation for a staff member and the Chairperson will handle misconduct investigation for the Executive Director.
3. When a misconduct investigation is required, the Executive Director or Chairperson should designate a misconduct investigation team comprised of one (1) female and one (1) male Investigator (the “Investigator(s)”).
 - i. Two (2) alternative Investigators may also be chosen.
 - ii. The investigators may not be elected officials or subordinates of the parties involved in the complaint
 - iii. An Investigator may be an external person outside of the organization
 - iv. Those involved in the misconduct investigation should be made aware of this policy and who are the designated Investigators

Misconduct Investigation

1. Once the Investigators receive a directive from the Executive Director or the Chairperson, they must keep it private and confidential except when acting in accordance with this Policy.
2. At any time during an investigation, legal counsel may be sought with the approval of the Executive Director or Chairperson.
3. Failure of an Investigator, Executive Director, Chairperson or a witness who is an employee of the Board to act in a private and confidential manner will be subject to the full range of disciplinary action up to and including dismissal or recommendation for removal from the Board.
4. The investigation of an occurrence of misconduct will be carried out in accordance with the investigation process set out below and in accordance with principles of procedural fairness.
 - i. Investigators must be impartial.
 - ii. The employee will receive information related to the alleged misconduct in writing.
 - iii. The employee will be given an opportunity to meet with the Investigators. The Investigators will also meet with any witnesses or individuals deemed to possess potentially relevant information.
 - iv. The employee, at his/her own expense may consult with a lawyer before any meeting or interview, and may be accompanied to any meeting or interview by a person of their choice who has agreed to accompany them and who is not a party to the investigation.
 - v. The employee will be permitted to review their respective statement, as recorded by the Investigators, to confirm its accuracy prior to the conclusion of an investigation.
 - vi. The employee will be permitted to review and respond to the draft report prior to the conclusion of an investigation.

Outcomes

1. If the misconduct is substantiated, the employee will be subject to disciplinary action as recommended by the Investigators and the Executive Director or Chairperson up to and including dismissal from the Nunavut Impact Review Board. Documentation of the substantiated misconduct will be placed on the employee's personnel file.
2. If the misconduct is not substantiated, no record of the misconduct investigation will be placed on the employee's personnel file.

Procedures

1. When an employee is accused of misconduct, the Executive Director, or the Chairperson may suspend an employee, with pay, pending an investigation.
 - i. Supporting documentation must accompany this recommendation.
 - ii. The Executive Director must show that continued attendance in the workplace may make it difficult for the Nunavut Impact Review Board to conduct the investigation, or that the alleged actions are so serious it is not appropriate for the employee to be at work.
2. After suspension the Executive Director must inform the employee in writing of the pending investigation and the employee's avenue of recourse or suggest other means of resolving the issue.
3. Once the investigation is initiated, Investigators are designated.
4. An investigation will begin as soon as the directive and corresponding documentation has been accepted by the Investigators. The Investigators will advise the Supervisor of the employee that an investigation is being conducted. No other details will be provided. The Investigators will obtain from the Executive Director the personnel files of the complainant to determine if there are relevant incidents in the past.
5. The Investigators will ask for statements from the employee and any witnesses. The statements should contain:
 - i. A description of the events that took place at the time of the allegations, including the date, location, circumstances and nature of the behavior,
 - ii. The names of the individuals involved or witnessing the events that took place and the nature of their participation.
 - iii. An explanation of the employee's behavior.
 - iv. Any circumstances that should be taken into consideration.
 - v. How the situation should be resolved.
 - vi. Any other information that will assist the Investigators.
6. The Investigators must give at least twenty four (24) hours notice of a meeting or interview to allow time for the employee or witness to prepare for the meeting and obtain representation.

7. The Investigators will interview the employee and witnesses separately explaining the Investigation process, the need for privacy and confidentiality, and the nature of the allegations of misconduct.
8. The employee and any witnesses will be permitted to review their respective statement as recorded by the Investigator, to confirm its accuracy prior to the conclusion of an investigation.
9. Prior to the conclusion of the investigation Investigators will write a draft report which includes:
 - i. Findings concerning the misconduct and the alleged incident(s)
 - ii. How the misconduct should be treated
 - iii. How similar problems can be prevented in the future.
10. The employee will be permitted reasonable time to review the draft report. The employee may respond in writing to the draft report within the time allowed by the Investigators. The Investigators will consider the written comments and may conduct further investigations and/or amend the draft report. If the draft report is substantially altered as a result of this review process, the employee must be permitted reasonable time to review the second (and any subsequent) drafts of the report.
11. The final report must be delivered to the Executive Director, or Chairperson if the misconduct is attributed to the Executive Director, in an envelope marked 'Strictly Confidential.' The Executive Director or Chairperson will provide the employee with a copy of the final report and inform him/her in writing of the action that will be taken within seven working days of receiving the report.
12. If the misconduct is substantiated the Executive Director, or Chairperson if the misconduct is attributed to the Executive Director, will determine the appropriate course of action and make a recommendation to the Board concerning the appropriate form of discipline including and up to dismissal or a recommendation for removal from the Nunavut Impact Review Board. Final resolution of the matter should, subject to extenuating circumstances, occur within thirty (30) days of the complaint being filed.
13. The Executive Director shall cause the findings of the investigation and the action taken to be placed on the personnel file of the employee if the misconduct is substantiated.
14. As a result of the report, the Executive Director may:
 - i. Terminate the employment of the employee with the Nunavut Impact Review Board for cause;
 - ii. Discipline the employee pursuant to the Corrective Action Policy;
 - iii. Remove the suspension and any reference to the suspension from the employee's file if he/she is cleared of all accusations.

WORKING & BOARD BUSINESS POLICIES

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Policy Type:	Working and Board Business	WBB 9.1
Board Policy:	ACCESS TO INFORMATION	

Policy

It is the policy of the Nunavut Impact Review Board to comply with the *Access to Information Act* and regulations for access to Nunavut Impact Review Board information.

Application

This policy applies to all employees, Board Members of the Nunavut Impact Review Board and any individual or agency making a request for Nunavut Impact Review Board information.

Definitions

Access to Information Request Form means the form prescribed by the Nunavut Impact Review Board for the purpose of requesting access to records under the control of the Nunavut Impact Review Board.

Guidelines

- a. This policy may be cited as the Access to Information Regulations for the Nunavut Impact Review Board.
- b. A record that does not exist but can be produced from a machine readable record under the control of the Nunavut Impact Review Board need not be produced where the production thereof would unreasonably interfere with operations.
- c. Where, in the opinion of the Executive Director, access to particular Nunavut Impact Review Board information would be harmful to the Nunavut Impact Review Board, or contrary to policy, or prohibited by law, information will not be provided where disclosure is exempted under the Access to Information Act.

Procedures

1. A request for access to a record shall be made by forwarding to the Executive Director:
 - i. A completed Access to Information Request Form that has come through the court or Access to Information Director; or
 - ii. A written request that provides sufficient detail to enable the Executive Director to identify the record.
 - iii. The Director of Finance and Administration will produce a report by the end of May of each year of all requests for access to Nunavut Impact Review Board information.
2. Where access to a record is to be given to a person, the Executive Director, shall inform the person:

- i. That the record may be examined by that person in order to save the cost of reproduction of the record;
 - ii. That the person may specify that he/she requires only certain parts of the record to be reproduced;
 - iii. Of the estimated total cost of the search for the record and preparation of the record for disclosure fees and where the Nunavut Impact Review Board has the technology in place; and
 - iv. Of any amount required to be paid before access is given to the record including the cost of production or reproduction.
3. The Executive Director may, within fifteen (15) days after a request for access to a record is received, notify the person or agency making the request that the information they are seeking resides with and is under the purview of another organization.
4. Where a person is given access to a record or part thereof under the control of the Nunavut Impact Review Board, the Executive Director may require that the person be given an opportunity to examine the record or part thereof, rather than a copy of the record or part thereof if:
 - i. The record or part thereof is so lengthy that reproduction of the record or part thereof would unreasonably interfere with the operations; or
 - ii. The record or part thereof is in a form that does not readily lend itself to reproduction.
5. Where a person is given access to a record or part thereof under the control of the Nunavut Impact Review Board, the Executive Director shall provide the person with an opportunity to examine the record or part thereof, rather than with a copy of the record or part thereof, where providing a copy to that person is prohibited by or under another Act of Parliament or government.
6. Where a person is given access to a record under the control of the Nunavut Impact Review Board, the Executive Director may require that the person be given a copy of the record, rather than an opportunity to examine it if:
 - i. The record forms a disclosable part of a record for which disclosure may otherwise be refused under the Act and from which it cannot reasonably be severed for examination; or
 - ii. The record is in a form that does not readily lend itself to examination.
7. Where access to a record under the control of the Nunavut Impact Review Board, is given in the form of an opportunity to examine the record, the Executive Director shall:
 - i. Provide reasonable facilities for the examination; and
 - ii. Set a time for the examination that is convenient both for the institution and the person.
8. The Executive Director shall not give a person who requests access to any record access thereto until that person has paid any fee or other amount or part thereof required to be paid in respect of that request.

9. No information accessed through Access to Nunavut Impact Review Board Information may be published or sold by any person accessing the information without the expressed approval of the Nunavut Impact Review Board.
10. The Director of Finance and Administration is responsible for filing annual reports required under the *Access to Information Act*

Policy Type:	Working and Board Business	WBB 9.2
Board Policy:	BUSINESS ATTIRE AND GROOMING	

Policy

It is the policy of the Nunavut Impact Review Board to offer employees the opportunity to dress in casual business attire. This casual dress code is intended to allow employees to work comfortably and to save money on clothing costs. However, employees are responsible for ensuring that their dress and grooming project a positive image of the Nunavut Impact Review Board to the public.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Guidelines

- a. Employees and Board Members should use good judgment and follow the guidelines below in determining appropriate dress and grooming:
 - i. Casual business attire encompasses many looks. However, for purposes of this policy, casual business attire means clothing that allows employees to feel comfortable at work, yet is appropriate for an office environment. Casual business attire includes, but is not limited to: slacks, jeans, khakis, sport shirts, skirts and dresses, walking (knee length) shorts, turtlenecks, sweaters, loafers, dress sandals and proper footwear. Discrete lip, nose or any earring(s) on a visible part of the body are also acceptable.
 - ii. Unacceptable clothing includes, but is not limited to: tee shirts with offensive slogans or pictures; sweatpants, sweatshirts, or workout attire; cutoffs, beach attire, clothing that is revealing, distracting or provocative in nature.
 - ii. Hairstyles, make-up and the grooming of beards and mustaches are left to the discretion of employees. However, employees' personal grooming should contribute to a clean neat appearance.
 - iii. This policy does not require employees to purchase casual business attire. Employees who prefer to dress in formal or traditional business attire should feel free to do so.
 - iv. Clothing must be neat and clean and personal hygiene attended to so that no offensive odors are present.
- b. Exceptions
 - i. Employees should consider their level of public contact and the types of meetings they are scheduled to attend in determining the type of attire that is appropriate. Employees who are hosting or attending meetings with the public, partners, vendors, or employees from outside establishments should refrain from wearing casual attire, unless meeting attendees agree in advance to follow the casual business attire policy.

- ii. The Nunavut Impact Review Board will make reasonable accommodation for dress or grooming directly related to an employee's religion, ethnicity, or disabilities.
- c. Policy Interpretation
- i. The Executive Director is responsible ensuring this Business Attire policy is enforced and for counseling employees whose appearance is inappropriate.
 - ii. Corrective action⁴³ is appropriate for dress or grooming that is offensive, excessively distracting, or in direct conflict with this policy.

⁴³ See policy - Corrective Action

Policy Type:	Working and Board Business	WBB 9.3
Board Policy:	CHILDCARE REIMBURSEMENT	

Policy

It is the policy of the Nunavut Impact Review Board to reinforce the importance of family values and commitments of employees and Board Members who must travel, from time to time, outside their home communities to fulfill the mandate of the Nunavut Impact Review Board by assisting with child care expenses.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Definitions

Duty Travel means traveling on authorized Nunavut Impact Review Board business

Incurred Childcare expenses are defined for this policy as expenses that exceed those which would normally have been incurred for childcare on a regular day to day basis while in the employee's home community

Guidelines

- a. An employee or Board Member, when authorized to travel for work, may be reimbursed to a maximum as outlined in the Treasury Board Guidelines for Incurred Childcare.
- b. Receipts of such expenses must be provided for reimbursement. (Signed letter from child caregiver of payment for services will be accepted as a form of receipt).
- c. The Director of Finance and Administration will process payment of such expenses upon receipt of the Expense Claim Form for Childcare expenses.

Procedures

1. Employees must receive authorization from the Executive Director or the Chairperson to establish a claim for *Incurred Childcare* expenses
2. Board Members must receive authorization from the Executive Director to establish a claim for *Incurred Childcare* expenses
3. Employees and Board Members must provide proof of authorization for the amount, fill in an Expense Claim Form and supply receipts for *Incurred Childcare* expenses during a period of duty travel. (Signed letter from child caregiver of payment for services will be accepted as a form of receipt).
4. The Director of Finance and Administration will process payment of such expenses upon receipt of the Expense Claim Form for Incurred Childcare expenses.

Policy Type: Working and Board Business **WBB 9.4**

Board Policy: DUTY TRAVEL

Policy

It is the policy of the Nunavut Impact Review Board that employees and Board Members will be reimbursed, as per Treasury Board Guidelines, for the cost of reasonable expenses incurred while on duty travel.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Definitions

Commercial Accommodation means a private business that charges for providing overnight accommodation

Declaration a written statement signed by the traveller attesting to and listing the expenses for payment without receipt.

Duty Travel means traveling on authorized Nunavut Impact Review Board business

Economy class the standard class of air travel, including special discount fares, which excludes first class and business class or equivalents

Employee a person employed with the Nunavut Impact Review Board, and in most cases, also applies to members of the Board.

Employer the Nunavut Impact Review Board

Government and institutional accommodation federal government training centres, universities, colleges, Canadian or foreign military establishments, DVA hospitals, trailers, tents and other facilities owned, controlled, authorized or arranged by the Crown, including other educational institutions that provide sleeping accommodation.

Private non-commercial accommodation private dwelling or non-commercial facilities where the traveller does not normally reside

Receipt an original document or carbon copy showing the date and amount of expenditure paid by the traveller.

Guidelines

General

- a. This policy is deemed to be part of the employment agreement between the Nunavut Impact Review Board and its employees. It replaces any other policy, policy or guideline applicable to travel on Nunavut Impact Review Board business.
- b. All requests for duty travel and transportation for employees and Board Members must be submitted at least ten (10) working days in advance and be approved by the Direct Supervisor or the Executive Director. The ten (10) days requirement can be waived in the case of last minute travel.
- c. All duty travel costs, including transportation, must be arranged by the Director of Finance and Administration for travel solutions that are of the shortest duration and give first choice to Inuit-owned carriers.
- d. Business class may be used for flights in excess of three (3) hours in duration, with the approval of the Executive Director for staff or in the case of the Executive Director and Board Members, the Chair of the Board.
- e. The Nunavut Impact Review Board will not pay additional overtime, airline fees, travel fees, honoraria, accommodation, meals or living expenses when an employee or Board Member makes unauthorized changes to arranged travel that unnecessarily extends travel time or incurs unnecessary expenses. The difference will be paid by that employee or Board Member.
- f. The Director of Finance and Administration will retain copies of all travel documents including the authorization, a request for advance if required, and the travel expense claim.

Accommodation

- a. Employees and Board Members must use commercial accommodation with corporate or standard room rates whenever possible.
- b. Employees or Board Members may stay in private accommodation (billeting) at a rate set as per Treasury Board guidelines, when authorized prior to the stay. Payment will be made by the Director of Finance and Administration in the form of a cheque, made payable to the billet, upon receipt of the completed signed billet form. (invoices must be provided)

Chartered Aircraft⁴⁴

- a. The hiring of chartered aircraft requires the prior approval of the Executive Director when it can be demonstrated that:
 - i. The number of people involved, the cost of accommodation incurred in waiting for a scheduled flight, or other factors make it more economical to hire a charter; or
 - ii. It is clearly not practical to use scheduled flights, for example in the case of an extended community tour

Currency Exchange

The costs incurred in converting reasonable sums to foreign currencies and/or reconvertng any unused balance to Canadian currency shall be reimbursed, based upon receipts, from all

⁴⁴ See policy - Travel on Board Chartered Aircraft

transactions and sources. When these costs are not supported by receipts, the average Bank of Canada currency exchange rate shall apply. In cases where the Bank of Canada does not provide an exchange rate, an alternate bank rate from an established institution, as determined by the Board, shall be applied. The rate shall be the average of the rates applicable on the initial date into the country and the final date out of the country.

Death While on Duty Travel

If an employee dies while in travel status, the Board shall authorize the payment of necessary expenses that are additional to those which might have been incurred had the death occurred in the place of work or residence. Reimbursement of costs incurred shall be reduced by any amount payable under some other authority. Expenses payable are:

- a. At the place where death occurred: ambulance, hearse, embalming/cremation, outside crate/container (but not the cost of a coffin/urn) and any other services or items required by local health laws; and
- b. Transportation of the remains to the place of work or residence or, if desired by the survivors, to another location, up to the cost of transportation to the place of work or residence. Costs for an escort over and above the costs included in transporting the remains are payable only when an escort is required by law.
- c. Where the remains are not transported, travel for next-of-kin or a representative of the family to the place of burial shall be reimbursed as though that person were an employee.

Emergencies, Illnesses and Injuries While On Travel Status

Payment for the use of a suitable conveyance, such as an ambulance or taxi, shall be authorized where an employee becomes ill or is injured when, in the opinion of the Board, the employee, or the attending medical practitioner, the nature of the illness or injury requires that the employee be transported to a medical treatment facility, the workplace, the travel-related accommodation, or home.

- a. An employee shall be reimbursed the necessary expenses incurred as a result of illness or accident occurring while in travel status, to the extent that the Board is satisfied the expenses were additional to those which might have been incurred had the employee not been absent from home, and which were not otherwise payable to the employee under an insurance policy or other authority.
- b. An employee, who becomes ill or is injured while outside Canada shall, where practical, be provided with a justifiable, accountable advance when incurring sizeable medical expenses. Such advances would subsequently be repaid to the Board under the Board's or employee's private insurance plans or other authority.
- c. When, in the opinion of the attending physician, an employee's condition resulting from illness or injury warrants the presence of the next-of-kin or a representative of the family, actual and reasonable travel expenses may be reimbursed, as if that person were an employee.
- d. An employee may be authorized to return earlier than scheduled as a result of personal illness or accident or in the event of emergency situations at home (e.g. serious illness in the opinion of a physician, fire, flood, ice storm).

International Travel

When an employee is required to proceed outside Canada on authorized Nunavut Impact Review Board business, the Board shall make the necessary arrangements for obtaining an appropriate passport and/or visa, and any required inoculations, vaccinations, X-rays and certificates of health, at no expense to the employee.

Overpayments

Overpayments, namely amounts reimbursed or paid to travelers, which are not in accordance with the terms of this policy, shall be recovered as soon as possible from the traveler as a debt owing to the Nunavut Impact Review Board.

Meals and Incidentals

Per diem rates cover the costs of meals and other expenses such as tips to service personnel. Where meals are included through attendance at a work-related function during duty travel, these amounts are to be excluded from the Travel Claim. Per diem rates are adjusted with the most current rates of Treasury Board Guidelines.

Other Allowable Expenses except Incidental

a. Other allowable expenses include:

i. *Baggage*

- Costs for storage and excess baggage charges will be reimbursed if the extra charges were necessitated by the performance of duties while on duty travel
- Costs for insurance for lost luggage will be covered with the corporate credit card
- Costs for a second bag will be reimbursed when for legitimate business or travel reasons a change of airline results in a charge for a second bag.

ii. *Business expenses* - Including internet access, photocopies, faxing, meeting room rentals and catering, A/V equipment and other business related expenses.

iii. *Child Care Reimbursement* – See policy Child Care Reimbursement

iv. *Laundry* – expenses of up to fifteen dollars (\$15.00) will be paid for laundry services after every five (5) consecutive days on duty travel with receipts being required

v. *Telephone*

- The cost of calls to immediate family members will be covered to a maximum of ten (10) minutes per day
- All long distance calls must be made with a Board Calling Card or paid for and claimed on an Expense form
- Long distance calls charged to a hotel will be last resort for making telephone calls

vi. *Taxis* – reasonable costs for taxis will be reimbursed for necessary business related travel:

- Taxi expenses must be explained unless the purpose of the trip is self-evident

- Taxis should not be authorized for repeated trips between places if convenient public transportation is available
- b. The following expenses cannot be claimed:
 - i. Rental of television or receiving sets
 - ii. Purchases of a personal nature such as baggage, clothing, etc.
 - iii. Any expenses for stopovers due to personal reasons
 - iv. Any expenses during periods of leave with or without pay
 - v. Any money or personal belongings that are lost or stolen

Privately Owned Vehicle

- a. Employees and Board Members require pre-authorization for using a privately owned vehicle for Duty Travel.
 - i. Expense claims for the use of a privately owned vehicle cannot exceed the costs the employee would have incurred if traveling by commercial means.
 - ii. The allowances for use of a privately owned vehicle will be as per the Treasury Board guidelines and the Canadian Warehousing Official Distance Guide and include parking charges ferry, bridge, road or tunnel tolls or other travel expenses where applicable.
 - iii. Employees are responsible to have appropriate personal insurance when using their privately owned vehicle for Nunavut Impact Review Board business.
 - iv. Damage, loss or liability is the employee's responsibility when using a privately owned vehicle for Nunavut Impact Review Board business except when claimed under the WSCC.

Receipts

Where the traveler certifies that a receipt was lost, accidentally destroyed or unobtainable, a personal declaration may replace the receipt.

Rental Vehicles

Rental trucks/cars can be used when it is the most economical or reasonable means of transportation. Receipts must be submitted with Travel Expense Claim. Unless covered by a credit card, collision damage and insurance must be purchased for the entire period that a vehicle is rented.

Travel Advance

- a. A Travel Advance may be provided to the employee to cover approved expenses while the individual is on Board-related travel.
- b. A Travel Advance must be approved by the appropriate Director and the Director of Finance and Administration.
- c. A Travel Advance for Board Members is made in accordance with the Governance Policies.

- d. A Travel Advance cannot exceed the total amount of eligible per diems that would be earned for the duration of the approved travel.

Procedures⁴⁵

1. Once duty travel has been authorized by a Director or the Executive Director, employees and Board Members must submit a Travel Authorization and Expense Claim Form, where possible, at least ten (10) working days prior to travel in order to have travel arranged and where appropriate an advance for travel expenses provided.
 - i. The Executive Director may, where appropriate, authorize the Director of Finance and Administration to make travel arrangements for Board Members without their having to submit a Travel Authorization Form and Expense Claim Form.
 - ii. The Finance Department, upon request from a Board Member, will complete all forms required for travel for the Board Member.
 - iii. The Finance Department shall prepare a Travel Advance cheque in the amount authorized, if requested. Any associated fees must be paid by the employee or the Board Member.
2. Within ten (10) working days of completion of duty travel employees, and where applicable Board Members, must complete a Travel Expense Claim Form itemizing the expenses incurred.
 - i. One copy of the Travel Expense Claim Form signed by the employee and accompanied by supporting receipts⁴⁶ and explanations as required should be forwarded to his/her immediate Supervisor for review and approval.
 - ii. A Director, after approving the Expense Claim Travel must forward it to the Director of Finance and Administration for processing
 - iii. Board Members should submit the Expense Claim Travel directly to the Finance Department and must be authorized by the Executive Director.
 - iv. Any Travel Advances received will be deducted from the total amount of the travel expenses. If the travel advance is greater than the actual travel expenses, the difference will be recovered from the employee or Board Member at the next pay period.
3. The Director of Finance and Administration shall maintain a record of all Travel Advances and Travel Expense Claims provided to employees and Board Members.
4. The Finance Department will process all Travel Claims within fifteen (15) working days upon receipt. If extenuating circumstances occur, the Director of Finance and Administration and the Executive Director must be notified immediately.
5. The Director of Finance and Administration or Executive Director shall notify Board Members immediately if extenuating circumstance result in a delay in processing Board Members Travel Claims.

⁴⁵ See Nunavut Impact Review Board Travel Procedures document for detailed travel procedures

⁴⁶ Receipts includes all boarding passes for flights

Policy Type:	Working and Board Business	WBB 9.5
Board Policy:	ELECTRONIC AUTHORIZATION	

Policy

It is the policy of the Nunavut Impact Review Board that electronic business transactions must be properly authorized, validated and safeguarded against loss, alteration, duplication, substitution or destruction.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Definitions

Business Transaction is any event, condition, action or commitment, the result of which is the acquisition, disposition or use of assets or resources; the increase or reduction in a liability; the receipt or payment of funds; or the provision of services of which a client is charged. Business transactions occur commonly in, but are not limited to, such diverse areas as finance, administration, personnel, contracts, and program management. Business transactions may also include formal approvals or authorizations such as correspondence.

Electronic Authorization is the process by which a digital signature is linked to electronic business transactions to signify that a person with delegated authority has effectively authorized the further processing of that data and cannot credibly deny that s/he has done so.

Electronic Authentication is the process by which an electronic authorization is verified to ensure, before further processing, that the authorizer can be positively identified, that the integrity of the authorized data was preserved and that the data are original.

Confidentiality refers to information being made available or disclosed only to individuals, entities or processes authorized to see or use that information.

Data Integrity is the quality or condition of being accurate and complete and not altered or destroyed in an unauthorized manner.

Digital Signature is the cryptographic transformation of data, which when added to a message, allows the recipient to verify the signer and whether the initial message has been altered or the signature forged since the transformation was made.

Key Management is a process designed to ensure that the keys and keying material used in the authorization and authentication process are managed in accordance with a security policy. The process includes the generation, distribution, application, certification, storage, archiving and destruction of keys. A key is a sequence of symbols that controls the operation of encryption and decryption.

Guidelines

- a. Electronic authorization and authentication (EAA) is the electronic process that affixes proof of authorization to a transaction, contributes to the protection of data integrity and ensures that the authorizer can be identified. Together with appropriate management practices, this will result in accountability controls for the conduct of electronic business.
- b. Sound management practice requires the Nunavut Impact Review Board to establish and maintain adequate controls within their systems to ensure the completeness, accuracy, and authority of all business transactions. These controls are also essential to good management control and accountability.
- c. With the advancement of technology, the availability of powerful electronic workstations and networks, and the requirement to make operations as efficient as possible, administrative systems are moving towards seamless, on-line systems and a paperless environment.
- d. Manual controls are used in paper-based systems. For example, a signature has always been the most desirable form of evidence of authorization or confirmation of work performed. A signature clearly designates who is assuming responsibility for each control function and is suitable at all levels of responsibility.
- e. These controls are an essential part of any system and ensure that all transactions are entered and processed accurately, and that information is properly authorized. In general, standards of accuracy and authority required for transaction data apply equally to financial, operational and administrative data.
- f. In a paperless environment there must be an electronic alternative available to replace the function of the paper signature. Controls would ensure that the electronic signature is as unique to an individual as his or her own signature and that the integrity of that signature is maintained to ensure both the accountability and protection of the person assuming responsibility.
- g. Another important aspect of paperless systems is that the delegation of authority⁴⁷ process could also be paperless. In such cases the delegation of authorities and their communication can be done electronically.

Procedures

1. The integrity of electronic business transactions must be maintained at all times.
2. A digital signature may be used to authorize electronic business transactions.
3. Electronic authorizations of electronic business transactions must be authenticated.
4. The electronic authentication process must effectively and positively identify the authorizer, in such a way that he or she will not be able to credibly deny having authorized a transaction.
5. A complete audit trail of the electronic business transactions, including electronic authorization and authentication, must be maintained.
6. The integrity and confidentiality of the electronic authorization and authentication system and processes must be maintained at all times.

⁴⁷ See policy - Delegation of Authority

7. The Executive Director must have performed a threat and risk assessment to evaluate the potential threats to the electronic business system as well as to the electronic authorization and authentication process and to determine the level of control required to minimize the risks, commensurate with costs.
8. The Executive Director must establish policies and procedures that will ensure that an adequate level of control is maintained on all processes involving the electronic authorization and authentication of business data.
9. The Executive Director must establish policies and procedures that will ensure that the distribution and communication of authorities and the delegation process itself, when in an electronic form, are protected by an approved digital signature and key management process.
10. The Executive Director will conduct or order to have conducted internal audits of compliance with this policy and the efficiency of its implementation and make that information available to the Board.

Policy Type:	Working and Board Business	WBB 9.6
Board Policy:	EMERGENCIES AND INCLEMENT WEATHER	

Policy

It is the policy of the Nunavut Impact Review Board to recognize that emergencies and inclement weather conditions that prevent employees from reporting to work are situations over which the Nunavut Impact Review Board has no control, but will treat as required on an incident by incident basis.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Definitions

Adverse weather of a serious nature is weather conditions that may prohibit some employees from reporting to work but that may not necessarily involve the closing of the office.

Emergency closing conditions is weather conditions that necessitate the closing of the office. Conditions that may be hazardous to life or safety and may warrant closing of the office include life threatening weather such as snow, ice, blizzard, extremely low visibility, extreme temperatures, hurricane, tornado, earthquake, flood or other natural disaster.

Guidelines

- a. The Nunavut Impact Review Board has a duty to ensure safety and health in the workplace. The Board will not require employees to show up to work if conditions are hazardous to their health and safety.
- b. Employees are expected to make a reasonable attempt to get to work when unfavorable weather conditions prevail.
- c. If an employee is unable to report to work because of adverse weather, he/she will have the option of using an annual day, lieu time, or special leave or be charged for a day without pay.
- d. If the Director of Finance and Administration or Executive Director decides to suspend operations because of emergency closing weather conditions, employees will be paid for their regularly scheduled hours for that day. Should this occur, the Nunavut Impact Review Board will make every effort to contact employees by telephone.
- e. If a morning closure has been announced, employees are deemed to be on standby and are expected to go back to work at any time during the workday if the situation has improved.
- f. If the office remains open, employees who anticipate problems in transportation or childcare due to school or childcare facility closure should be permitted and encouraged to avail themselves of leave privileges.

- g. If an employee reports to work when operations has been suspended and remains at work for his/her regularly scheduled hours, the employee will be compensated with a paid day off (the compensating day to be chosen at the discretion of the Executive Director).
- h. The closure of other offices or places of work in the community under other adverse weather policies does not apply to the Nunavut Impact Review Board.
- i. Employees who are on vacation leave or sick leave when an office closure had been determined are not eligible to claim a credit to their vacation or sick leave entitlement.

Procedures

- 1. Implementation of this policy is delegated to the Director of Finance and Administration, who shall consult as appropriate with other Directors and the Executive Director before making any decision with respect to this policy.
- 2. The Director of Finance and Administration, or his/her designee, shall immediately report an office closing to the Executive Director.
- 3. The Director of Finance and Administration will endeavor to contact other Directors by 8:00 a.m. should a decision to close the office due to adverse weather be made. Similarly, Directors will endeavor to contact staff within their department by 8:15 a.m.
- 4. A decision in accordance with this policy shall take into account the following weather related factors: conditions of roads; outside temperature; wind chill factor; and visibility.

Policy Type:	Working and Board Business	WBB 9.7
Board Policy:	FRAGRANCE FREE ENVIRONMENT	

Policy

It is the policy of the Nunavut Impact Review Board to encourage employees and Board Members who in the course of their duties are in direct or indirect contact with other internal or external people to be aware of products that are or have potential to be toxic and dangerous.

Application

This policy applies to employees and Board Members of the Nunavut Impact Review Board.

Definitions

MCS Multiple Chemical Sensitive

EI Environment Illness

Guidelines

- a. The purpose of this directive is to outline the critical dangers associated with the toxic properties of fragrances and scents.
- b. Toxic Fragrances
 - i. Chemical fragrances are present in most laundry detergents, fabric softeners, anti-cling products, dish-washing liquids, disinfectants, soaps, shampoos and other hair products, deodorants, cosmetics, suntan/sunscreen lotions, aftershaves, colognes, perfumes, incense, analgesic creams, and lip balms.
 - ii. Often products marked "unscented" or "hypoallergenic" are falsely labeled and actually contain toxic fragrances.
- c. A Vital Matter of Health – Who is Affected?
 - i. The number of people with MCS (Multiple Chemical Sensitive) or who are EI (Environmentally Ill) is widespread - and rapidly increasing.
 - ii. Being around someone who's wearing a scented product (or who's wearing clothes that have picked up smells from past use of scented products) can cause MCS and EI people to:

- Develop obvious allergy symptoms (sneezing, coughing, watery eyes)	- Develop muscle cramps or spinal subluxations
- Have an asthma attack	- Have a seizure or lose consciousness
- Become dizzy	- Experience exhaustion/weakness
- Have trouble focusing, thinking or remembering	- Develop rashes

- Develop a headache
- Experience sudden mood changes
- Experience neuromotor dysfunction
- Develop swollen lymph glands
- Have heart palpitations
- Have nausea and vomiting
- In extreme cases die

Procedures

1. Overcoming Typical Reactions of Fragrance Wearers

- i. It is understandable that people may feel puzzled, annoyed, hurt, intimidated, or even vaguely insulted by a request to not wear scented products when they are going to be around a certain person or going to be in a certain space.
- ii. As in many other situations, the best way to understand is to not misunderstand.
- iii. Most misunderstandings about this subject arise from two common assumptions:
 - That the no-fragrance request is somehow about you as a person.
 - That the request is about scents or fragrances as such. In fact, it's all about chemicals.
- iv. As we *comply with this policy*, we have the opportunity to protect not only our own health, but to educate others regarding the toxic dangers inherent in fragrances and scented products that are dangerous to their health.

Policy Type: Working and Board Business

WBB 9.8

Board Policy: GARNISHMENT

Policy

It is the policy of the Nunavut Impact Review Board to follow garnishment procedures that have been designed by Treasury Board so that the Nunavut Impact Review Board can respond to garnishee summonses within the specified time limits.

Application

This policy applies to all employees of the Nunavut Impact Review Board and may apply to contractors with specific, long term contracts with the Nunavut Impact Review Board.

Definitions

Employee means any person employed by the Nunavut Impact Review Board.

Garnishable fees include all moneys payable as fees, honoraria or similar payments to a contractor for performing a service, office or position. Except where a contract specifically differentiates between fees and expenses, such as traveling expenses, the specified expenses are not included

Garnishable salary means the basic pay payable to an employee for performing the regular duties of a position or office, and any amount payable as an allowance, special remuneration, payment for overtime or other compensation or gratuity, excluding any amount deemed to be excluded from that person's salary. Amounts deemed to be excluded include, for example, a reimbursement for out-of-pocket expenses incurred while performing duties and compulsory deductions such as income tax, CPP/QPP contributions, Employment Insurance premiums, DI/LTD premiums and Superannuation contributions

Garnishee summons includes any documents or court order of like import issued following a judgment

Pay period is the period commencing on the day following the day that that person's salary cheque is normally dated and ending on the day that his next salary cheque is normally dated". In other words, "pay period" means the interval between regular pay cheques

Guidelines

- a. Accountability:
 - i. The Nunavut Impact Review Board is responsible for ensuring that the necessary garnishment procedures are established for complying with garnishee summonses within the legal time limits.
- b. Monitoring

- i. To monitor and ensure systematic processing of garnishments, the Director of Finance and Administration must keep a log detailing the processing of garnishment documents.
- ii. The log may include the following information: the debtor's name and pay list; the court or enforcement agency and the file number; the date the application for garnishment was served; the expiry date of the garnishee summons; the type of garnishee summons; the amount of the garnishee summons, and information on whether it is a percentage or a set amount, and whether arrears apply; the date the cheque was sent to the court; the cheque amount; and the balance owing, if applicable.

Procedures

1. On receiving a garnishee summons, the Nunavut Impact Review Board shall immediately take whatever steps are necessary to determine whether the debtor is, in fact, an employee.
2. When a garnishee summons is served, it is binding according to the garnishment laws of the province/territory/jurisdiction from which it was issued, even though the employee who is the judgment debtor may live or work outside that province/territory/jurisdiction.
3. If the debtor is an employee:
 - i. Immediately determine the garnishable salary of the employee;
 - ii. Determine the amount to be paid to the court and where necessary seek advice from counsel on the requirements of territorial law;
 - iii. If the net amount of the garnishable debtor's cheque is insufficient to satisfy the amount due to the court, determine which voluntary deduction(s) should be suspended.
 - iv. Immediately inform the employee that a garnishee summons has been received requiring the Nunavut Impact Review Board to remit a portion of his or her pay to the court.
 - v. If required, consult the employee to determine which voluntary deduction should be suspended.
 - vi. If the employee disputes the garnishment, inform him or her that until the summons is withdrawn by order of the court, you are required by law to remit the money to the court.
 - vii. In all instances, confirm personal interviews with the employee in writing; and
 - viii. To ensure that the garnisheed money is available within the prescribed time limits, the direct pay deposit service may have to be suspended; if so, notify the employee.
4. Debtor is not an employee
 - i. If the Nunavut Impact Review Board has no record of the debtor, or if, on the basis of the information provided, the debtor cannot be satisfactorily identified, the Nunavut Impact Review Board must inform the court office that forwarded the documents fifteen (15) days or less after the day the documents are served.
 - ii. If the debtor was, but is no longer an employee, the Nunavut Impact Review Board must quickly inform the court office that forwarded the documents and provide the

particulars of departure, such as the date of retirement or resignation, or the date of transfer and the name of the debtor's new organization.

5. Procedures to withhold and remit amount to the court.

- i. Re-confirm the amount to be paid to the court
- ii. When the net pay is insufficient to cover the garnishment amount, cease some or all of the employee's voluntary deductions. There will be no retroactivity on the reinstatement of the deductions.
- iii. The following compulsory deductions do not form part of salary for garnishment purposes and, consequently, must not be stopped:
 - Deductions for debts due to the Crown repayment of Canada Student Loans and income tax arrears
 - Canada Pension Plan/Quebec Pension Plan contributions;
 - Death benefit contributions;
 - Employment Insurance premiums
 - Federal and provincial Income Tax;
 - Union dues (but not any other amount deducted and payable to the union, such as insurance premiums);
 - Provincial health care premiums; and
 - Disability/Long Term Disability insurance premiums.
- iv. Voluntary deductions form part of salary for garnishment purposes.
- v. Consequently, some or all of them must be stopped to satisfy the court order when the net pay is insufficient.
- vi. Discretion must be used in deciding which voluntary deductions should be suspended.
- vii. The employee, when possible, must be consulted.
- viii. If the net amount of the pay cheque is short by a small amount, a small voluntary deduction should be suspended; if short by a large amount, a large voluntary deduction such as a credit union or a Canada Savings Bonds deduction should be temporarily suspended.
- ix. Deductions for voluntary insurance plans should be suspended only when it is absolutely necessary to do so to satisfy the amount of the garnishee summons or if the employee so directs.
- x. When voluntary deductions have been suspended and a garnishee summons is withdrawn by order of the court, the stated deductions will not have been made.
- xi. The employee will, as a result, receive a larger cheque than normal and will have to take care of his or her own voluntary payments for that pay period.
- xii. Example of some voluntary deductions:

- Canada or Quebec Savings Bonds;
 - Credit Unions;
 - Charitable donations;
 - Union insurances;
 - Health Care Plan
- xiii. The amount to be paid to the court or must be withheld from the second pay period next following the pay period in which the summons was binding.
- xiv. Moneys must be in the hands of the court or the office indicated in the garnishee summons within fifteen (15) calendar days after the last day of the pay period in which they were withheld.
- xv. The cheque must clearly identify the garnishee summons, including the names of the parties and the court file number. The balance due to the employee must be made available on the official pay day.
6. Adjustment or termination of a garnishment order
- i. The court will provide written instructions advising if it is a one time or a continuing garnishee summons.
 - ii. A continuing garnishee summons cannot be adjusted or terminated while the debtor remains an employee, unless you are ordered by the court to do so.
 - iii. When it is anticipated that the summons amount will be completely recovered or that the summons will soon expire, confirm this by telephone with the appropriate court before stopping the garnishment deduction, and notify the court in writing.
 - iv. If an employee retires or moves to a private or a public organization notify the court of the termination date and advise them, in writing, as to when final payments subject to garnishment will follow.
7. Confidentiality
- i. Information relating to garnishment is highly confidential.
 - ii. It must be kept in a separate file to avoid misuse of the information to the detriment of the employee.
 - iii. This information is not normally considered in relation to an employee's work performance but it may be a factor where security or reliability screening is required in relation to a particular position.
 - iv. No employee may be dismissed, suspended or laid off solely on the grounds that garnishment proceedings may be or have been taken with respect to him/her.
8. Checklist
- i. Determine if debtor is an employee
 - ii. Start a garnishment log and checklist.
 - iii. Start a file with employee's name.

- iv. Determine which pay cheque/direct pay deposit is garnishable;
- v. Determine amounts to be paid to the court and to the employee; check whether the net pay is large enough; if not, determine which voluntary deduction(s) should be suspended;
- vi. Notify the employee (confirm in writing);
- vii. Initiate required pay action(s);
- viii. If necessary, suspend voluntary deduction(s) and direct pay deposit;
- ix. If necessary, advise finance to hold the pay cheque or request a recall or intercept on direct pay deposit;
- x. If manual intervention is required on initial garnishment recovery, requisition two cheques (one for the court and one for the employee). If not, make arrangements for a cheque to be issued to the court;
- xi. Ensure that the employee's cheque/direct deposit is available on pay day and send the cheque to the court or the office indicated in the garnishee summons. If appropriate, make arrangements for future cheques to go to the court or the office indicated in the garnishee summons; and,
- xii. Stop the garnishment deduction in the appropriate pay period.

Policy Type:	Working and Board Business	WBB 9.9
Board Policy:	INTERNATIONAL DUTY TRAVEL	

Policy

It is the policy of the Nunavut Impact Review Board to authorize employees and Board Members to travel to a foreign country for reasons that the Board deems beneficial to the Board which may include:

- Attend a conference, seminar or association meeting
- Study a specific feature of the society
- Participate in an exchange program
- Study a specific feature in a technical field
- Observe the government of another country

Application

This policy applies to all employees and Board Members of Nunavut Impact Review Board.

Guidelines

- a. All international travel must be in the approved budget
- b. Employees or Board Members on international duty travel in another country are expected to use travel time to the best possible advantage.
- c. Public relations is considered a significant function of the visit and diplomacy must be exercised at all times
- d. Travel expenses for employees or Board Members traveling in a foreign country are paid in U.S. dollars or the currency of the country.

Procedures

1. To apply for international duty travel to a foreign country, an employee or Director must submit a request to the Executive Director.
2. The request must include:
 - i. A statement of the purpose for the trip, what the trip is intended to accomplish and how the Nunavut Impact Review Board will benefit from the trip
 - ii. A short description of background information supporting the request
 - iii. A cost estimate for the trip including entertainment expenses where applicable
 - iv. The funding arrangements planned for the trip
 - v. The qualifications of the employee who plans to travel
3. For Director international duty travel, the Executive Director will review the request with the Chairperson. The Chairperson is responsible for approving or denying the request.

4. For employee international duty travel, the Executive Director will review, then approve or deny the request.
5. If approved, the employee or Board Member is responsible for:
 - i. Acquiring a passport
 - ii. Notifying the host agency of travel plans
 - iii. Purchasing the appropriate currency, traveler's cheques, etc.
 - iv. Arranging for any necessary supplementary medical insurance
6. The employee will file a report on the trip upon return.
7. A copy of the travel report will be sent to the Board.

Policy Type:	Working and Board Business	WBB 9.10
Board Policy:	INTERNET AND E-MAIL USE	

Policy

It is the policy of the Nunavut Impact Review Board to make clear the expectations and restrictions related to Internet and e-mail use.

Application

This policy applies to all employees and Board Members and duly authorized representatives of the Nunavut Impact Review Board accessing the Internet through Nunavut Impact Review Board equipment or networks.

Guidelines

- a. The Internet is a vast and rapidly growing network of networks that links millions of users and computers around the world.
- b. This linkage encompasses many public, government, corporate, commercial and educational sites and individuals; and enables Internet users to easily access and sharing of a wealth of information.
- c. The Nunavut Impact Review Board may allocate computers to employees and Board Members.
- d. Further, the Nunavut Impact Review Board may allocate Internet access and e-mail accounts to those employees and Board Members.
- e. These resources (computers, internet access and e-mail accounts) remain the property of the Nunavut Impact Review Board.
- f. Such allocations are undertaken to assist employees and Board Members in completing job responsibilities in an efficient manner.
- g. The Nunavut Impact Review Board allows limited personal use of computer equipment during authorized breaks in the work day. In allowing this privilege, the Board requires that such personal use not be malicious, unethical, or in support of any unlawful dealings. Personal judgment, company policies, and the individual employee's discretion are expected to mandate how much personal use transpires, and the nature of the use.
- h. The Nunavut Impact Review Board respects the individual privacy of its employees. However, employee privacy does not extend to the employee's work-related conduct or to the use of Nunavut Impact Review Board provided equipment or supplies. All information accessed on, saved on, or distributed from, Nunavut Impact Review Board provided equipment is considered the information and/or property of Nunavut Impact Review Board, not the information and/or property of the user.
- i. The electronic mail system is available to assist employees in the performance of their job. It is intended for official Nunavut Impact Review Board business. Incidental and occasional

personal use of e-mail is permitted by the Nunavut Impact Review Board, but these messages will be treated the same as other messages. Nunavut Impact Review Board reserves the right to access and disclose, as necessary, and without notice, all messages sent over its e-mail system, without regard to content.

- j. Employees and Board Members have an obligation to use their access to the Internet in a responsible and informed way, conforming to network etiquette, customs, and courtesies.
- k. Employees and Board Members shall respect intellectual property rights at all times when obtaining information over the Internet.
- l. Unless the right is explicitly waived, authors of electronic material have copyright and intellectual property rights.
- m. Permission must be acquired before duplicating information and where author permission is given and credits are to be included.
- n. Use of Nunavut Impact Review Board facilities or equipment to make abusive, unethical, unprofessional or “inappropriate,” use of the Internet or e-mail accounts will not be tolerated
- o. Examples of inappropriate use of the Internet include, but are not limited to, the following:
 - Communicating with persons or agencies or systems that are not related to the job or Board business
 - Personal opinions, political business and non-business issues should not be addressed to chat groups or other public forums on the Internet from Nunavut Impact Review Board facilities
 - Conducting illegal activities
 - Accessing or downloading pornographic material
 - Gambling
 - Soliciting for personal gain or profit
 - Revealing or publicizing proprietary or sensitive information
 - Using the internet or e-mail system to access or produce hate mail, harassment, discriminatory remarks and other behavior that has a similar effect
 - Representing personal opinions as those of the Nunavut Impact Review Board
 - Making or posting indecent remarks, proposals or pictures
 - Transmitting, receiving or storing pornographic material, hate propaganda, or materials that are offensive, degrading or demeaning to the extent it would constitute harassment
 - Transmitting, receiving or storing data and material that is not work related or relevant to Board operations
 - Accessing or operating non-business programs or sites that slow down the system, including playing music
 - Using the network for the unauthorized publications of Nunavut Impact Review Board information

- Uploading or downloading commercial software in violations of its copyright
 - Downloading any software or electronic files without reasonable virus protection measures in place
 - Using the Internet in ways that violate federal or territorial or provincial laws
 - Employees should be aware that the use of Nunavut Impact Review Board computers is subject to monitoring by the Nunavut Impact Review Board and an audit log of every Internet access transaction may be implemented and maintained by the Nunavut Impact Review Board.
- p. Executable software, which is downloaded from the Internet, should not be run for the first time on a PC connected to the Board network. It should be tested on a stand-alone system that is not crucial to day to day operations. This minimizes the risk of damage to Board assets from malicious software.
- q. Employees and Board Members are expected to read this policy regarding access to the Internet, become familiar with the guidelines and adhere to them every time they access the Internet.
- r. Employees and Board Members are reminded that their Nunavut Impact Review Board e-mail accounts are not a private form of communication and remain the property of the Board.
- s. The Nunavut Impact Review Board reserves the right to access any employee's Nunavut Impact Review Board e-mail account.
- t. Any violation of this policy may result in corrective action, up to and including termination of employment or appointment.

Procedures

1. Use of Nunavut Impact Review Board computers systems or equipment and the Internet by Nunavut Impact Review Board employees or Board Members or duly authorized representatives is permitted and use encouraged in cases where such use is both suitable for business purposes and supports the goals and objectives of the Nunavut Impact Review Board.
2. Access may be revoked at any time for conduct, which does not conform to the policies set out in this document. In addition, the Nunavut Impact Review Board may take disciplinary action up to and including termination of employment.
3. The Executive Director must ensure that employees read and sign the Internet and E-Mail Use Form prior to using Nunavut Impact Review Board computer systems or equipment⁴⁸.

⁴⁸ Equipment, Internet & E-Mail Conduct and Responsibility Form available from Administration

Policy Type: Working and Board Business **WBB 9.11**

Board Policy: MOTORIZED VEHICLE USE

Policy

It is the policy of the Nunavut Impact Review Board to provide, where required, employees and Board Members and duly authorized individuals with motorized vehicles for the performance of their official duties with the Nunavut Impact Review Board.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board and duly authorized individuals.

Guidelines

- a. This policy applies whether or not the Nunavut Impact Review Board owns a vehicle.
- b. To provide for proper control and usage and to reduce maintenance costs and accident prevention, these motorized vehicle usage guidelines shall be adhered to.
- c. The Executive Director has the authority and is accountable for the use and control of all Nunavut Impact Review Board motorized vehicles and for administering and enforcing this policy.
- d. Nunavut Impact Review Board employees, Board Members or duly authorized individuals:
 - i. Must be authorized by the Executive Director to operate a motorized vehicle (owned or leased or rented) by the Nunavut Impact Review Board
 - ii. Must be in possession of a valid driver's licence of a class that authorizes the operation of that vehicle
 - iii. Must have the appropriate insurance.
- e. Employees and Board Members and duly authorized individuals may require a motorized vehicle for their use in the course of their official duties both during and after normal working hours. It is recognized that there are special needs in the use of motorized vehicles outside normal working hours.
- f. The Executive Director may under special circumstances, and commensurate with the situation, compensate an employee for use of their personal vehicle or for use of a public vehicle when on Nunavut Impact Review Board business.

Procedures

1. Upon approval from the Executive Director, an employee or duly authorized individual may take a motorized vehicle for the purpose stated only and return it to the designated area as directed by the Executive Director.
2. No personal use may be made of a Nunavut Impact Review Board motorized vehicle unless authorization is obtained from the Executive Director.

3. All Nunavut Impact Review Board motorized vehicles shall be stored under lock and key after normal working hours in an area designated by the Executive Director.
4. It is the operator's responsibility when a Nunavut Impact Review Board motorized vehicle is involved in an accident to take the following steps:
 - i. Notify the RCMP or appropriate policing authority and report all accidents or damages to the Nunavut Impact Review Board motorized vehicle to the Executive Director
 - ii. Complete and submit a motorized vehicle accident report to the Executive Director
 - iii. In the instance where a Nunavut Impact Review Board employee, or Director or duly authorized individual is convicted for a driving offence that results in an accident with a Nunavut Impact Review Board motorized vehicle, that person will be required to pay the deductible portion of the insurance costs or for repairs not covered under insurance.
5. For cost saving measures, a Nunavut Impact Review Board motorized vehicle may be used to transport employees, Board Members, duly authorized individuals and courier parcels to and from airports.
6. Under no circumstance shall a Nunavut Impact Review Board employee, or duly authorized individual operate a Board motorized vehicle if they are under the influence of alcohol or drugs or have a performance limiting condition that impairs their ability to drive.
7. Any person who violates this policy may be subject to the rules and guidelines as specified under the Nunavut Impact Review Board's Corrective Action Policy⁴⁹.
8. Expense claims for personal authorized vehicle use shall be submitted no less than monthly to the Executive Director for approval.

⁴⁹ See policy - Corrective Action

Policy Type: **Working and Board Business** **WBB 9.12**

Board Policy: **PERSONAL PROPERTY**

Policy⁵⁰

It is the policy of the Nunavut Impact Review Board to not be responsible for the loss of personal property on Nunavut Impact Review Board property. An employee should report the loss or discovery of any personal property at once to his/her immediate Supervisor and the RCMP if appropriate.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

⁵⁰ See Policy – Facilities Safety & Security

Policy Type: Working and Board Business **WBB 9.13**

Board Policy: RELEASE OF INFORMATION TO THE MEDIA

Policy

It is the policy of the Nunavut Impact Review Board that no information regarding Board business, employees or clients may be released to the media without the consent of the Executive Director and/or Chairperson. Media includes:

- Newspapers
- Television
- Radio
- Magazines
- Video
- Film
- Any other individual or agency seeking information

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Guidelines

- a. The goal of the Board in providing public information is to preserve the right to privacy of business, employees and clients while being responsive to media queries and coverage and the need for publicity and public information.
- b. Fostering good relations with the news media and providing for a free flow of public information is vital to keeping citizens informed of Board services and issues. The Board supports good relations with the media and making relevant information available to the public while preserving a policy of non-attribution in business affairs.

Procedure

1. To insure the Board meets public information goals, all requests for information specifically related to Board clients, employees, operations, and events must first be submitted to the Executive Director for approval and direction as to how that information will be made available to the media.
 - i. The Executive Director, in representing the Board, is responsible for Board relationships and issuance of information to all external media.
 - ii. By their very nature, information about clients and internal affairs are not public forums.
 - iii. Unless specifically agreed to beforehand, no information will be made available to external news media "on the record" from any employee.
 - iv. No employee may be quoted by name, or title concerning comments he or she has made regarding a client or operations without the approval of the Executive Director or Chairperson.

- v. Employees shall not answer any questions from the media at any time where Board services are being provided or where any Board operations are taking place, without the approval of the Executive Director or Chairperson.
- vi. News media opportunities (including interviews, press conferences, photo opportunities) will be held at the discretion of the Executive Director and/or Chairperson.
- vii. Media, with the approval of the Executive Director, may plug into the Audio systems used by Nunavut Impact Review Board at public meetings. Although not legally binding, media who record public meetings through Nunavut Impact Review Board equipment will be asked to obtain permission from any participant before quoting in the media.
- viii. The Board reserves the right to refuse entry to reporters arriving without prior approval, or without proper credentials.
- ix. Any employee who releases unauthorized information to the media will be subject to disciplinary action, up to and including termination, in addition to possible legal action.
- x. The Manager of Communications is authorized to post notices of public hearings.
- xi. Director of Finance and Administration is authorized to post notice related to employment opportunities and contracting services (i.e., request for proposals).

Policy Type: **Working and Board Business** **WBB 9.14**

Board Policy: **SEARCHES, INSPECTIONS AND INVESTIGATIONS**

Policy

It is the policy of the Nunavut Impact Review Board to reserve the right to inspect all Nunavut Impact Review Board property (including but not limited to employee housing, workstations, file cabinets, computers, electronic files, and e-mail accounts etc.) to prevent serious injury and to prevent the Board of crimes on Nunavut Impact Review Board premises. The Nunavut Impact Review Board reserves the right to conduct inspections at any time, without notice.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Guideline

- a. The Executive Director reserves the right to conduct at headquarters or satellite offices, inspections at any time, without notice.

Policy Type: Working and Board Business

WBB 9.15

Board Policy: SOFTWARE

Policy

It is the policy of the Nunavut Impact Review Board to respect and adhere to all computer software copyrights and to adhere to the terms of all software licenses to which the Nunavut Impact Review Board is a party. It is also the policy of the Nunavut Impact Review Board to manage its software assets and to ensure that the Nunavut Impact Review Board installs and uses only legal software on its PCs (including portables) and servers.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Guidelines⁵¹

- a. The Nunavut Impact Review Board licenses the use of computer software from a variety of third parties.
- b. Such software is normally copyrighted by the software developer and, unless expressly authorized to do so, the Nunavut Impact Review Board has no right to make copies of the software.
- c. The purpose of this policy is to prevent copyright infringement and to ensure proper software asset management.
- d. The Nunavut Impact Review Board will take all steps necessary to prohibit its users from duplicating any licensed software or related documentation for use either on Nunavut Impact Review Board premises or elsewhere unless the Nunavut Impact Review Board is expressly authorized to do so by agreement with the licensor.
- e. Unauthorized duplication of software may subject users and/or the Nunavut Impact Review Board to both civil and criminal penalties under the Canadian Copyright Act.
- f. The Nunavut Impact Review Board must not permit any employee to use software in any manner inconsistent with its applicable license agreement, including giving or receiving software from clients, contractors, customers and others.
- g. It is the policy of the Nunavut Impact Review Board to acquire copy, distribute, transmit and use software in accordance with the software management policies of the Nunavut Impact Review Board and the terms and conditions in any license agreement accompanying a particular software product.
- h. User Education
 - i. The Nunavut Impact Review Board will provide and require a software education program for all of its software users.

⁵¹ Equipment, Internet & E-Mail Conduct and Responsibility Form available from Administration

- ii. New users will be provided the same education program within ten (10) days of the commencement of their employment.
- i. Budgeting for Software
 - i. When acquiring computer hardware, software and training, the Board must budget to meet the full costs at the time of acquisition.
 - ii. When purchasing software for existing computers, the Board must charge the purchases to the budget for information technology or other appropriate budget set aside for tracking software purchases.
- j. Acquisition of Software
 - i. Legitimate software will be provided to all users who need it.
 - ii. All requests for software, including upgrades, must be submitted to the Executive Director.
 - iii. All software acquired by the Board must be purchased through the Executive Director.
 - iv. Software will be purchased only from reputable, authorized sellers.
 - v. Software may not be purchased through user corporate credit cards, petty cash, travel, or entertainment budgets.
 - vi. If any software is acquired by any employee other than the Executive Director, that employee shall immediately notify the Executive Director and identify and document the acquired software.
 - vii. This applies to acquisitions of hardware that includes bundled or pre-loaded software.
 - viii. Software acquisition channels are restricted to ensure that the Board has a complete record of all software that has been purchased for Board computers and can register, support, and upgrade such software accordingly.
 - ix. This includes software that may be downloaded and/or purchased from the Internet.
- k. Registration of Software
 - i. When the Nunavut Impact Review Board receives purchased software, Director of Finance and Administration must complete registration and inventory requirements before installation.
 - ii. The Director of Finance and Administration is responsible for completing the registration forms and returning it (via publisher prescribed means) to the software publisher.
 - iii. Software must be registered in the name of the Nunavut Impact Review Board.
 - iv. Due to personnel turnover, software must never be registered in the name of an individual user.
- l. Installation of Software
 - i. Software must be installed by the System Administrator, Executive Director or designate expressly authorized by the System Administrator to install software on Nunavut Impact Review Board computers or servers.

- ii. A software upgrade shall not be installed on a computer that does not already have a copy of the original version of the software loaded on it.
- m. Storage of Software and Documentation
 - i. Once installed, the original media will be kept in a safe storage area maintained by Administration.
 - ii. Administration will also store all original software licenses and registration and purchasing information in a safe storage area.
 - iii. User manuals, if provided, must reside with the Finance and Administration Department, but may be loaned to users who must keep a record of who has borrowed the manual/s.
 - iv. The Director of Finance and Administration shall destroy all copies of software that are obsolete or that the Nunavut Impact Review Board is no longer licensed to use.
- n. Record Keeping
 - i. The Director of Finance and Administration must keep and maintain a register, in a safe location, of all Nunavut Impact Review Board software.
 - ii. The register must contain: (a) the title and publisher of the software; (b) the date and source of software acquisition; (c) the location of each installation as well as the serial number of the hardware on which each copy of the software is installed; (d) the existence and location of back-up copies; and (e) the software product's serial number.
- o. Software Use
 - i. No employee may use software unless the Nunavut Impact Review Board has first obtained an appropriate license for that software.
 - ii. Before an employee is permitted to use a particular software program, the Executive Director or System Administrator shall ensure that users are instructed on the proper usage of a particular software program and informed of any use restrictions included within a license agreement accompanying the program.
- p. Internet Downloads
 - i. Unless otherwise noted, all software, music, and audiovisual works found on the Internet shall be considered copyrighted works.
 - ii. Therefore, employees are prohibited from downloading these files without permission from the copyright holder.
 - iii. Software programs or other files that are downloaded from the Internet must be scanned with virus detection software before installation or execution.
 - iv. All appropriate precautions should be taken to detect for a virus and, if necessary, to prevent its spread.
 - v. Employees shall not place company material (copyrighted software, internal correspondence, etc.) on any publicly accessible Internet computer without prior permission.
- q. Using Nunavut Impact Review Board Software on Home Computers

- i. Board-owned software cannot be taken home and loaded on an employee's home computer if it resides on a Nunavut Impact Review Board computer or server.
 - ii. If an employee is authorized to use Nunavut Impact Review Board software at home, the Nunavut Impact Review Board will purchase a separate package and record it as a Nunavut Impact Review Board -owned asset in the software register.
 - iii. Some software companies provide in their license agreements that home use is permitted under certain circumstances.
 - iv. If an employee needs to use software at home, he/she should consult with the Director of Finance and Administration to determine if applicable licenses permit home use.
- r. Use of Shareware
 - i. Shareware software is copyrighted software.
 - ii. It is the policy of the Nunavut Impact Review Board to pay shareware authors the fee they specify for use of their products and to abide by any license terms and conditions accompanying the software.
 - iii. Under this policy, acquisition and registration of shareware products will be handled the same way as for commercial software products.
- s. Software Audits
 - i. The Board reserves the right to inspect an employee's computer system for violations of this policy.
 - ii. The System Administrator will conduct a regular audit of all Nunavut Impact Review Board computers (including portables) and servers, to ensure that the Nunavut Impact Review Board is in compliance with all software licenses.
 - iii. Periodic, random audits will be conducted as appropriate.
 - iv. Audits will be conducted using an effective auditing software product in a manner that is the least intrusive and disruptive to the employee's work.
 - v. The full cooperation of all employees is required during audits.
 - vi. Employees must not remove or delete software.
 - vii. Removal or deletion of software must be done only by the System Administrator.
- t. Duty to Report Under-licensing - Any employee who becomes aware of the installation, copying, use, distribution, or transmission of software within the Nunavut Impact Review Board that is illegal or conflicts with the Board software management policies shall promptly notify the Executive Director.
- u. Discipline
 - i. Any infringing activity by an employee may be construed as the responsibility of the Nunavut Impact Review Board.
 - ii. The Nunavut Impact Review Board may choose to hold the employee liable for their actions.

- iii. An employee, who makes, acquires, or uses unauthorized copies of software, will be disciplined as appropriate under the circumstances⁵².

⁵² See policy - Corrective Action

Policy Type:	Working and Board Business	WBB 9.16
Board Policy:	TELEPHONE CALLS	

Policy

It is the policy of the Nunavut Impact Review Board that personal use of Nunavut Impact Review Board telephones and in-coming calls of a personal nature are to be limited to a minimal level and for emergencies and very urgent matters.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Guidelines

- a. Incoming telephone calls are an important part of Nunavut Impact Review Board business. It is one of the major ways in which the Board interfaces with the public and partners.
- b. Nunavut Impact Review Board telephones are not to be used where the use of that phone impedes the performance of the job or creates a dangerous situation.
- c. Employees will be required to reimburse the Board for the expense of any personal long distance telephone calls.
- d. Personal cell phones are not to be used while on the job or on Board property, except for making business related calls or in emergencies or very urgent matters.
- e. Violation of this policy could subject an employee to corrective action⁵³.
- f. Exceptions to this policy must be approved by the Executive Director or Chairperson.

⁵³ See policy - Corrective Action

Policy Type:	Working and Board Business	WBB 9.17
Board Policy:	TELEWORK	

Policy

It is the policy of the Nunavut Impact Review Board to recognize the opportunities that a flexible working arrangement such as the telework option can present and encourages the implementation of telework arrangements where it is economically and operationally feasible to do so in a fair, equitable and transparent manner.

Application

This policy applies to all employees of the Nunavut Impact Review Board.

Definitions

Designated workplace: the employee's designated workplace or business address where the employee would work if there were no telework situation.

Telework: a flexible work arrangement whereby employees have approval to carry out some or all of their work duties from a telework place.

Telework place: the alternative location where the employee is permitted to carry out the work otherwise performed at or from their designated workplace.

Guidelines

- a. The Nunavut Impact Review Board is committed to providing policies and provisions designed to help employees balance their work, personal, and family responsibilities.
- b. In keeping with the goal of being a workplace of choice, this policy will assist in meeting both business and sustainable development objectives while satisfying the growing needs of employees to improve their overall quality of life.
- c. Flexibility in the workplace to accommodate work, personal and family needs can result in benefits to organizations such as:
 - i. A competitive edge for attracting and retaining highly skilled individuals;
 - ii. Reduced levels of employee stress and conflict;
 - iii. Higher levels of productivity and reduced absenteeism;
 - iv. Higher levels of employee satisfaction and motivation;
 - v. A more satisfying work environment;
 - vi. Ability to accommodate employment related needs for employment equity designated group members.

- d. Both the Executive Director and employees are responsible to ensure that operational needs of the Nunavut Impact Review Board are met and that neither productivity nor costs are negatively impacted by the application of this policy.
- e. In order to create and sustain a work environment that promotes and encourages work-life balance, there is a requirement for the Executive Director to implement effective and efficient human resource practices such as accommodating telework requests, where it is economical and operationally feasible to do so.
- f. The Nunavut Impact Review Board must periodically evaluate the implementation of this policy to ensure it contributes to the well-being of the Nunavut Impact Review Board and be able to demonstrate that tele-working arrangements comply with the conditions outlined in this policy.

Procedures

- 1. The approval of each telework situation shall be made on a case-by-case basis at the discretion of the Executive Director.
- 2. Participation in telework is voluntary; that is, no employee shall be required to telework.
- 3. Prior to approving requests from employees to telework, whether for some or all of the regular workweek, the Executive Director shall ensure that the following conditions apply:
 - i. The nature of the work to be performed at the telework place is operationally feasible;
 - ii. The overall quality and quantity of work carried out in the designated workplace shall be sustained by the employee in the telework place;
 - iii. The work done at the telework place should be cost effective. Certain up-front costs are permissible, provided they can be recouped over a reasonable period;
 - iv. The terms and conditions of employment and the application of existing policies and legislation will continue to apply in telework situations;
 - v. The details of the telework arrangement must be discussed and agreed upon between the employee participating in the telework situation and the Executive Director and at the request of either party these details will be put in writing.
 - vi. These details must as a minimum include:
 - The voluntary nature of the arrangement
 - The duration of the arrangement
 - The specific days the employee will telework;
 - Hours of work;
 - Whether the arrangement will be regular or episodic
 - The telework location
 - Work objectives and expected results
 - Issues of liability (personal and equipment);

- Responsibility for costs associated with telework (utilities and insurance);
 - Safety and health responsibilities;
 - Impact on colleagues;
 - The requirement to adhere to all aspects of Board policies, rules and regulations;
- vii. A telework arrangement can be terminated at any time, with reasonable notice by either party.
- viii. Once requests are approved, the Executive Director should ensure employees who will be tele-working and their colleagues understand the impacts and practical considerations of the telework situation.
4. Equipment and electronic network requirements for any telework arrangement shall be decided upon on a case by case basis and an agreement reached between the Executive Director and the employee prior to undertaking a telework situation:
- i. Where the employer provides the equipment, the Nunavut Impact Review Board will assume the responsibility for normal maintenance and repair;
 - ii. If, the employee requests to telework using his/her own equipment, then he/she is responsible for the maintenance and repair unless otherwise agreed to by the Executive Director
5. Employees who participate in telework are responsible for:
- i. The costs of maintaining the telework place (such as insurance, heat, and hydro);
 - ii. Ensuring that a telework arrangement is in accordance with the municipal zoning regulations and in accordance with the employee's residential lease, if applicable;
 - iii. Adequately equipping the telework place from a safety and health point of view;
 - iv. Respecting the terms and conditions of employment, legislation, and policies, at the telework place; and
 - v. Using supplies, equipment and electronic networks belonging to the Nunavut Impact Review Board only, for the purposes of carrying out the employer's work unless otherwise authorized by the Executive Director.
 - vi. Full replacement or repair costs as a result of misuse of Nunavut Impact Review Board equipment.

Policy Type: Working and Board Business **WBB 9.18**

Board Policy: TRAVEL ON BOARD CHARTERED AIRCRAFT

Policy

It is the policy of the Nunavut Impact Review Board to deny access to Nunavut Impact Review Board chartered flights to anyone who is not an employee, a Director or an individual or agency or organization who has not been authorized by the Executive Director to be a passenger on that chartered flight.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board and any individual or agency or organization making a request to travel on a Nunavut Impact Review Board chartered aircraft.

Guidelines

- a. The Nunavut Impact Review Board realizes that the charter of aircraft services within Nunavut is critical to the efficient business of the Nunavut Impact Review Board across the territory, due to the limited availability of other means of transportation to many communities. Air charters are used only when more economical travel, such as scheduled air service, is unavailable or impractical.
- b. In chartering aircraft services, the Nunavut Impact Review Board assumes a liability for the safety and security of its employees, its Board Members and authorized passengers traveling on that flight.
- c. The Board is in no position to extend that liability to incidental or unauthorized, non-paying passengers. This includes the family or friends of employees or Board Members, or any external agency or organization.
- d. Any incidental or unauthorized individual or agency or organization wanting travel on a Nunavut Impact Review Board chartered aircraft must first receive authorization from the Executive Director.
- e. Although time may be of the essence, no unauthorized person or persons will be allowed on a Nunavut Impact Review Board chartered aircraft unless it is an emergency situation.
- f. The Executive Director may negotiate an arrangement to share the services and expenses for a chartered aircraft and give authorization to any individual or agency or organization as a result of that negotiation.

Procedures

1. A request by unauthorized individuals or agencies or organizations for access to a Nunavut Impact Review Board chartered aircraft must be made to the Executive Director.
2. The Executive Director will make a determination to grant authorization; and if so, whether charges will apply.

3. Charges will be determined by pro-rating and assigning the costs of the air charter to individuals or agencies or organizations.
4. All incidental or unauthorized individual travel on Nunavut Impact Review Board chartered aircraft must have the associated liability forms completed and approved prior to taking the flight.

Policy Type: Working and Board Business **WBB 9.19**

Board Policy: USE OF BOARD ASSIGNED EQUIPMENT

Policy

It is the policy of the Nunavut Impact Review Board to have on file for each employee an Assigned Board Owned Asset List of the Board owned equipment and non-expendable material provided to and signed for by the employee. This Nunavut Impact Review Board owned equipment and material that is used by an employee must be immediately returned to the Nunavut Impact Review Board upon request or the termination of employment or service with the Nunavut Impact Review Board.

Application

This policy applies to all employees and Board Members of the Nunavut Impact Review Board.

Guidelines

- a. The Executive Director must ensure that all Employment Agreements for Staff and the signature of the Equipment, Internet and E-Mail Conduct & Responsibility Form includes the obligation of staff and Board Members to:
 - i. Sign for receipt of all assigned, Nunavut Impact Review Board owned equipment and non-expendable material
 - ii. Provide due care and attention in the use of Nunavut Impact Review Board owned assigned equipment and materials and not cause or permit damage or defilement, or use them for unauthorized purposes.
 - iii. Return immediately upon request or termination of employment or service all assigned, Nunavut Impact Review Board owned equipment and materials including laptops, cell phones, etc. that were signed for by the employee or Director.
- b. The Director of Finance and Administration must ensure that an Assigned Nunavut Impact Review Board Owned Asset List is on file for each employee who receives and has signed for Nunavut Impact Review Board owned equipment or non-expendable material.
- c. The Director of Finance and Administration must ensure the acquisition of all assigned Nunavut Impact Review Board owned equipment and non-expendable material from and employee who has received a request to return or who has terminated employment or service with the Nunavut Impact Review Board.
- d. The Nunavut Impact Review Board cannot withhold final pay or payouts of benefits when an employee has terminated employment or service with the Nunavut Impact Review Board.
- e. If an employee refuses, upon request, to return all assigned Nunavut Impact Review Board owned equipment or material in his/her possession, the Nunavut Impact Review Board may pursue the return of its assets or payment through the courts.

GLOSSARY OF TERMS

Abandonment of position means an employee, without approval and without cause, has not reported for duty during a period of five (5) consecutive work days or more.

Absenteeism means the unauthorized time off from work that occurs when an employee is not present at work during a scheduled work period.

Acceptable business gifts or awards are defined as:

- Food and beverage consumed at a business function
- Infrequent, tangible gift or award that is clearly not intended to influence a business decision

Access to Information Request Form means the form prescribed by the Nunavut Impact Review Board for the purpose of requesting access to records under the control of the Nunavut Impact Review Board.

Accommodation refers to the design and adaptation of the work environment to the needs of as many types of persons as possible and, according to the Supreme Court of Canada, refers to what is required in the circumstances of each case to avoid discrimination.

Examples of Accommodation: During the selection process, a person's qualifications must be assessed after the person has been accommodated.

- i. Types of accommodation during the selection process may include, but are not limited to:
 - Providing information about the position in multiple formats for candidates who are blind or visually impaired,
 - Ensuring that applicants who are deaf or hearing impaired can make inquiries via a TTY number or fax,
 - Allowing extra time, where appropriate, for tests or exams and
 - Ensuring that the interview site is physically accessible.
- ii. Types of accommodation in the workplace may include, but are not limited to:
 - Attendant services,
 - Adaptive technology,
 - Changes to work sites,
 - Flexible work arrangements, including but not limited to telework, task modifications or other alternative work arrangements,
 - Converting printed matter to alternative media and reader services for employees who are blind,
 - Providing work space and furnishings appropriate to the nature of the disability,
 - Providing interpreters for deaf and hearing-impaired employees and
 - Adapting training programs to the needs of employees with disabilities, including those with learning disabilities.
- iii. Alternate formats can include:
 - Braille documents

- Large print documents
- Electronic versions of documents

Adaptive Technology consists of work-related devices or equipment that allows employees with disabilities to participate as fully as possible in the workplace and include items such as magnification software and hardware, voice recognition software and augmentative communication devices.

Adverse weather of a serious nature is weather conditions that may prohibit some employees from reporting to work but that may not necessarily involve the closing of the office.

All-weather road - means a gravel or higher standard road that extends between a location and a place named in the definition of point of departure that is impassable for less than three consecutive weeks during freeze-up and three consecutive weeks during break-up periods, and includes daily ferry service.

Appropriate governing authority - with reference to an employee, means one or more of the following that is applicable to the employee in the circumstances:

- a. An Act of Parliament or a statutory instrument,
- b. A current compendium of terms and conditions of employment within the Nunavut Land Claims Act, or
- c. The Board of the Nunavut Impact Review Board, or,
- d. A Treasury Board policy or directive adopted by Nunavut Impact Review Board.

Attendant Services refers to the provision of services to persons with disabilities who require assistance with the duties of their position, as well as assistance with activities of everyday living during the employees' hours of work.

Availability to the public - refers to the situation in which an employee, as the occupant of a particular residence, is recognized as a Board employee and therefore may be called upon by the public outside normal working hours.

Barriers are physical barriers as well as formal or informal policies and practices that restrict or exclude persons in the designated groups from employment opportunities in the federal Public Service.

Benchmark means the process of determining a competitive salary rate from established salary surveys and databases.

Board Location means the community to which the employee is assigned by the Nunavut Impact Review Board to work and live.

Board Member: Board Member is a Member of the Board and is not referred to as a Director in these policies.

Bona Fide Occupational Requirements according to the Supreme Court of Canada are those requirements that:

- i. The employer has adopted for a purpose or goal that is rationally connected to the functions of the position,
- ii. The employer has adopted in good faith, in the belief that they are necessary to fulfill the purpose or goal and
- iii. Are reasonably necessary to accomplish the purpose or goal in the sense that the employer cannot accommodate persons with the characteristics of a particular group without incurring undue hardship.

Business Transaction is any event, condition, action or commitment, the result of which is the acquisition, disposition or use of assets or resources; the increase or reduction in a liability; the receipt or payment of funds; or the provision of services of which a client is charged. Business transactions occur commonly in, but are not limited to, such diverse areas as finance, administration, personnel, contracts, and program management. Business transactions may also include formal approvals or authorizations such as correspondence.

Card Holder means an employee or Board Member who has been issued a Board credit card.

Candidates include applicants from outside the Board, as well as existing employees who are participating in a staffing process

Christmas Season: The Monday before Christmas (December twenty fifth) until the Monday following New Years Day (January 1st).

Commercial Accommodation means a private business that charges for providing overnight accommodation

Common-law partner - The term common-law partner refers to a person living in a conjugal relationship with an employee for a continuous period of at least one (1) year.

Complaint means a verbal expression of dissatisfaction by an employee relating to his or her employment addressed to his or her Supervisor.

Confidentiality refers to information being made available or disclosed only to individuals, entities or processes authorized to see or use that information.

Consumer Price Index (CPI) is calculated by the Bank of Canada to determine the prices of items in a basket of goods and services commonly purchased by Canadians

Cost of Living Allowance (COLA) means a salary supplement paid to employees to cover rises in the cost of living. The specific amount of the supplement is dictated by the Consumer Price Index.

Credit Card means an authorized Board credit card issued by a financial institution that is used by the Board for the purchase of goods and services.

Data Integrity is the quality or condition of being accurate and complete and not altered or destroyed in an unauthorized manner.

Day of Rest refers generally to the two (2) consecutive days of rest during a seven (7) day period (usually Saturday and Sunday)

Declaration – a written statement signed by the traveller attesting to and listing the expenses for payment without receipt.

Dependant - with reference to an employee, means a person who is:

- i. The spouse of that employee or the person named in the common-law partner declaration, or
- ii. Any relative of the employee who is wholly dependent upon his/her support by reason of mental or physical infirmity, or
- iii. One for whom the employee is eligible to claim a tax credit under the Income Tax Act, or
- iv. A biological child, stepchild, or a legally adopted child, or legal ward who:
 - Is unmarried,
 - Does not qualify under (ii), and
 - Who has not yet attained twenty four (24) years of age and is in full-time attendance at a recognized secondary or post-secondary educational institution. Proof of Enrolment for a dependant is to be provided to the Director of Finance and Administration in order to receive this benefit.

Demotion means the transfer of an employee to a new position with fewer responsibilities and a maximum rate of pay lower than the employee's current position.

Designated workplace: the employee's designated workplace or business address where the employee would work if there were no telework situation.

Digital Signature is the cryptographic transformation of data, which when added to a message, allows the recipient to verify the signer and whether the initial message has been altered or the signature forged since the transformation was made.

Director: The term Director refers to a senior manager responsible for a department within the Nunavut Impact Review Board and not a Member of the Board.

Dismissal means the termination of the employment relationship between the Nunavut Impact Review Board and the employee for with or without just cause. Upon dismissal, the employee shall no longer be entitled to any or all of the benefits associated with being an employee of the Nunavut Impact Review Board.

Duty Travel means traveling on authorized Nunavut Impact Review Board business

Economy class – the standard class of air travel, including special discount fares which excludes first class and business class or equivalents

Electronic Authorization is the process by which a digital signature is linked to electronic business transactions to signify that a person with delegated authority has effectively authorized the further processing of that data and cannot credibly deny that s/he has done so.

Electronic Authentication is the process by which an electronic authorization is verified to ensure, before further processing, that the authorizer can be positively identified, that the integrity of the authorized data was preserved and that the data are original.

Emergency closing conditions is weather conditions that necessitate the closing of the office. Conditions that may be hazardous to life or safety and may warrant closing of the office include life threatening weather such as snow, ice, blizzard, extremely low visibility, extreme temperatures, hurricane, tornado, earthquake, flood or other natural disaster.

Employees include full-time, part-time, casual, seasonal, term and indeterminate employees.

Employee – means a person who is employed by Nunavut Impact Review Board and whose salary is paid out of the Nunavut Impact Review Board's operating funds

Employment and employment-related opportunities includes appointments, promotions, deployments, secondments, assignments, training and career development opportunities.

Employee means an employee, for the purposes of grievances, a person who occupies a full time position.

Emergency Travel is travel for legitimate Board business that must be taken, for reasons of expediency, without the usual approvals having been made to authorize that travel

Employee with dependants - is an employee who has at least one (1) dependant residing with the employee at the employee's residence.

Employee without dependants - means an employee who does not have a dependant residing with the employee at the employee's residence.

Employer is the Nunavut Impact Review Board

EI Environment Illness

Examples of Disabilities: Determining what a disability is depends on the circumstances of each case. The following have been found to be disabilities:

- i. Blindness or other severe visual impairment

- ii. Deafness or other severe hearing impairment
- iii. Mobility impairment
- iv. Chronic pain
- v. Environmental sensitivities
- vi. Addictions
- vii. Learning disabilities
- viii. Speech impairment
- ix. Chronic conditions, such as diabetes
- x. Psychiatric disabilities
- xi. Developmental disabilities
- xii. Other permanent or temporary conditions that cause pain or limit or restrict activities

Facilities include premises and equipment.

Field Officer means an employee or officer to whom, during field operations, is delegated the responsibility to manage a project, or a part thereof.

Field Operations means those operations and activities conducted by employees or groups of persons away from the Board's premises, such as surveys of a site or research.

Fiscal year - means the period beginning on the first day of April in one year and ending on the thirty-first day of March in the next year.

Flexible Work Arrangements include but are not limited to tele-work and compressed work weeks.

Garnishable fees include all moneys payable as fees, honoraria or similar payments to a contractor for performing a service, office or position. Except where a contract specifically differentiates between fees and expenses, such as traveling expenses, the specified expenses are not included

Garnishable salary means the basic pay payable to an employee for performing the regular duties of a position or office, and any amount payable as an allowance, special remuneration, payment for overtime or other compensation or gratuity, excluding any amount deemed to be excluded from that person's salary. Amounts deemed to be excluded include, for example, a reimbursement for out-of-pocket expenses incurred while performing duties and compulsory deductions such as income tax, CPP/QPP contributions, Employment Insurance premiums, DI/LTD premiums and Superannuation contributions

Garnishee summons includes any documents or court order of like import issued following a judgment

Government and institutional accommodation - federal government training centres, universities, colleges, Canadian or foreign military establishments, DVA hospitals, trailers, tents and other facilities owned, controlled, authorized or arranged by the Crown, including other educational institutions that provide sleeping accommodation.

Grievance means a complaint in writing presented by an employee on his or her own behalf, or on behalf of himself or herself and one or more other employees.

Harassment is any improper conduct by an individual, that is directed at and offensive to another person or persons in the workplace, and that the individual knew or ought reasonably to have known to cause offence or harm. It comprises any objectionable act, comment or display that demeans, belittles, or causes personal humiliation or embarrassment, and any act of intimidation or threat.

- i. *Harassment* is defined as one or a course of vexatious comment or conduct based on a prohibited ground listed in the Nunavut *Human Rights Act*, which is any of the following personal characteristics: race, color, creed, religion, sex, sexual orientation, age, disability, ancestry, ethnic origin, place of origin, citizenship, marital status, family status, pregnancy, lawful source of income, or a conviction for which a pardon has been granted, that is known or ought reasonably to be known to be unwelcome.
- ii. *Harassment* has the effect of creating a degrading, intimidating, hostile or marginalizing work environment for the person experiencing it. There may be circumstances where a single incident is serious enough to amount to harassment.
- iii. *Sexual Harassment* is any unwelcome conduct of a sexual nature that detrimentally affects the work environment or leads to adverse job-related consequences for the victim of the harassment.
- iv. *Personal Harassment* is not based on any of the prohibited grounds under the human rights legislation. It is a form of behavior that for a variety of reasons demeans or embarrasses a person. Personal harassment can occur between individuals and groups of employees.
- v. *Complaint* is a formal allegation of harassment submitted in writing to the Executive Director and which is based on actions defined as harassment.
- vi. *Confidential* means private and protected. Confidential information is received in trust and is protected from disclosure. Any unauthorized sharing of confidential information will result in disciplinary action.
- vii. *Delegated manager* is designated by the Executive Director to be accountable for a harassment complaint process.
- viii. *Mediation* is voluntary processes used to resolve conflict by having a neutral person help the disputing parties arrive at a mutually acceptable solution.

The Hazardous Products Act defines controlled Products as follows:

- CLASS A Compressed Gases
- CLASS B Flammable and Combustible Material

- CLASS C Oxidizing Material
- CLASS D Poisonous and Infectious Material
- CLASS E Corrosive Material
- CLASS F Oxidizing Material

Household effects - means those items for living and personal effects, but not snowmobiles, vehicles or boats.

Immediate family member - Spouse, parents and grandparents, children and grand children, brothers and sisters, mother in law and father in law, brothers in law and sisters in law, daughters in law and sons in law. Adopted and step members are also included in immediate family.

Impaired means a lessening of a person's abilities to carry out work in a safe and proper manner. Alcohol or drugs as well as various other substances may cause impairment. The following symptoms may indicate impairment:

- slurred speech
- staggering
- lack of co-ordination or mobility
- marked change in personality or appearance

Incurred Childcare expenses are defined for this policy as expenses that exceed those which would normally have been incurred for childcare on a regular day to day basis while in the employee's or Director's home community

Investigator/s will be those third party person/s selected by the Executive Director.

IQ - Inuit Qaujimajatuqangit is a term for Inuit knowledge and values.

IQ Days are days that are defined and planned by the Nunavut Impact Review Board to pursue IQ Inuit Qaujimajatuqangit activities

Isolated post - means a location named in Appendix A of Treasury Board Isolated Posts Directive. Communities in Nunavut are classified as a Class 1 location which provides the greatest level of Northern Living Allowances for an isolated posting.

Key Management is a process designed to ensure that the keys and keying material used in the authorization and authentication process are managed in accordance with a security policy. The process includes the generation, distribution, application, certification, storage, archiving and destruction of keys. A key is a sequence of symbols that controls the operation of encryption and decryption.

Layoff means a temporary, prolonged, or final separation from employment for business reasons such as the decision that certain positions are no longer necessary or as a result of a lack of work or lack of funding.

Lieu time is leave provided as compensation for overtime worked, instead of a cash payout.

Local hire means a Nunavut Impact Review Board employee whose official and actual point of hire is Cambridge Bay.

Low value means goods and services purchased with a value less than the single transaction limit.

MCS Multiple Chemical Sensitive

Misconduct behavior not conforming to prevailing standards or laws; impropriety or dishonest or bad management, especially by persons entrusted or engaged to act on behalf of another or person or organization

A Non-Medical Escort - is an adult authorized to accompany a patient who is unable to travel without some assistance and who is also authorized to accompany that patient for part or all of his/her medical treatment.

Normal place of residence (Also known as Point of Hire) - means the residence and location from which the employee moves to a Board location upon being hired by the Nunavut Impact Review Board.

*Normal working hours*⁵⁴ - means the number and schedule of hours that a full-time employee is required to work.

Nunavut Land Claims Beneficiary is a person who is enrolled as a beneficiary under the Nunavut Land Claims Agreement. Verification of beneficiary status may be confirmed through Nunavut Tunngavik Inc.'s Nunavut Inuit Enrolment List, which will be considered as the enrolment list of record for any disputes.

Nunavut Resident is a person who has lived in Nunavut for at least the last 12 consecutive months and has a valid Nunavut Health Card.

Occupational Health and Safety is a means of controlling workplace hazards by reducing or eliminating occupational injuries or illnesses.

Out-of-Town hire means a Nunavut Impact Review Board employee whose official and actual point of hire is not Cambridge Bay.

Overtime is work performed by an employee at the request of and authorized by the employer in excess of or outside the employee's regularly scheduled hours of work.

Pay period is the period commencing on the day following the day that that person's salary cheque is normally dated and ending on the day that his next salary cheque is normally dated". In other words, "pay period" means the interval between regular pay cheques

⁵⁴ See policy Hours of Work

Personnel File means the official record containing personnel information on each employee maintained by the Director of Finance and Administration.

Persons with Disabilities as defined by the Employment Equity Act, are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:

- i. Consider themselves disadvantaged in employment by reason of that impairment or
- ii. Believe that an employer or potential employer likely would consider them disadvantaged in employment by reason of that impairment.
- iii. These would include persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.
- iv. For the purpose of this policy, persons with disabilities do not have to fall strictly within this definition. Examples of types of disabilities that may require accommodation are listed in the attached Guidelines.

Point of departure - means whichever place in the south that is nearest to the region of the Board location of an employee (Edmonton, Winnipeg or Ottawa) by the most practical route and means of transportation

Private non-commercial accommodation - private dwelling or non-commercial facilities where the traveller does not normally reside

Prognosis is a statement that outlines the long-term expectations regarding an employee's medical condition. The prognosis does not state what medical condition(s) the employee has, however, it does state when or if the employee will be able to report for duty and what tasks the employee will be able to perform on return to work

Receipt – an original document or carbon copy showing the date and amount of expenditure paid by the traveller.

Resignation is the voluntary termination of employment by the employee or Board Member.

Retirement is the voluntary termination of employment by the employee to withdraw from working and active employment.

Salary range means a series of predetermined steps or increments (e.g. from 75% to 100%) of a salary for a particular position that relate to the level of skills, experience and knowledge demonstrated or possessed to fulfill that position.

Smoking: to smoke, hold or otherwise have control over an ignited product manufactured from tobacco and intended for use by smoking.

Spouse or common-law partner - The term common-law partner refers to a person living in a conjugal relationship with an employee for a continuous period of at least one year. The term spouse refers to the person married to the employee.

Staffing and Selection Processes include open, closed or without competition staffing actions that result in a permanent or temporary appointment or deployment. Staffing and selection processes encompass all related activities such as establishing qualifications, advertising, assessment, giving notice that an appointment or deployment has been made, recourse and disclosure, as well as any related communications with candidates.

Standards of General Conduct means the accepted standards that should require no set rules to ensure compliance (e.g. coming in to work on time).

Standards of Particular Conduct means the established work rules or orders (e.g. taking coffee breaks according to a rotational schedule)

Step/Increment means the difference between adjacent steps in a pay range to recognize an employee's acquisition of job related skills, experience and knowledge and satisfactory performance.

Supervisor means any Nunavut Impact Review Board employee (Executive Director, Director, or Manager) who has other Board employees reporting directly to him/her

Suspension means the temporary removal of an employee from the place of work without pay to make clear to the employee the seriousness of poor performance or misconduct.

Suspension Pending Investigation means an employee is suspended, with pay, to allow investigators to determine if the Board should dismiss/discipline an employee for misconduct or incompetence.

Systems include information systems and employment systems (such as policies, practices, directives and guidelines).

Tardiness means unauthorized arriving late or leaving early in connection with scheduled work, meal or break periods.

Telework: a flexible work arrangement whereby employees have approval to carry out some or all of their work duties from a telework place.

Telework place: the alternative location where the employee is permitted to carry out the work otherwise performed at or from their designated workplace.

Termination means the termination of the employment relationship between the Nunavut Impact Review Board and the employee for cause. Upon termination, the employee shall no longer be entitled to any or all of the benefits associated with being an employee of the Nunavut Impact Review Board.

Time and a half is one and one half (1 1/2) times the hourly rate of remuneration, applicable to hours worked in excess of forty (40) hours.

Training means a specific learning activity, with pre-defined objectives in terms of skills, knowledge, or techniques that are undertaken to reach or maintain an expected level of performance.

Unacceptable Financial Awards: for the purposes of these policies is money or favors or goods in kind that is received by an employee or Board Member for work done or business favors that is in a conflict of interest with the work being performed for Nunavut Impact Review Board.

Use of any Tobacco Product: to smoke, hold or otherwise have control over an ignited product manufactured from tobacco and intended for use by smoking or to consume, chew or inhale any tobacco product like snuff or chewing tobacco.

Verbal Action means a discussion between the employee and the Supervisor concerning the employee's performance or conduct, how it should improve and what might happen if it does not.

Workplace is any indoor or enclosed space, under the Nunavut Impact Review Board's control, in which employees perform the duties of their employment. This includes any adjacent corridor, lobby, stairwell, elevator, washroom or other common area frequented by such employees during the course of their employment. This includes a three meter radius surrounding any entrance to or exit from the workplace.

Work-Related Events includes meetings, training programs, conferences, retreats, seminars, social events and information sessions, whether conducted inside or outside the workplace.

Written Action means a letter stating that the employee's performance or conduct is unsatisfactory, how it should improve and what might happen if it does not. Written actions become part of the employee's record by being placed on the employee's personnel file.

WSCC: Workers' Safety and Compensation Commission

OPERATIONS AND ADMINISTRATION POLICIES REVISION HISTORY

[illegible]